



# York University Board of Governors Notice of Meeting

June 28, 2016, 1:30 to 4:30 pm  
5<sup>th</sup> Floor, Kaneff Tower, Keele Campus

PAGE

**I. CLOSED SESSION**

**II. OPEN SESSION – 1:45 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) <i>1:50 pm</i>	
a. Committee Terms of Reference and Mandates (for approval).....	1
3. President's Items (M. Shoukri) <i>2:00 pm</i>	
a. Overview of the Year Past and Year to Come	
b. Presentation: Student Representative Roundtable Annual Report (S. Aidid, D. O'Hara)	
c. Impact - The Campaign for York University (J. O'Hagan).....	21
d. Kudos Report.....	43
4. Academic Resources Committee (H. Wu) <i>2:45 pm</i>	
a. June Report on Appointments, Tenure and Promotion (for approval) .....	49
5. Finance and Audit Committee (O. Ibrahim) <i>3:00 pm</i>	
a. Budget Plan and Financial Statements (Presentation, G. Brewer)	
• 2016-17 Annual Budget (for approval) .....	68
• Financial Statements for the Year Ended April 30, 2016 (for approval) .....	97
b. Appointment of External Auditors (for approval).....	127
c. Tuition Fees: Graduate Diploma in Professional Accounting (for approval) .....	130
d. Schulich School of Business Building Expansion (for approval).....	132

e. Renovation of the Science Complex (for approval) .....	136
f. Cogeneration/Central Utilities Renewal Program (for approval)	
• Capital Upgrades .....	139
• Multi-Year Maintenance Contract.....	145
6. Governance and Human Resources Committee (D. McFadden) <i>3:45 pm</i>	
7. Investment Committee <i>4:00 pm</i>	
8. Other Business	
9. <i>In Camera</i> Session <i>4:15 pm</i>	

**CONSENT AGENDA**

10. Minutes of the Meeting of May 3, 2016 .....	146
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**INFORMATION ITEMS**

11. Academic Resources Committee:	
a. Vice-President Research and Innovation Items.....	151
b. Markham Campus Planning Update.....	156
c. Quality Assurance Reports	
• Council on Quality Assurance Audit Findings and Follow-up .....	162
• Final Assessment Reports (Academic Policy, Planning and Research/Academic Standards and Pedagogy Sub-Committee on Quality Assurance).....	172
12. Investment Committee:	
a. 2015 Annual Investment Report .....	197



# Board of Governors

## Memorandum

To: Board of Governors

From: Rick Waugh, Chair

Date: June 28, 2016

Subject: Revisions to Committee Terms of Reference and Mandates

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**The Board Executive Committee recommends approval by the Board of the changes to the terms of reference and mandate for the following committees as reflected in Appendix A:**

- Academic Resources Committee**
- Finance and Audit Committee**
- Governance and Human Resources Committee**
- Investment Committee**
- Land and Property Committee\***

### Rationale:

As requested by the Board Chair, over the past several months committees have reviewed their mandates and terms of reference and considered whether changes should be made. Many have identified revisions they believe would assist with the effective functioning of the committee. The Investment Committee met on May 30, 2016 and approved the revisions. It is anticipated that the Academic Resources, Finance and Audit and Governance and Human Resources Committees will approve their revisions at meetings on June 27. \*The Land and Property Committee did not meet this cycle but will review the language of its proposed changes in the fall. Therefore concurrence will be pending Land and Property's approval.

The External Relations Committee conducted a preliminary review of its mandate but expressed an interest in pursuing further discussion before presenting revisions to the Board. However, the committee's recommendation for a name change was approved by the Board on May 3, 2016.

## Board of Governors

The proposed revisions to the Governance and Human Resources Committee mandate address most but not all of the issues raised during its discussion in October.

Proposed amendments for each committee except External Relations and Executive may be found in Appendix A. The current version with the proposed amendments is shown along with a brief explanation for the changes. Clean versions for each may be found at Appendix B.



## Academic Resources Committee Terms of Reference with Commentary

Existing Terms of Reference	Proposed Revisions (in bold)	Notes
<p>The Academic Resources Committee shall oversee and report to the Board on all academic resource matters and such other academic matters as are within the authority of the Board. The Committee's scope shall specifically include research and innovation.</p> <p>Without limiting the generality of the foregoing, the Committee shall</p> <p>1. consider, from time to time as appropriate, the implications of the changing external and internal environments for strategic academic objectives (as set out in the academic planning and research sections of the University's Strategic Plan)</p> <p>2. review, on an <del>annual</del> basis, the major academic assumptions that underlie the budgetary planning framework, and satisfy itself that these assumptions are consistent with the Strategic Planning Objectives</p> <p><del>3. monitor, and report to the Board, the University's progress toward the achievement of its academic and research plans</del></p>	<p>The Academic Resources Committee shall oversee and report to the Board on all academic resource matters and such other academic matters as are within the authority of the Board. The Committee's scope shall specifically include research and innovation.</p> <p>Without limiting the generality of the foregoing, the Committee shall</p> <p>1. monitor, and report to the Board, the University's progress toward the achievement of its academic and research plans and consider from time to time as appropriate, the implications of the changing external and internal environments for strategic academic objectives as set out in the <b>Strategic Mandate Agreement, University Academic Plan, the Strategic Research Plan and other relevant planning documents and frameworks</b></p> <p>2. review, on an <b>ongoing</b> basis, the major academic assumptions that underlie the budgetary planning framework, and satisfy itself that these assumptions are consistent with strategic planning objectives</p>	<p>Moved up from item 3 to reflect its high priority for the Committee.</p> <p>Clarifies Committee's work in context of principal planning documents.</p> <p>The Committee's consideration of items should reflect ongoing attention to the interplay of academic resources and academic planning.</p>

Existing Terms of Reference	Proposed Revisions (in bold)	Notes
<p>4. recommend to the Board (with the concurrence of Senate) the establishment or discontinuance of Faculties, Schools, and Institutes</p> <p>5. <del>consider University wide human resource policies (including human rights and equity policies) in light of their implications for university faculty members, and review and evaluate other such policies which affect only the university's faculty members</del></p> <p>6. review, and recommend approval by the Board, the President's recommendations on appointment, promotion, tenure or removal of faculty members</p> <p>7. <del>consider and comment on the terms of reference of search committees for decanal and senior academic administrative appointments</del></p> <p>8. <del>review and comment on the academic aspects of bargaining mandates for contract negotiations with academic bargaining units</del></p> <p>9. undertake such other duties as may be requested by the Board from time to time</p>	<p>3. recommend to the Board (with the concurrence of Senate) the establishment or discontinuance of Faculties, Schools, and Institutes <b>and endowed chairs, professorships and fellowships</b></p> <p>4. <b>monitors faculty complements in the context of academic plans, including equity dimensions</b></p> <p>5. review, and recommend approval by the Board, the President's recommendations <b>report</b> on appointment, promotion, tenure or removal of faculty members</p> <p>6. undertake such other duties as may be requested by the Board from time to time</p>	<p>Recommendations to the Board for the approval of endowed positions are the responsibility of the Committee.</p> <p>Human resources responsibilities reside with other committees. The Committee does, however, receive reports on changes in the faculty complement.</p> <p>Clarifies that Committee does not approve appointment, tenure etc. In presenting his reports, the President confirms that prescribed processes were followed and the advice of the appropriate individuals or bodies were considered.</p> <p>The Committee does not perform this function.</p> <p>The Committee does not review and comment on bargaining mandates.</p>

## Finance and Audit Committee Terms of Reference with Commentary

Existing Terms of Reference	Proposed Revisions (in bold)	Notes
<p>The Finance and Audit Committee shall oversee the financial framework and management of the University and its legal and regulatory compliance and accountability. Without limiting the generality of the foregoing the Committee is specifically mandated to:</p> <ol style="list-style-type: none"> <li>1. Review the financial requirements of the University and its strategies and methods of meeting these requirements from time to time and over time.</li> <li>2. Review and recommend the approval of the University’s operating, ancillary and capital budgets and supplementary appropriations and through the budget process, review and make recommendations to the Board on the setting of academic and non-academic fees.</li> <li>3. Review and recommend the approval of the University’s finance policies.</li> <li>4. Review annual and long-range projections for capital program requirements and make recommendations for capital project financing.</li> <li>5. Recommend to the Board the appointment of external auditors, and review their performance and fees.</li> <li>6. Oversee the University’s compliance with generally accepted accounting principles, practices and</li> </ol>	<p>The Finance and Audit Committee shall oversee the financial framework and management of the University, <b>its structure of risk mitigation</b> and its legal and regulatory compliance and accountability. Without limiting the generality of the foregoing the Committee is specifically mandated to:</p> <ol style="list-style-type: none"> <li>1. Review the financial requirements of the University and its strategies and methods of meeting these requirements from time to time and over time.</li> <li>2. Review and recommend the approval of the University’s operating, ancillary and capital budgets and supplementary appropriations and through the budget process, review and make recommendations to the Board on the setting of academic and non-academic fees.</li> <li>3. Review and recommend the approval of the University’s finance policies.</li> <li>4. Review annual and long-range projections for capital program requirements and make recommendations for capital project financing.</li> <li>5. Recommend to the Board the appointment of external auditors, and review their performance and fees.</li> <li>6. Oversee the University’s compliance with generally accepted accounting principles,</li> </ol>	<p>Articulates the committee’s oversight role of risk.</p>

Existing Terms of Reference	Proposed Revisions (in bold)	Notes
<p>requirements and evaluate the University's finance and accounting practices and internal control to ensure that they are appropriate and adequate for its purposes.</p> <p>7. Review with the internal and external auditors their independence, the scope of their respective duties and the relationship between them.</p> <p>8. Receive reports on the University's enterprise risk framework and make recommendations on risk management policies and strategies.</p> <p>9. Consider any matters which the external auditors recommend should be brought to the University's attention: including calling for specific reports from the University on matters within the Committee's mandate and authorize special audits in appropriate circumstances.</p> <p>10. <del>Oversee and make recommendations to the Board of Governors on pension matters.</del></p> <p>11. Undertake such other duties as may be appropriate from time to time either to fully discharge its responsibility or as is requested of it from time to time by the University or the Board of Governors.</p>	<p>practices and requirements and evaluate the University's finance and accounting practices and internal control to ensure that they are appropriate and adequate for its purposes.</p> <p>7. Review with the internal and external auditors their independence, the scope of their respective duties and the relationship between them.</p> <p>8. Receive reports on the University's enterprise risk framework; make recommendations on risk management policies and strategies; <b>and ensure all standing committees of the Board integrate risk management within their respective mandates.</b></p> <p>9. Consider any matters which the external auditors recommend should be brought to the University's attention: including calling for specific reports from the University on matters within the Committee's mandate and authorize special audits in appropriate circumstances.</p> <p>10. Undertake such other duties as may be appropriate from time to time either to fully discharge its responsibility or as is requested of it from time to time by the University or the Board of Governors.</p>	<p>Clarifies Finance &amp; Audit's specific role of coordinating risk oversight among the Board committees.</p> <p>Addresses the current duplication between the Gov &amp; HR and Finance &amp; Audit committees in the oversight of pension matters. It is being recommended that Gov &amp; HR have oversight of pension matters and consult with Finance and Audit as needed.</p>

## Governance and Human Resources Committee Terms of Reference with Commentary

Existing Terms of Reference	Proposed Revisions	Notes
<p>The Governance and Human Resources Committee shall oversee the nomination of governors on behalf of the Executive Committee, shall monitor the Board’s governance processes and recommend amendments thereto from time to time, and shall oversee the University’s human resources frameworks, strategies and policies. Without limiting the generality of the foregoing, the Committee shall from time to time:</p> <p>4. Propose to the Executive Committee the names of individuals for membership on the Board in conformity with the General By-law and the <i>Protocol for the Composition of the Board</i>.</p> <p>2. <del>Monitor and assess the relationship between the Board and the other constituent parts of the University’s governance structure as established in the York University Act and provide recommendations to the Executive Committee with respect thereto.</del></p> <p>3. Periodically review the General By-law and governance related policies of the Board, and when considered desirable for the purpose of furthering the objectives of the Board and</p>	<p>The Governance and Human Resources Committee shall oversee the nomination of governors on behalf of the Executive Committee, shall monitor the Board’s governance processes and recommend amendments thereto from time to time, and shall oversee the University’s human resources frameworks, strategies and policies. Without limiting the generality of the foregoing, the Committee shall from time to time:</p> <p>1. Propose to the Executive Committee the names of individuals for membership on the Board in conformity with the General By-law and the <i>Protocol for the Composition of the Board</i>.</p> <p>2. Review the General By-law and governance related policies of the Board <b>at least once every five years</b>, and when considered desirable for the purpose of furthering the objectives of the Board</p>	

Existing Terms of Reference	Proposed Revisions	Notes
<p>the University, recommend to the Executive Committee, amendments thereto.</p> <p>4. <del>Advise on and approve programs for the orientation and ongoing education and development of governors and monitor the implementation of such programs from time to time.</del></p> <p>5. Develop, implement and monitor procedures for assessing the effectiveness of the Board and its members.</p> <p>6. Review and recommend approval of University-wide human resources policies, including employment equity and workplace diversity.</p> <p>7. <del>Review and recommend approval of the University's workplace health and safety policies, and review and present the University's annual health and safety report to the Board.</del></p> <p>8. Review and recommend approval of the University's <del>framework</del> for non-academic staff engagement, recruitment, retention, development and training, employee well-being, performance, compensation and succession planning.</p> <p>9. <del>Review proposed changes to University pension plan benefits and provide recommendations to the Finance and Audit Committee with respect thereto.</del></p>	<p>and the University, recommend to the <b>Board</b> amendments thereto.</p> <p>3. <b>Monitor and</b> advise on orientation and development <b>initiatives</b> for governors.</p> <p>4. Develop, implement and monitor procedures for assessing the effectiveness of the Board and its members.</p> <p>5. Review and recommend approval of University-wide human resources policies, including employment equity and workplace diversity.</p> <p>6. <b>Ensure the University's compliance with employment-related legislation, including workplace health and safety.</b></p> <p>7. <b>Periodically</b> review the University's <b>strategies and plans</b> for staff engagement, recruitment, retention, development and training, employee well-being, performance, compensation and succession planning.</p> <p>8. <b>Oversee and make recommendations to the Board on pension matters and consult with Finance and Audit Committee as required.</b></p>	<p>Per discussion, to clarify that role is primarily performed by administration but committee has oversight.</p> <p>Provides greater clarity with respect to the role played regarding various workplace matters.</p> <p>Discussion identified that the framework is not approved. Suggested that this provision be reviewed more thoroughly once the new AVP, HR is in place. Clarifies that both academic and non-academic staffing matters are considered.</p> <p>Addresses concerns raised regarding duplication between this committee and Finance and Audit.</p>

Existing Terms of Reference	Proposed Revisions	Notes
<p><del>10.</del> Undertake any such other duties as the committee might reasonably perform in carrying out its duties or as may be requested by the Chair of the Board or Executive Committee.</p>	<p>9. Undertake any such other duties as the committee might reasonably perform in carrying out its duties or as may be requested by the Chair of the Board or Executive Committee.</p>	

## Investment Committee Terms of Reference with Commentary

Existing Terms of Reference	Proposed Terms of Reference	Notes
<p>The Investment Committee shall advise the Board and the University on strategic and operating matters pertaining to the investment of the University's endowment and operating funds.</p> <p>Without limiting the generality of the foregoing, the Committee shall</p> <ol style="list-style-type: none"> <li>1. <del>Review the University's investment and cash management strategies, policies and procedures with the University's officers and its investment managers.</del></li> <li>2. <del>Receive and consider a quarterly report from the University on treasury activities.</del></li> <li>3. <del>Review and advise on investment strategy for the University's operating, capital, ancillary, research, endowment and expendable trust funds.</del></li> </ol>	<p>The Investment Committee is a <b>Standing Committee of the Board of Governors that provides advice and oversight to the Board and the University regarding investment responsibilities for all invested funds, including both endowed and non-endowed assets, with the exception of the Pension Fund and Student Investment Fund.</b></p> <p><b>In that regard, the Investment Committee shall:</b></p> <ol style="list-style-type: none"> <li>1. <b>Review periodically the University's investment policies and procedures and recommend revisions for approval by the Board, considering the investment-related risks and returns and respective investing time horizons, as appropriate, for endowed assets and non-endowed assets. For the Endowment Fund, the Statement of Investment Policy and Procedures (SIP&amp;P) will be reviewed at least annually;</b></li> <li>2. <b>Receive and consider recommendations from the University's Advisory Committee on Responsible Investment brought forward by the Vice-President Finance and Administration;</b></li> <li>3. <b>Consider and approve asset allocation and investment classes in accordance with the SIP&amp;P and other University investment policies and procedures;</b></li> </ol>	<p>Adds further details and transparency to the specific responsibilities of the committee and clarifies the assets that are not within the committee's jurisdiction.</p> <p>As above, provides greater detail about the oversight role, including managing investment risk.</p> <p>New #2 - Incorporates the role for the committee with respect to responsible investing.</p> <p>Articulates more accurately the role of ensuring investment activities and recommendations are aligned with the key governance document, the SIP&amp;P.</p>



<p>4. <del>At the request of the Board or the Finance and Audit Committee, consider and make recommendations on financing arrangements for capital projects.</del></p>	<p>4. <b>Oversee the University’s investment of endowed and non-endowed assets;</b></p> <p>5. <b>Appoint, monitor the performance of, and take actions as appropriate regarding external asset managers;</b></p> <p>6. <b>Monitor the investment performance of the funds, review the annual distribution from the endowment funds, and report to the Board and inform the Finance and Audit Committee of relevant issues;</b></p> <p>7. <b>Establish the distribution rate for endowments and coordinate with the Finance &amp; Audit Committee when any deviation from the applicable policy occurs; and</b></p>	<p>Updated for further clarity. Old #4 – rarely, if at all, did the committee receive such requests from Finance &amp; Audit.</p> <p>New #5 - Articulates this specific role of the committee.</p> <p>Updated for clarity.</p> <p>Addresses the current duplication between Investment and the Finance &amp; Audit committees in the review of the distribution rate. Through the revised Terms of Reference, it is being recommended that the authority for setting the annual distribution rate be with the Investment committee as guided by the <i>Smooth Banded Inflation Policy</i> (approved 2014), coordinating with Finance &amp; Audit as necessary when deviations from the policy may impact the operating budget.</p>
<p>5. Undertake such other matters as <del>may be</del> requested by or specifically delegated by the Board from time to time.</p>	<p>8. Undertake such other matters as requested or delegated by the Board from time to time.</p> <p><b>Membership</b>  <b>Consistent with its mandate, the majority of Investment Committee members should be individuals with proven expertise in investment concepts and activities applicable to public</b></p>	<p>Flexibility to respond to new or urgent matters is being maintained.</p> <p>Entirely new section. Intended to articulate the skills and attributes required of the members; also enhances transparency and membership planning.</p>

	<p><b>sector organizations. In addition to the commitment expected of all Board committee members, Investment Committee members should:</b></p> <ul style="list-style-type: none"><li>• <b>be or become knowledgeable about the University's investment objectives for its funds, and</b></li><li>• <b>exercise the skills, diligence and degree of care expected of those responsible for a public sector organization's investment funds.</b></li></ul>	
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## Land and Property Committee Terms of Reference with Commentary

Existing Terms of Reference	Proposed Revisions	Notes
<p>The Land and Property Committee shall oversee the planning, development and management of the University’s real property and physical facilities, and policies relating thereto. Without limiting the generality of the foregoing it shall review and make recommendations on the following:</p> <ol style="list-style-type: none"> <li>1. Acquisition, sale or leasing of, and the designation of use of the University’s real property recommended by the President, or the York University Development Corporation jointly with the President.</li> <li>2. Establishment and periodic review of the guiding principles <del>and basic characteristics</del> of the Master Plans and Secondary Plans for the University’s campuses <del>based on the University’s approved academic requirements, including the requirement for buildings, landscaping, roadways, pathways, parking, heating and cooling, water, sewer and electrical distribution systems.</del></li> <li>3. Identification and management of risks associated with real property.</li> <li>4. <del>Annual and</del> long-range plans for the University’s physical assets, including standards for facilities renewal and maintenance.</li> </ol>	<p>The Land and Property Committee shall oversee the planning, development and management of the University’s real property and physical facilities, and policies relating thereto. Without limiting the generality of the foregoing it shall review and make recommendations on the following:</p> <ol style="list-style-type: none"> <li>1. Acquisition, sale or leasing of, and the designation of use of the University’s real property recommended by the President, or the York University Development Corporation jointly with the President.</li> <li>2. Establishment and periodic review of the guiding principles, <b>strategies and priorities</b> of the Master Plan and Secondary Plan for the University’s campuses <b>to ensure alignment of campus facilities and infrastructure with the University’s academic needs and municipal requirements.</b></li> <li>3. Identification and management of risks associated with real property, <b>including matters of safety in the context of campus buildings and infrastructure.</b></li> <li>4. <b>Strategic</b> long-range plans for the <b>development of the</b> University’s <b>non-core</b> assets <b>in alignment with the academic and institutional goals of the University.</b></li> </ol>	<p>Updated to reflect the language of the new Master Plan; streamlined but inclusive text to reduce the unnecessary specificity of campus infrastructure examples.</p> <p>As recommended by the committee, specifically articulates campus safety associated with the built form within the risk management role.</p> <p>As recommended by the committee, specifically articulates oversight of the non-core lands development planning.</p>

Existing Terms of Reference	Proposed Revisions	Notes
<p>5. Progress of University capital projects.</p>	<p>5. Standards and plans for campus facilities <b>and infrastructure</b> renewal and maintenance.</p> <p>6. Progress of University capital projects.</p>	<p>Includes the existing topic of facility and infrastructure maintenance as a separate item to give more prominence to the non-core asset development role.</p>

## **Board Academic Resources Committee: Terms of Reference**

(As revised)

The Academic Resources Committee shall oversee and report to the Board on all academic resource matters and such other academic matters as are within the authority of the Board. The Committee's scope shall specifically include research and innovation.

Without limiting the generality of the foregoing, the Committee shall

1. Monitor, and report to the Board, the University's progress toward the achievement of its academic and research plans and consider from time to time as appropriate, the implications of the changing external and internal environments for strategic academic objectives as set out in the Strategic Mandate Agreement, University Academic Plan, the Strategic Research Plan and other relevant planning documents and frameworks.
2. Review, on an ongoing basis, the major academic assumptions that underlie the budgetary planning framework, and satisfy itself that these assumptions are consistent with strategic planning objectives.
3. Recommend to the Board (with the concurrence of Senate) the establishment or discontinuance of Faculties, Schools, and Institutes and endowed chairs, professorships and fellowships.
4. Monitor faculty complements in the context of academic plans, including equity dimensions.
5. Review, and recommend approval by the Board, the President's report on appointment, promotion, tenure or removal of faculty members.
6. Undertake such other duties as may be requested by the Board from time to time.

## **Board Finance and Audit Committee: Terms of Reference**

(As revised)

The Finance and Audit Committee shall oversee the financial framework and management of the University, its structure of risk mitigation and its legal and regulatory compliance and accountability. Without limiting the generality of the foregoing the Committee is specifically mandated to:

1. Review the financial requirements of the University and its strategies and methods of meeting these requirements from time to time and over time.
2. Review and recommend the approval of the University's operating, ancillary and capital budgets and supplementary appropriations and through the budget process, review and make recommendations to the Board on the setting of academic and non-academic fees.
3. Review and recommend the approval of the University's finance policies.
4. Review annual and long-range projections for capital program requirements and make recommendations for capital project financing.
5. Recommend to the Board the appointment of external auditors, and review their performance and fees.
6. Oversee the University's compliance with generally accepted accounting principles, practices and requirements and evaluate the University's finance and accounting practices and internal control to ensure that they are appropriate and adequate for its purposes.
7. Review with the internal and external auditors their independence, the scope of their respective duties and the relationship between them.
8. Receive reports on the University's enterprise risk framework; make recommendations on risk management policies and strategies; and ensure all standing committees of the Board integrate risk management within their respective mandates.
9. Consider any matters which the external auditors recommend should be brought to the University's attention: including calling for specific reports from the University on matters within the Committee's mandate and authorize special audits in appropriate circumstances.
10. Undertake such other duties as may be appropriate from time to time either to fully discharge its responsibility or as is requested of it from time to time by the University or the Board of Governors.

## **Board Governance and Human Resources Committee – Terms of Reference**

(As revised)

The Governance and Human Resources Committee shall oversee the nomination of governors on behalf of the Executive Committee, shall monitor the Board's governance processes and recommend amendments thereto from time to time, and shall oversee the University's human resources frameworks, strategies and policies. Without limiting the generality of the foregoing, the Committee shall from time to time:

1. Propose to the Executive Committee the names of individuals for membership on the Board in conformity with the General By-law and the Protocol for the Composition of the Board.
2. Review the General By-law and governance related policies of the Board at least once every five years, and when considered desirable for the purpose of furthering the objectives of the Board and the University, recommend to the Board amendments thereto.
3. Monitor and advise on orientation and development initiatives for governors.
4. Develop, implement and monitor procedures for assessing the effectiveness of the Board and its members.
5. Review and recommend approval of University-wide human resources policies, including employment equity and workplace diversity.
6. Ensure the University's compliance with employment-related legislation, including workplace health and safety.
7. Periodically review the University's strategies and plans for staff engagement, recruitment, retention, development and training, employee well-being, performance, compensation and succession planning.
8. Oversee and make recommendations to the Board on pension matters and consult with Finance and Audit Committee as required.
9. Undertake any such other duties as the committee might reasonably perform in carrying out its duties or as may be requested by the Chair of the Board or Executive Committee.

## **Board Investment Committee – Terms of Reference** (As revised)

The Investment Committee is a Standing Committee of the Board of Governors that provides advice and oversight to the Board and the University regarding investment responsibilities for all invested funds, including both endowed and non-endowed assets, with the exception of the Pension Fund and Student Investment Fund. In that regard, the Investment Committee shall:

1. Review periodically the University's investment policies and procedures and recommend revisions for approval by the Board, considering the investment-related risks and returns and respective investing time horizons, as appropriate, for endowed assets and non-endowed assets. For the Endowment Fund, the Statement of Investment Policy and Procedures (SIP&P) will be reviewed at least annually;
2. Receive and consider recommendations from the University's Advisory Committee on Responsible Investment brought forward by the Vice-President Finance and Administration;
3. Consider and approve asset allocation and investment classes in accordance with the SIP&P and other University investment policies and procedures;
4. Oversee the University's investment of endowed and non-endowed assets;
5. Appoint, monitor the performance of, and take actions as appropriate regarding, external asset managers;
6. Monitor the investment performance of the funds, review the annual distribution from the endowment funds, and report to the Board and inform the Finance and Audit Committee of relevant issues;
7. Establish the distribution rate for endowments and coordinate with the Finance & Audit Committee when any deviation from the applicable policy occurs; and
8. Undertake such other matters as requested or delegated by the Board from time to time.

### **Membership**

Consistent with its mandate, the majority of Investment Committee members should be individuals with proven expertise in investment concepts and activities applicable to public sector organizations. In addition to the commitment expected of all Board committee members, Investment Committee members should:



- be or become knowledgeable about the University's investment objectives for its funds, and
- exercise the skills, diligence and degree of care expected of those responsible for a public sector organization's investment funds.

**Board Land and Property Committee – Terms of Reference**  
(As revised)

The Land and Property Committee shall oversee the planning, development and management of the University's real property and physical facilities, and policies relating thereto. Without limiting the generality of the foregoing it shall review and make recommendations on the following:

1. Acquisition, sale or leasing of, and the designation of use of the University's real property recommended by the President, or the York University Development Corporation jointly with the President.
2. Establishment and periodic review of the guiding principles, strategies and priorities of the Master Plan and Secondary Plan for the University's campuses to ensure alignment of campus facilities and infrastructure with the University's academic needs and municipal requirements.
3. Identification and management of risks associated with real property, including matters of safety in the context of campus buildings and infrastructure.
4. Strategic long-range plans for the development of the University's non-core assets in alignment with the academic and institutional goals of the University.
5. Standards and plans for campus facilities and infrastructure renewal and maintenance.
6. Progress of University capital projects.

## Memorandum

To: York University Board of Governors  
From: Jeff O'Hagan, Vice-President Advancement  
Date: June 28, 2016  
Subject: Impact: The Campaign for York University

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### BACKGROUND

In support of the strategic and academic priorities of the University, all fundraising and alumni relations activities across the campus are being coordinated and focused into a single, comprehensive Campaign.

York is at an inflection point in its history, and is building and expanding its reach and impact locally and globally. We have embarked on an ambitious fundraising Campaign to seek the support of our Alumni and donors to provide philanthropic funds to help accelerate and build our capacity to meet the opportunities ahead of us.

This Campaign reflects our continual commitment to enhance York's student experience and learning environment to help foster the leaders of tomorrow. Our alumni and donors are critical partners in ensuring that our students can make an impact and become global citizens.

The Campaign is also designed to raise the public profile of the University, and further strengthen a culture of philanthropy among our alumni and throughout the York community.

### CAMPAIGN PLANNING

Working with KCI (Ketchum) as our Campaign counsel, the Division of Advancement has been leading a comprehensive and strategic Campaign planning process involving Senior leadership, Deans and Faculties to coordinate priority Campaign fundraising projects and themes.

This planning has been conducted in concert with all University and Faculty academic and strategic budget planning to ensure that the Campaign is fully supporting the University's strategic directions and priorities.

Additionally, the marketing aspects of the Campaign have been developed as part of the current branding and positioning efforts of the University in partnership with Communications and Public Affairs, to ensure continuity and consistency of messaging.

## CAMPAIGN GOALS AND THEMES

Publicly launched on April 21, 2016, Impact: The Campaign for York University is committed to raising **\$500 million** and doubling the number of alumni engaged in making a difference in the lives of our students and the communities we serve.

Fundraising projects and priorities are coordinated in support of three key themes:

### **Preparing Engaged Global Citizens: Student awards and programs**

The Campaign will provide important financial support for our students to improve accessibility and enrich the learning experience. By significantly enhancing financial aid and investing in the learning environment, we will ensure that our students are ready to make their maximum impact on a global stage.

### **Building Stronger Communities: Investing in our campus learning environments**

Our campuses are expanding and we are in an unprecedented period of growth and renewal of our infrastructure. We are committed to building our campus community, and fostering our students' commitment to focus on community building, locally and globally.

### **Mobilizing New Ways of Thinking: Building on our research and academic strengths**

We are investing in the minds and the tools we need to play a growing role as a leader in research and academic programs. By recruiting and retaining top professors and researchers, we will continue to innovate and provide our students with the environment they need to expand their impact and open their minds.

## CAMPAIGN LEADERSHIP

Volunteer leadership is critical to the Campaign's success and we have recruited a number of Honorary Patrons and Campaign Cabinet members to provide leadership and support. The Board of Governors and the YUAA Board are also noted as key supporters for the Campaign.

### **Campaign Leadership**

Gregory Sorbara,  
Chancellor  
(LLD '13, LLB '81, BA '78)

Mamdouh Shoukri,  
President & Vice-  
Chancellor

Richard Waugh  
Chair, Board of Governors  
(LLD '07, MBA '74)

### **Honorary Patrons**

Avie Bennett (LLD '04)  
Douglas\* & Sandra  
Bergeron (\*LLD '13 & BA '83)  
Rudolph Bratty (LLB '57)  
Marshall\* & Judith Cohen  
(\*LLD '86, LLM '63, LLB '60)

Victor Phillip\* & Mona  
Dahdaleh (\*BA '78)  
Martin\* & Joan\*\* Goldfarb  
(\*LLD '09, \*\*LLD '03)  
Ignat\* & Didi Kaneff (\*LLD  
'10)  
Robert Krembil (LLD '00, MBA  
'71)

Pierre Lassonde (LLD '14)  
Peter\* & Jane Marrone  
(\*LLB '84)  
Roy McMurtry (LLD '91, LLB  
'58)  
Seymour Schulich (LLD '03)  
Barry & Honey Sherman  
Helen Vari (LLD '03)

## Campaign Cabinet

Jean Augustine (LLD '11)  
Guy Burry (BA '82)  
Paul Cantor (LLD '12)  
Michael Dan & Amira  
Bojadzija-Dan\* (\*PhD '10)  
Ronald Ferguson (BSc '89)  
Aidan Flatley (BA '78)  
Julia Foster (LLD '15)

Mitchell Goldhar (BA '85)  
William\* & Jan Hatanaka  
(\*BA '77)  
John Hunkin (LLD '04, MBA '69)  
Vijay Kanwar (LLM '12)  
Larry Keating  
Karim Lakhani  
James Love (LLM '86, LLB '73)  
Lorna Marsden

David McFadden (LLD '12,  
LLB '70)  
Steve Mirkopoulos  
Ken Ng  
Timothy Price (LLD '09)  
Ajay Virmani  
Randy Williamson (LLB '88)

## Board of Governors

Richard Waugh, Chair (LLD  
'07, MBA '74)  
Shadiya Aidid (BES '17)  
William Boyle (LLD '12, MA '71,  
BA '69)  
Jacques Demers  
Laura Formusa (LLB '78)  
William Hatanaka (BA '77)  
John Hunkin (LLD '04, MBA '69)  
Ozench Ibrahim  
Vijay Kanwar (LLM '12)  
Julie Lassonde

David Leyton-Brown  
Bernard Lightman (MA '74,  
BA '73)  
David McFadden (LLD '12,  
LLB '70)  
Earle Nestmann (PhD '74,  
MSc '71)  
Daniel O'Hara (PhD '17, BA  
'11)  
Rose Reisman (MBA '85, MFA  
'82, BA '77)  
Jane Rowe (MBA '82)  
Honey Sherman

Dragan Spasojevic (MPPAL  
'12, BA '97)  
Paul Tsaparis (MBA '84)  
Anthony Viner  
Ajay Virmani  
Amanda Wassermuhl (LLB  
'04, BA '01)  
Randy Williamson (LLB '88)  
Henry Wu  
Hana Zalzal (MBA '92)

## York University Alumni Association Board

Randy Williamson, Chair  
(LLB '88)  
Francesca Accinelli (BFA '92)  
Heather Bennett (BA '75)  
Alstair Burton (LLB/MES '00)  
Michelle Dagnino (BA '02, MA  
'03, LLB '06)  
Hamza Dawood (BA '07,  
MBA/JD '11)

Antonio Di Domenico (BA  
Hons '02, LLB '05)  
Kiera Dinsmore (iBBA '18)  
Monika Federau (BA '86)  
Ronald Ferguson (BSc '89)  
Layth Gafoor (BA '02, LLB '06)  
Stephanie Ling (BA '85, BA  
Hons '87, MEd '02, PhD '08)

Paul Nguyen (BA '04)  
Dawn Palin Rokosh (BA '98)  
Daniel Steinfeld (BBA '04)  
David Trick (BA '77)  
Stephen Watt (BA '06)  
Bartosz Zemanek (BA '07,  
MSc '10)

## CAMPAIGN LAUNCH AND MEDIA EFFORTS

Please see the attached information regarding the Campaign Launch that took place on April 21<sup>st</sup> and a number of advertisements and gift announcements that took place following the launch.

### Website:

[www.yorku.ca/impact](http://www.yorku.ca/impact)

**Videos:**

York University - This Is Impact (<https://youtu.be/raG4XgU9zIQ>)

The Launch of Impact: The Campaign for York University ([https://youtu.be/L2\\_dNG6-RVY](https://youtu.be/L2_dNG6-RVY))

**Ads** (see Appendix A):

- Honorary Patrons
- The Lillian Meighen Wright Centre in Costa Rica
- Doug and Sandra Bergeron
- Pierre Lasonde
- Seymour Schulich
- The Mirkopoulos Family/Cinespace

**Articles** (see Appendix B):

- This is Impact: The Campaign for York University launches with a colourful, high-energy event
- York U celebrates opening of Lillian Meighen Wright Centre in Costa Rica
- Cinespace family donation gives York U students unparalleled studio experience
- York University receives \$1M gift from Carswell Family Foundation for graduate student scholarships

# THIS IMPACT

[ THE CAMPAIGN FOR YORK UNIVERSITY ]

**YORK UNIVERSITY**

**IT STARTS WITH YOU. HELP MAKE AN IMPACT.**  
[YORU.CA/IMPACT](http://YORU.CA/IMPACT)

**YORK UNIVERSITY**

York University is pleased to launch **Impact: The Campaign for York University**. Our most ambitious campaign ever has a goal of raising \$500 million in support of preparing engaged global citizens, building stronger communities, and mobilizing new ways of thinking. We thank our Honorary Patrons for their support and invite you to join us in providing dynamic new learning experiences.

**CAMPAIGN LEADERSHIP**  
Greg Sotbara, Chancellor • Hamdoub Shoohet, President and Vice-Chancellor • Rick Waugh, Chair, Board of Governors

**HONORARY PATRONS**  
Avis Bennett  
Douglas & Sandra Bergeron  
Rudolph Bratty  
Marshall & Judith Cohen  
Victor Philip & Irena Dandaleh  
Humberto  
Ignat & Didi Kunitz

Robert Krembil  
Pierre LaSonde  
Peter & Jane Marrone  
Roy McMurtry  
Seymour Schulich  
Sally Money Sherman  
Helen Vest

York University





# THIS IS IMPACT

[ THE YORK UNIVERSITY ECOCAMPUS IN COSTA RICA ]



The Lillian Meighen Wright Centre, the landmark building of the York University EcoCampus.  
(Photo by Ofo Marin)

## MAKING AN IMPACT: BUILDING STRONGER COMMUNITIES

Our generous donors believe in the power of experiential education. Through gifts to the Faculty of Environmental Studies at York University totalling more than \$8 million, they supported the creation of our EcoCampus in Costa Rica. From deep within the rainforest, our unique campus will allow York students and faculty to significantly impact Neotropical research and community-based conservation. We thank our donors and invite you to join us in providing dynamic new learning experiences.

## GENEROUS SUPPORTERS

BMO Financial Group  
Dr. M.M. (Woody) Fisher and Valerie Grant  
Fisher Fund Wine Tasting and Auction Supporters  
James B. and Joanne Love  
Professor Adrienne Perry  
and The Reverend Don Downer  
Sonia and Arthur Labatt

The Donald F. Hunter Charitable Foundation  
The Koerner Foundation  
The Las Nubes Student Association  
The Lillian Meighen and Don Wright Foundation  
The Midloch Foundation  
William and Meredith Saunderson  
William Lambert and Family

IT STARTS WITH YOU. HELP MAKE AN IMPACT.  
[YORKU.CA/IMPACT](http://YORKU.CA/IMPACT)





# THIS IS IMPACT

[ BUILDING STRONGER COMMUNITIES ]



## MAKING AN IMPACT: DOUGLAS & SANDRA BERGERON

Alumnus Douglas Bergeron and his wife Sandra know that York University is a global leader in cross-disciplinary education and strengthening communities worldwide. Their gift of \$10 million funded the Bergeron Centre for Engineering Excellence and innovative programs that have a unique entrepreneurial spirit and global perspective. With your support, we will continue to provide dynamic new learning experiences.

IT STARTS WITH YOU. HELP MAKE AN IMPACT.  
[YORKU.CA/IMPACT](https://yorku.ca/impact)



# THIS IS IMPACT

[ PREPARING ENGAGED GLOBAL CITIZENS ]



## MAKING AN IMPACT: PIERRE LASSONDE

Philanthropist Pierre Lassonde shares the belief with York that our most precious resource is human ingenuity. That is why he has generously given \$25 million to establish the Lassonde School of Engineering. His investment is going towards creating a generation of entrepreneurial engineers with a social conscience. With your support, we will continue to provide dynamic new learning experiences.

IT STARTS WITH YOU. HELP MAKE AN IMPACT.  
[YORKU.CA/IMPACT](https://www.yorku.ca/impact)





# THIS IS IMPACT

[ PREPARING ENGAGED GLOBAL CITIZENS ]



## MAKING AN IMPACT: SEYMOUR SCHULICH

As one of Canada's most renowned entrepreneurs and philanthropists, Seymour Schulich knows the importance of a global perspective. His generous gifts totalling more than \$30 million have propelled York's **Schulich School of Business** forward to become Canada's most innovative and globally oriented business school. His investments are inspiring a new generation of engaged future leaders. With your support, we will continue to provide dynamic new learning experiences.

IT STARTS WITH YOU. HELP MAKE AN IMPACT.  
[YORKU.CA/IMPACT](http://YORKU.CA/IMPACT)



# THIS IMPACT

[ \$2.5 MILLION GIFT CREATES MOTION MEDIA STUDIO ]



Left to right: Christoula, Steve, Larry, Jim and Mike Mirkopoulos.

## **MOBILIZING NEW WAYS OF THINKING: THE MIRKOPOULOS FAMILY**

As longtime supporters, the Mirkopoulos family and Cinespace Film Studios are helping to shape the future of digital media, film production, and content creation at our School of the Arts, Media, Performance & Design (AMPD). Their new donation of \$2.5 million will create the York University AMPD Motion Media Studio @ Cinespace. This unmatched experiential learning facility will support the invention, convergence, and application of next-generation media technologies. With your support, we will continue to provide dynamic new learning experiences.

IT STARTS WITH YOU. HELP MAKE AN IMPACT.  
[YORKU.CA/IMPACT](http://YORKU.CA/IMPACT)





24.04.2016 | in top stories |

## This is Impact: The Campaign for York University launches with a colourful, high-energy event

**Impact: The Campaign for York University** officially launched April 21 with a colourful, high-energy celebration featuring the talent of students and grads, an enormous Newton's cradle, an exciting new campaign video and more.



The Impact Campaign launch was a high-energy celebration of York University

The most ambitious fundraising campaign in the University's history, the Impact Campaign has a goal of raising \$500 million. It celebrates the University's impact on the world – past, present and future.

"York is at an inflection point in its history – a time of significant change," said York University President and Vice-Chancellor Mamdouh Shoukri. "We have established ourselves as a postsecondary leader and we have an unparalleled track record of impact on some of the world's most pressing issues. Now, as we face unprecedented global challenges such as climate change, chronic disease, war and resettlement, and food and economic security, we must accelerate our impact. This campaign will ensure that York is ideally positioned to do so."



Joining the president at the launch were the other two members of the campaign's leadership team, Board of Governors Chair Rick Waugh and the University's Chancellor Greg Sorbara. More than 120 students, staff, faculty, alumni, donors and friends attended the event, which took place in the High Bay Structures Lab in the Bergeron Centre for Engineering Excellence. (A shining new landmark on York's Keele campus, the Bergeron Centre has already garnered significant international acclaim for its stunning architecture and state-of-the-art lab and learning spaces.)



From left: York alumnus Rudolph Bratty, who is a Campaign Honorary Patron; with York President and Vice-Chancellor Mamdouh Shoukri and Chancellor Greg Sorbara

“For almost 60 years, York has pushed boundaries and explored the unknown with groundbreaking research, leading-edge programs, a diverse student body and alumni making an impact all over the world,” Shoukri said. “This campaign is our promise that together we can drive advances in the classroom and in communities around the world, and accelerate the impact that we have each day.”

The president also took time to announce that with record fundraising results achieved in the past few years, the campaign has more than \$270 million already committed and is over halfway to its goal.

In addition to its fundraising component, the Impact Campaign is focused on doubling the number of alumni engaged in the lives of York's students and the communities the University serves, so it was fitting that students and alumni were front and centre at the launch. The

entertainment featured high-energy performances by students from the School of Arts, Media, Performance & Design, an intriguing demonstration of digital mapping, a number of interactive, Faculty-based exhibits, and outstanding performances by aerial artists and violinist Sarah Davidson-Gurney (who is a York alumna).

As a symbol for the impact of the University throughout the campaign and beyond, a massive Newton's cradle was suspended over the reception space and each guest received their own miniature keepsake version.

In his remarks to guests at the reception, Sorbara, who is a two-time alumnus of the University, acknowledged the important role that the nearly 300,000 York alumni will play in the success of the campaign.



School of Arts, Media, Performance & Design alumna Sarah Davidson-Gurney entertains guests



Aerial artists performed a gravity-defying ballet high above guests

“The alumni community collectively has an immeasurable impact on our society, whether locally, nationally or globally, across countless academic and professional fields,” said Sorbara. “We believe that telling the story of this impact is an important way to further the mission of the University – and I am here today to let you know that our campaign is squarely focused on not only celebrating alumni impact, but also amplifying it.”

Among the evening's guests were members of the University's Chancellor's Circle who are outstanding donors who have each contributed more than \$1 million to York, and members of the Impact Campaign's leadership from **Honorary Patrons and the Campaign Cabinet**.

“All of these exceptional campaign volunteers have stepped forward in their roles to meet this exciting challenge and are ready and willing to help us reach our full potential,” said Waugh to the guests. “Now we turn to the rest of our alumni and friends to join us on this journey – because York University's impact has only just begun.”

Sorbara fittingly closed out the remarks by sharing the University's excitement about this monumental next step. “I'd like to thank you all for joining us tonight and for answering our call to serve as ambassadors of York as we prepare to join with alumni, friends and community to show what we can do through the upcoming campaign,” said Sorbara. “This is your opportunity

to make an impact – and impact starts with you.”

For more information, to learn more about getting involved in the campaign, and to read inspiring stories from York University's students,

faculty, alumni and staff, visit the [Impact Campaign](#) website.

For more University news, photos and videos, visit the [YFile](#) homepage.



President Shoukri greets Joan and Martin Goldfarb. The Goldfarbs are longstanding supporters of York University and the Goldfarb Centre and the Goldfarb Summer Institute are named in their honour

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25.04.2016 | in top stories |

## York U celebrates opening of Lillian Meighen Wright Centre in Costa Rica

A shining example of York University's leadership in partnering with international communities to build a better world and advance its global impact was celebrated April 25 with the official opening of [the Lillian Meighen Wright Centre \(LMWC\)](#), the landmark building of [York's EcoCampus](#) in Costa Rica.



The Lillian Meighen Wright Centre

The Lillian Meighen and Don Wright Foundation's transformational donation of \$750,000 to the Faculty of Environmental Studies (FES) made it possible to purchase the property and to construct the Lillian Meighen Wright Centre in Costa Rica. The centre is located next to the 400-acre Las Nubes Forest Reserve, which is part of one of the largest rainforest ecosystems in Central America.

The 400-sq.-m. facility overlooks the Peñas Blancas River and serves as the epicenter of the EcoCampus, offering indoor classrooms and laboratories, an outdoor Indigenous classroom, an arboretum and botanical gardens. It will operate as a local, national and international hub dedicated to education and research on Neotropical conservation, eco-health, community wellbeing and sustainable livelihoods of those who live and work in the area.

It also serves as the new home of [the Las Nubes Project](#) – a mission under the direction of [Professor Felipe Montoya](#), James and Joanne Love Chair in Neotropical Conservation, to contribute to community environmental well-being through faculty and student research, environmental education, and community engagement initiatives.

"Thank you all for being here today for a very special announcement and to celebrate with us some exciting news that will have a tremendous impact on the future of York University, the Faculty of Environmental Studies and the Las Nubes Project," said FES Dean Noël Sturgeon during the on-site celebration.

Several guests travelled overseas to celebrate the centre's opening, including York President and Vice-Chancellor Mamdouh Shoukri, Sturgeon, Dean Harvey Skinner, Larry Murray and Paul Marcus of The Lillian Meighen and Don Wright Foundation, Montoya, and key donors and supporters Dr. Woody Fisher and Valerie Grant, James and Joanne Love, Adrienne Perry and Don Downer, Anita McBride and Harriet Lewis.





Faculty of Environmental Studies Dean Noël Sturgeon overlooking the signing between York University President and Vice-Chancellor Mamdouh Shoukri and Julio Calvo, representative of CONARE, merging together York and CONARE in research and study exchanges



Dr. Woody Fisher and Valerie Grant, York University President and Vice-Chancellor Mamdouh Shoukri and his wife Susan Shoukri, Sandy Tieman from Advancement, Michael Gort, Dean Noël Sturgeon, Jim and Joanne Love, Harriet Lewis, and Larry Murray

Shoukri was invited to share a few words, and said York's EcoCampus will advance the important work of the Las Nubes Project to promote healthy, gratifying and sustainable rural ways of life and protect the rainforest.

"The EcoCampus will deliver a meaningful experiential learning opportunity in a fascinating natural and cultural setting, where students will gain hands-on experience that not only helps them prepare for their careers but also to become engaged global citizens," he said.

This May, the first group of students will head to the EcoCampus for 18 days, and beginning next year, students will have the opportunity to spend a semester there to learn about the rainforest, renewable energy, the environment, local culture, citizen science, marine biology, as well as community arts and health.

The facility will also benefit international researchers, writers, artists and performers as a destination for diverse seminars, congresses, retreats and residencies.

Sturgeon also took an opportunity during the celebration to present the Friends of the Faculty Award – an award established by FES in 2005 to recognize the generous contributions and support provided to the Faculty by one outstanding donor.

"This year, it is our pleasure to recognize The Lillian Meighen and Don Wright Foundation as the recipient for their generosity, high level of engagement and continued support," she said, noting the foundation also contributes to the Faculty through volunteering, participating in advisory committees and facilitating student learning.

"Thank you to all who joined us here today in recognizing The Lillian Meighen and Don Wright Foundation for the contributions to develop this new facility, but also to all our donors who are in attendance and who have



FES Dean Noël Sturgeon announces the Meighen Wright Foundation as an official FES Friend of the Faculty Gift recipient, and presents the award to Meighen Wright Foundation representative Larry Murray

contributed to Las Nubes Project,” said Sturgeon. “You are helping us to shape the global thinking that will define tomorrow.”

More than \$8 million has been raised by **generous donors** for this project since its inception.

The official ribbon cutting ceremony to mark the facility’s opening was conducted by Shoukri,

Sturgeon, Montoya, Murray and Marcus. To close out the celebration, internationally

recognized musician Manuel Obregón gave a performance on the accordion that integrated visual images of Costa Rica.



Manuel Obregón (centre), a York University honorary doctorate recipient gave a performance during the celebration

For more University news, photos and videos, visit the [YFile](#) homepage.

29.05.2016 | in top stories |

## Cinespace family donation gives York U students unparalleled studio experience

York University announced last week a \$2.5-million gift received from the Mirkopoulos family of **Cinespace Film Studios** in support of the **School of the Arts, Media, Performance & Design (AMPD)**. The donation will go towards the creation of the York University AMPD Motion Media Studio, to be established at Cinespace Film Studios' Kipling Avenue complex.

"Thank you to the entire Mirkopoulos family, as well as Cinespace, for this incredible contribution to our students and our future," said York University President and Vice-Chancellor Mamdouh Shoukri to guests during the May 25 announcement. "Your support is leading the way for others to see the impact that is possible at York University."



AMPD Digital Media Professor Michael Longford (right) demonstrates virtual reality technology in the new AMPD Motion Media Studio at Cinespace

The AMPD Motion Media Studio @ Cinespace will provide students with the opportunity to explore moving image production including 3D stereoscopic cinema; virtual, augmented and mixed reality; interactive performance; gaming; interactive data visualization, and more. Located next to Cinespace's commercial sound stages, the new facility also opens doors to professional learning opportunities such as master classes with industry partners like directors, producers and cinematographers. Additionally, AMPD faculty members will use this space to build on fundamental research and to develop innovative and technology-enriched courses.

"This dynamic, state-of-the-art space will offer our AMPD students an unmatched, experiential learning opportunity to pursue the creation, convergence and application of next-generation, new arts and entertainment media technologies;" said Shoukri.



Above: From left, Chrisoula, Steve, Larry, Jim and Mike Mirkopoulos

The University's partnership with the Mirkopoulos family and Cinespace began in 2001, when the company made generous gifts to support student awards, a commitment that continues to this day with the Cinespace Studios Film and Video Production Award and the Cinespace Studios Graduate Award in Film and Video Production. Understanding how important it is for emerging artists to have a platform for their work, Cinespace founder, the late Nick Mirkopoulos, made his company the founding sponsor of CineSiege, the annual, professionally juried student film showcase of AMPD's Department of Cinema & Media Arts.

In addition, the Mirkopoulos Family and Cinespace were major contributors to the building of York's Accolade Project, which created the most extensive postsecondary arts school facilities in Canada, and houses the Nick Mirkopoulos Screening Room.



AMPD Dean Shawn Brixey

AMPD Dean Shawn Brixey was also on hand to underline the importance of the family's steadfast support for the University and for AMPD students.

"The Mirkopoulos family and Cinespace Film Studios are true kindred spirits to AMPD. They share our view that students are artists and creative forces in their own right, that state-of-the-art facilities support the creation of powerful and innovative technologies, that strong connections between industry and education are key to supporting our emerging cultural leaders, and that creativity is today's most in-demand and sought after skill."

The announcement event, which saw more than 80 guests, featured live demonstrations of many of the exciting technologies that this new facility is equipped to provide to AMPD students. This included a demonstration of the OpenStage2 markerless motion capture technology created by New York-based company Organic Motion, which eliminates the need for bodysuits and markers currently used for film animation. Guests were also treated to exclusive set tours of the CBS mystery show American Gothic.





CineSpace Vice-President Jim Mirkopoulos

This gift comes at an opportune time in the University's journey, particularly with **last month's launch of Impact: The Campaign for York University**, a \$500-million fundraising and alumni engagement campaign. This campaign celebrates the University's impact on the world – past, present and future – and acknowledges donors and alumni, including **Bryden Alumni Award recipient** and member of the **Campaign Cabinet** Steve Mirkopoulos, whose financial support has contributed to this remarkable success.



Above: From left, Larry Mirkopoulos, York President and Vice-Chancellor Mamdouh Shoukri, and Alexandros Ioannidis, Consul General of Greece

According to Brixey, the Mirkopoulos family's impact at York University is clear. "Thanks to the generous support of the Mirkopoulos family, the Motion Media Studio @ Cinespace will electrify the imagination of a new generation of artists and prepare our students to be front runners in tomorrow's creative digital sphere."

For more University news, photos and videos, visit the [YFile](#) homepage.

01.06.2016 | in top stories |

## York University receives \$1M gift from Carswell Family Foundation for graduate student scholarships

On Tuesday, May 31, York University announced and celebrated a \$1-million gift from Professor Emeritus **Allan Carswell** and the Carswell Family Foundation. The donation will create a permanent endowment and an expendable fund to establish Carswell Scholarships for graduate students in the **Faculty of Science** and the **Lassonde School of Engineering**.

Addressing the more than 100 guests in attendance at the announcement, York University President & Vice-Chancellor Mamdouh Shoukri spoke about the importance of the gift. "In his role as a professor here at York, Allan experienced firsthand the significant contributions that students make to the research enterprise, as well as the financial challenges of being a graduate student," said Shoukri. "He also understands the challenges of being a faculty member trying to recruit great students. This gift will go a long way to addressing those challenges so that our students and faculty members in the Faculty of Science and the Lassonde School of Engineering have the support they need to continue to conduct groundbreaking research."



Allan Carswell



York President and Vice-Chancellor Mamdouh Shoukri announces the Carswell gift to guests gathered in the University's Life Sciences Building

The gift will allow York University to start awarding Carswell Scholarships as early as this September. The endowed component of the donation has been matched by the University with the support of the Provost and the Dean of the Faculty of Graduate Studies to ensure that the Carswell Scholars program continues over the long term.

"This is a very special occasion and opportunity for the Carswell Family Foundation," said Carswell. "It's a win-win-win situation: a win for not only students, but also for the professors and their research activities, as well as more broadly for the advancement of science and engineering. The foundation is extremely pleased to be a part of this."



Students, faculty and staff gathered to listen to the announcement

This is not the first gift that Carswell and his family have made to York University. In 2004, Optech, a global company founded by Carswell during his tenure at York, became a significant supporter of research at the University with a donation of \$125,000 to establish what is now called the Optech Lab. To this day, the Optech Lab at York continues to stage a unique-in-Canada course on experimental techniques in laser physics and atom trapping.



Ray Jayawardhana

At the gift announcement, Ray Jayawardhana, dean of the Faculty of Science, and Janusz Kozinski, dean of the Lassonde School of Engineering, spoke about the impact Carswell's gift will have for their students moving forward.

"As a pioneering scientist and a long-serving physics professor, Allan understands the transformative potential of research and the vital role that graduate students play in the research enterprise," said Jayawardhana. "He appreciates that graduate students are not only the 'scientists of tomorrow', but also of today... I can't wait to see the exciting discoveries and meaningful contributions that Carswell Scholars will make at York and beyond."



Janusz Kozinski

"With this gift we can guarantee that more of our young talent will have the resources and the support to get started on their journeys into the unknown," said Kozinski. "It will be up to them to show the courage, the skill, the perseverance and the will it takes to get to the top of their fields. We have no idea where their journeys will take them or where they will end. What we do know, is that for many of them

here at York – thanks to the Carswell Foundation – it started here today."

This gift comes at an opportune time in the University's journey, particularly with the launch of **Impact: The Campaign for York University**, a \$500-million fundraising and alumni engagement campaign. This Campaign celebrates the University's impact on the world – past, present and future – and acknowledges alumni and donors, like Carswell and the Carswell Family Foundation, whose financial support has contributed to this remarkable success.

"On behalf of York University and all of our students, faculty and staff members, I wish to thank Dr. Carswell and the entire Carswell family for

this incredible contribution towards our students and our future," said Shoukri.

For more University news, photos and videos, visit the [YFile](#) homepage.

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# THIS IS EXCELLENCE KUDOS REPORT

MAY - JUNE 2016



This spring York University celebrated the official opening of [the Lillian Meighen Wright Centre](#), the landmark building of York's new EcoCampus in Costa Rica.



[Schulich School of Business](#) ranked 16<sup>th</sup> in the world and first in Canada in the annual global MBA survey conducted by América Economía.



On May 19, York Lions athlete [Brittany Crew](#) hit the Olympic standard in shot put at the Tucson Elite Throwers Classic at the University of Arizona, bringing her one step closer to qualifying for the 2016 Rio Olympics.



Recent Faculty of Education graduate [Cristyne Hébert](#) was awarded the Canadian Association for Teacher Education (CATE) recognition award for her PhD dissertation entitled "(Student) Teaching Inside the Box: Stories of Teaching and Learning In and Against the edTPA." Dr. Hébert is completing her postdoctoral research at York's Institution of Research on Digital Learning.



The Mirkopoulos family and [Cinespace Film Studios](#) donated \$2.5 million to support the creation of York’s AMPD Motion Media Studio.



York honorary degree recipient [Rosalie Abella](#) (LLD '91) was the first Canadian woman to receive an honorary degree from Yale University.



York theatre alumnus [Jeremiah McNama](#) was recognized for his role in developing the wildly successful “We The North” Raptors slogan.



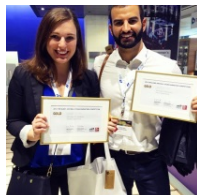
York is hosting the [2017 North American Indigenous Games](#) (NAIG), which will take place in Toronto and Ontario for the first time thanks to provincial and federal funding commitments.



Daniela Mastrocola, a graduate student in the York-Ryerson Communications and Culture program, and York Banting Post-Doctoral Fellow Mary Elizabeth Luka, were the inaugural winners of [The Canadian Radio-television and Telecommunications Commission Prize](#) for Excellence in Policy Research.



Faculty of Education Distinguished Research Professor [Deborah Britzman](#) was awarded the CATE Lifetime Achievement Award for her contributions to research in teacher education.



Schulich MBA student [Olena Sapojnikova](#) won *The Globe and Mail's* Young Marketers Competition. She will represent Canada with her partner Christian Di Vincenzo in the international case competition in Cannes.



On May 31, York University announced a \$1-million gift from Professor Emeritus [Allan Carswell](#) and the Carswell Family Foundation to establish Carswell Scholarships for graduate students in the Faculty of Science and the Lassonde School of Engineering.



Biology professor [Logan Donaldson](#) received a research and travel grant from the Burroughs-Wellcome Fund to collaborate with colleagues in Poland on E. Coli research.



Mathematics & Statistics professor [Seyed Moghadas](#) received a CIHR Knowledge Dissemination Grant to support a workshop to be held in the fall.



Political Science professor [Leah Vosko](#) was the first recipient of the Charles Taylor Prize for Excellence in Policy Research, presented by the Broadbent Institute.



Lions middle hitter [Arthur Szwarc](#) was named to Volleyball Canada's national B team. Former Lion and three-time CIS all-Canadian Ray Szeto was also named to the team.



Lassonde professor [Sushanta Mitra](#) and his team of York researchers developed a hydrogel-based rapid detection system that reduces the time it takes to detect E. coli in drinking water.



York's Vice-President of Finance and Administration [Gary Brewer](#) has been recognized with the 2016 Ken Clements Distinguished Administrator Award, the most distinguished prize awarded by the Canadian Association of Business Officers (CAUBO).



Lassonde's Assistant Dean of Inclusivity & Diversity [Marisa Sterling](#) received the Meritorious Service Award for Community Service at the Engineers Canada Awards Gala.



In collaboration with York University, [Classy Cyborgs](#), a team of young students from Aurora, won the second place prize of \$50,000 in the CST Inspired Minds Learning Project for their Treasure Box Braille Learning System.



On June 2, a gathering was held at Kaneff Tower to celebrate the late [Barbara Turnbull](#)'s donation of a collection of paintings by Chancellor Emeritus Roy McMurtry to York University. Barbara Turnbull received an honorary degree from York in 2012.



Osgoode JD student [Diana Pegoraro](#) was awarded the 2016 Torkin Manes/WLAO Trailblazer Award by the Women's Law Association of Ontario.



Faculty of Health professor and Scientific Co-director of the Promoting Relationships and Ending Violence Network (PREVNet) [Debra Pepler](#) was awarded an honorary degree from Queen's University.

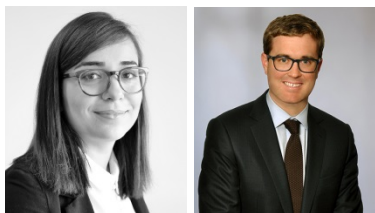




Emmy Award-winning School of the Arts, Media, Performance and Design alumna [Debra Brown](#) was recognized with an honorary degree from Wilfred Laurier University/Nipissing University.



The University has been awarded three CASE Circle of Excellence awards – 1 Gold and 2 Silver – for marketing and communications campaigns ('Yes to York' and '[Open Your Mind](#)') and [stories](#) that demonstrate overall quality, innovation, use of resources and impact on the institution.



[The Pierre Elliot Trudeau Foundation](#) has awarded three York graduate students the prestigious Trudeau Doctoral Scholarship. Aytak Akbari-Dibavar, Gerard Kennedy and Jesse Thistle are the first York students to win the award since 2008, and among only 15 across the country.



## APPOINTMENTS

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[Dr. Carl James](#) was appointed York's Jean Augustine Chair in Education for a five-year term, effective July 1, 2016. Dr. James has been a part of York's Faculty of Education since 1993, and was the founding director of the York Centre for Education and Community.



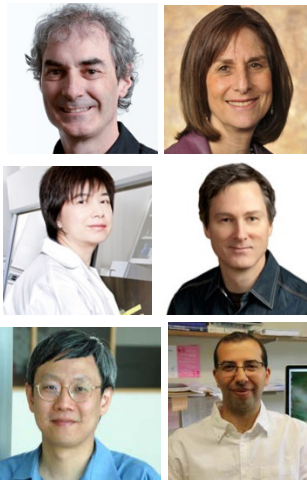
Schulich adjunct professor [Trina McQueen](#) was appointed Vice-Chair of TVO's Board of Directors.



Mathematics & Statistics professor [Tom Salisbury](#) was appointed Associate Director of Industry Liaison at the Fields Institute.



York alumnus [Daniele Zanotti](#) was appointed Chief Executive Officer of the United Way of Toronto and York Region.



Six emerging and established researchers from across the University are newly appointed [York Research Chairs](#):

- **Nantel Bergeron**, professor in the Department of Mathematics and Statistics, Faculty of Science, was awarded a Tier 1 York Research Chair in Applied Algebra.
- **Ellen Bialystok**, Distinguished Research Professor in the Department of Psychology, Faculty of Health, was awarded a Tier 1 Walter Gordon York Research Chair in Lifespan Cognitive Development.
- **Chun Peng**, professor in the Department of Biology, Faculty of Science, was awarded a Tier 1 York Research Chair in Women's Reproductive Health.
- **Stepan Wood**, professor at Osgoode Hall Law School, was awarded a Tier 1 Chair in Environmental Justice and Sustainability.
- **Jimmy Huang**, professor and director of the School of Information Technology, Faculty of Liberal Arts & Professional Studies (LA&PS), was awarded a Tier 2 York Research Chair in Big Data Analytics.
- **Amro Zayed**, assistant professor in the Department of Biology, Faculty of Science, was awarded a Tier 2 York Research Chair in Genomics.

## Board of Governors

To: Board of Governors

From: Henry Wu, Chair, Academic Resources Committee

Date: June 28, 2016

Subject: June 2016 Report on Appointments, Tenure and Promotion

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Motion and Rationale:

**the Academic Resources Committee recommends that the Board of Governors approve the President's June 2016 report on appointments, tenure and promotion.**

This report covers appointments for 2016-2017 as well as tenure and promotion decisions since the autumn of 2015. I confirm that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered. Appointments have been made in support of existing activities and strengths, and to further strategic objectives.

The final column of the appointments tables 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 (appointments) and Appendix B (tenure and promotion).

Also included as Appendix C is the Appointments Overview and Complement Planning Report for information.

**Table 1 Recommendations for Appointment – Full-Time Faculty Members<sup>1</sup>**

<b>Name</b>	<b>Department, Field</b>	<b>Rank</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
<b>LAPS</b>					
Kerr, Jonathan (M)	ADMS, Management	*Lecturer/ Assistant Professor, Pre-candidacy 1	PhD, Management (Wilfrid Laurier, 2017)	Mr. Kerr holds an MBA from the University of Western Ontario and expects to complete his PhD by June 2017. He is currently completing a SSHRC doctoral fellowship at Wilfrid Laurier. Mr. Kerr has taught at York on contract since 2001. From 1989 to 2001, Mr. Kerr worked at the National Bank of Canada as Senior Manager, Commercial Markets. His scholarly research interests lie in the decision-making logic of entrepreneurs and the structural and interactional dimensions of their networks.	Faculty Funded
Korosi, Jennifer (F)	Geography, Physical	Assistant Professor, Pre-candidacy 1	PhD, Biology (Queen's 2012)	Dr. Korosi is currently completing a Banting postdoctoral fellowship at the University of Ottawa. From 2013-2015 she held a NSERC postdoctoral fellowship in Biology at the University of Ottawa. Dr. Korosi's background is in paleolimnology, the study of sedimentary lake deposits to reconstruct past environmental change.	Faculty Funded
Liang, Lindie (F)	HRM, Strategic	Assistant Professor, Pre-candidacy 1	PhD, Industrial/ Organizational Psychology (Waterloo, 2016)	Dr. Liang completed her PhD in April, 2016. She has a strong research program and strong teaching references. Dr. Liang's scholarly research focuses on leadership in the workplace as informed by self-control, aggression and deviance.	Faculty Funded

<sup>1</sup> All appointments effective July 1, 2016 except where indicated in the Name column.

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.



Maharaj, Gajindra (M)	ADMS, Accounting	Lecturer/ Assistant Professor, Pre-candidacy 1	PhD, Accounting (SSB, York, 2016)	Mr. Maharaj expects to complete his PhD in 2016 and is also in the process of completing the CPA. His scholarly research focuses on the financial regulation of banking systems, with particular interest in the accounting of illicit flows of money. Mr. Maharaj has valuable industry experience in the manufacturing sector.	Faculty Funded
Obar, Jonathan (M)	Communication Studies	Assistant Professor, Pre-candidacy 1	PhD, Mass Communications (Penn. State, 2010)	Dr. Obar comes to us from UOIT where he has held the position of Assistant Professor since 2014. He has held postdoctoral fellowships at the University of Toronto and York University. His scholarly research focuses on internet surveillance and governance of social media.	Faculty Funded
Ouedraogo, Awalou (M)	Equity Studies	Assistant Professor Pre-candidacy 1	PhD, International Law (Geneva, 2010)	Dr. Ouedraogo holds a General Degree in Law from the University of Ouagadougou, Burkina Faso. He has held contractually limited appointments in the Department of International Studies at Glendon College since 2011. Dr. Ouedraogo's research focuses on the legal dimensions of human rights, international law, and peace-keeping in Africa.	Faculty Funded
Petronijevic, Uros (M)	Economics	*Lecturer/ Assistant Professor, Pre-candidacy 1	PhD, Economics (Toronto, 2016)	Mr. Petronijevic expects to complete his PhD in summer 2016. His scholarly research focuses on educational incentives, examining how competition for resources among schools effects student achievement.	Faculty Funded
Rozdilsky, Jack (M)	ADMS, Disaster & Emergency Management	Associate Professor, Candidacy 1	PhD, Resource Development & Urban Studies (Michigan State, 2005)	Dr. Rozdilsky comes to us from Western Illinois University where he is currently an Associate Professor. He began his academic career at the University of North Texas in the Emergency Administration and Planning program. Dr. Rozdilsky's expertise is in risk management and disaster response strategies.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Topak, Ozgun (M)	Social Science, Criminology	Assistant Professor, Pre-candidacy 1	PhD, Sociology (Queen's, 2014)	Dr. Topak is currently a postdoctoral fellow in the Department of Political Science at York. His research interests include surveillance & security studies, surveillance and criminalization of migrants throughout the Mediterranean region, human rights, citizenship studies, etc.	Faculty Funded
<b>EDUCATION</b>					
Tilleczek, Kate (F) 1-Jul-17	Education	Full Professor	PhD (Toronto, 2003)	Dr. Tilleczek will be nominated for a Canada Research Chair Tier 1 in Education and Social Innovation in the October 2016 competition. She is currently Professor of Education and the holder of a Tier 1 Canada Research Chair in Young Lives in Global and Local Contexts at the University of Prince Edward Island. Dr. Tilleczek comes to us with very strong research credentials and her work has influenced public policy and practice, most notably the development of the Ontario Ministries of Education and Child and Youth Services' student success and youth policy.	Specially Funded
<b>FES</b>					
Myers, Lisa (F)	Environmental Justice & the Arts	Assistant Lecturer, Pre-candidacy 1	MFA, Criticism and Curatorial Practice (OCAD, 2011)	The appointment is made to the alternate stream. Ms Myers has had many years of successful teaching experience, both in traditional university education, but also in adult education and indigenous community education. Lisa Myers had led community art events and workshops since 2006. She is a film, media, sculpture, textile and performance artist.	Faculty Funded
Sotomayor, Luisa (F)	Equity Planning & Policy	Assistant Lecturer, Pre-candidacy 1	PhD, Geography & Planning (Toronto, 2015)	This appointment is made to the alternate stream. Despite Dr. Sotomayor's recent awarding of her degree, she has a good record of teaching experience, commitment to student engagement and pedagogical innovation. She has worked with a number of municipal offices and NGOs both in the GTA and Columbia. Her interests are in socio-spatial inequalities, urban policy and community development.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

<b>Glendon</b>					
Ali-Hassan, Hossam (M) 1-Jul-17	International Studies/Business Administration	Assistant Professor, Candidacy 1	PhD, Business Administration (York, 2010)	Dr. Ali-Hassan comes to us from the Rowe School of Business, Faculty of Management, Dalhousie University. His research focuses on emerging technologies and trends in an organizational context and their impact on socio-technical changes and developments on knowledge workers' social capital, knowledge access and job performance.	Specially Funded
Couture, Stéphane (M)	Translation, Communications Program, Technology	Assistant Professor, Pre-candidacy 1	PhD, Communication (Québec, 2012)	Dr. Couture has held a postdoctoral researcher position in the Department of Art History and Communication at McGill since 2013. Dr. Couture's multidimensional research program fully integrates both theory and practice with a strong global focus. His work brings together web development, critical theory and the institutions of civil society.	Specially Funded
Cyr, Andree-Ann (F)	Psychology	Assistant Professor, Pre-candidacy 1	PhD, Psychology (Toronto, 2014)	Dr. Cyr is currently completing a postdoctoral fellowship at Glendon's Centre for Cognitive Health. Dr. Cyr's research focuses on the processes of healthy normal aging and attitudes towards it.	Specially Funded
Dossou-Yovo, Angelo (M)	International Studies/Business Administration	Assistant Professor, Candidacy 1	PhD, Business Administration (Québec, 2011)	Dr. Dossou-Yovo holds an MBA in Project Management from the University Senghor, Egypt. He comes to us from the Rowe School of Business, Dalhousie University. Dr. Dossou-Yovo has an active research program that focuses on entrepreneurship and innovation.	Specially Funded
Karoui, Aymen (M)	International Studies/Economics, Finance	Assistant Professor, Candidacy 1	PhD, Administration (HEC Montreal, 2009)	Dr. Karoui comes to us from the University of Québec at Montréal where he has held a full-time academic position since 2010 and Director of the MPA program since 2014. Dr. Karoui's research focuses on portfolio management, performance, risk taking and the analysis of the behavior of portfolio managers.	Specially Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Light, Evan (M)	Translation, Communications Program, Organizations	Assistant Professor, Pre-candidacy 1	PhD, Communication (Québec, 2012)	Dr. Light is completing a postdoctoral fellowship at the Mobile Media Lab at Concordia University. His work on the radio spectrum, regulatory frameworks and alternative organizations of spectrum involve promoting wireless community-oriented projects.	Specially Funded
Shahrokni, Shirin (F)	Sociology	Assistant Professor, Pre-candidacy 1	PhD, Sociology (Cambridge, 2013)	Dr. Shahrokni has held a postdoctoral fellowship at the National Institute for Demographic Studies and teaching sociology at SciencesPo in Paris. Dr. Shahrokni's research interests are the sociology of immigration and identity negotiations.	Faculty Funded
Theophanidis, Philippe (M)	Translation, Communications Program, Culture	Assistant Professor, Pre-candidacy 1	PhD, Communication (Montreal, 2016)	Dr. Theophanidis is completing a postdoctoral fellowship at the University of Montreal. His research interests are situated within the fields of communication theory and media studies.	Specially Funded
<b>Health</b>					
Abdul Sater, Ali (M)	Kinesiology, Human Immunology	Assistant Professor, Pre-candidacy 1	PhD, Quantitative & Systems Biology (California, 2010)	Dr. Abdul Sater is completing a postdoctoral research fellow in the Department of Immunology, University of Toronto. From 2010 to 2013, he was a postdoctoral research scientist at Columbia University. Dr. Abdul Sater's research interests are in immunology, molecular biology and biochemistry and the understanding of health and human science.	Faculty Funded
Da Silva, Celina (F)	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (Toronto, 2015)	Since 2007, Dr. DaSilva has been teaching at Ryerson and Centennial and George Brown College Collaborative Baccalaureate Nursing Program and works with a state of the art high-fidelity simulation lab at George Brown College. Dr. Da Silva expertise is in simulation and innovations in nursing education.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

El Morr, Christo (M)	Health Policy and Management	Assistant Professor, Pre-candidacy 3	PhD, Biomedical Engineering & Medical Computing (Compiègne, France, 1997)	Dr. El Morr currently holds a contractually limited appointment in Health Informatics and Global Health at York. He has held academic positions at the University of Balamand in Lebanon and American Universities of Sharjah and Kuwait. He has extensive experience in teaching and use of eLearning. Dr. El Morr's research is in the domain of health virtual communities, global primary health care and decision support systems.	Faculty Funded
Hayhurst, Lyndsay (F)	Kinesiology, Sociocultural Study of Sport	Assistant Professor, Pre-candidacy 1	PhD, Kinesiology & Physical Education (Toronto, 2011)	Dr. Hayhurst comes to us from the Department of Child and Youth Services, Brock University. She previously held post-doctoral fellowships with the Government of Australia, University of Ottawa, and University of British Columbia. Dr. Hayhurst's research critically examines gender-based violence prevention and sexual and reproductive health programs for young women that use sport and health for development in a variety of contexts.	Faculty Funded
Herbert, Monique (F)	Psychology, Quantitative Methods	Assistant Lecturer, Pre-candidacy 1	PhD, Developmental Psychology and Education (Toronto, 2009)	This appointment is made to the alternate stream. Dr. Herbert comes to us from the University of Toronto where she has held a sessional lecturer appointment since 2010. She has extensive experience teaching statistics and research methods in a variety of capacities since 2005. Dr. Herbert specializes in quantitative methods and her research interest has been centred on educational measurement and outcomes in various contexts.	Faculty Funded
Muise, Amy (F)	Psychology, Developmental Neuroscience	Assistant Professor, Pre-candidacy 1	PhD, Applied Social Psychology (Guelph, 2011)	Dr. Muise has held postdoctoral fellowships at the University of Toronto and currently at the IWK Health Centre at Dalhousie University. Her research focuses on the interpersonal processes that enhance and detract from the quality of romantic relationships.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Taylor, Charles (M) 1-Jul-17	Psychology, Adult Clinical	Assistant, Professor, Pre- candidacy 2	PhD, Clinical Psychology (British Columbia, 2007)	Dr. Taylor comes to us from the Department of Psychiatry at the University of California, San Diego where he has been an Assistant Professor since 2011. Earlier he held a Clinical Psychology Internship at the Harvard Medical School-Massachusetts General Hospital. Dr. Taylor's research focuses on increasing the understanding and developing more effective treatment models for impairments in social and emotional functioning with individuals experiencing anxiety and depression.	Faculty Funded
Walkerley, Shelley (F)	Nursing	Assistant Professor, Pre- candidacy 1	PhD, Nursing (Toronto, 2013)	Dr. Walkerley has held a contractually limited appointment at York and has extensive experience as a clinical instructor and program coordinator/ practicum coordinator for the PHC NP Program at York. She is also a qualified Nurse Practitioner. Her research has looked at smoking cessation interventions and future research interests include studying emerging innovative roles for nurses and Nurse Practitioners in primary health care and community settings.	Faculty Funded
<b>Lassonde</b>					
Brown, Michael (M)	Electrical Engineering & Computer Science	Full Professor	PhD, Computer Science (Kentucky, 2001)	Dr. Brown will be nominated for a Canada Research Chair Tier 1 in Computer Vision in the spring 2017 competition. Dr. Brown comes to us from the National University of Singapore where he is an Associate Professor and Vice Dean, Corporate Relations. Dr. Brown is a computer vision researcher working in the area of 3D scene understanding and has an exemplary record of research in computer vision and is well known in that research community.	Specially Funded
Brubaker, Markus (M)	Electrical Engineering & Computer Science	Assistant Professor, Pre- candidacy 2	PhD, Computer Science (Toronto, 2011)	Dr. Brubaker is currently completing a postdoctoral fellowship at the University of Toronto. From 2011 to 2014, he held a postdoctoral researcher position at TTI-Chicago. His research is in computer vision and he has won several awards for his research.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Grau, Gerd (M)	Electrical Engineering & Computer Science	*Lecturer/ Assistant Professor, Pre-candidacy 1	PhD, Electrical Engineering (California, 2016)	Mr. Grau expects to complete his PhD in 2016. He has earned his BA, with first class honours, and MEng degrees in engineering at the University of Cambridge. Mr. Grau's research is in the innovative field of printable electronics.	Faculty Funded
Kassiri, Hossein (M)	Electrical Engineering & Computer Science	Assistant Professor, Pre-candidacy 1	PhD, Electrical and Computer Engineering (Toronto, 2015)	Dr. Kassiri has some teaching experience at the University of Toronto and is currently co-founder and CTO of Braincom Inc. His research is in the general area of implantable, wearable and disposable electronic devices used to monitor and treat neurological disorders such as epilepsy.	Faculty Funded
Kempers, Roger (M)	Mechanical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Mechanical Engineering (Trinity, Dublin, 2010)	Dr. Kempers comes to us from Alcatel-Lucent Canada where he holds the position of Thermal R&D Lead. He also has held adjunct status with the Department of Mechanical & Manufacturing Engineering at Trinity College since 2012. Dr. Kemper's core research is in the area of thermal-fluids science.	Faculty Funded
Khan, Usman (M)	Civil Engineering	Assistant Professor, Pre-candidacy 1	PhD, Civil Engineering (Victoria, 2015)	Dr. Khan has experience teaching at Victoria as Lecturer and Sessional Instructor and held a graduate student researcher position from 2011 to 2015. He has multiple teaching awards and recently nominated for the university-wide Andy Farquharson Teaching Excellence Award. Dr. Khan's research is in the general area of water resources engineering.	Faculty Funded
O'Brien, Paul (M)	Mechanical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Materials Science and Engineering (Toronto, 2011)	Since completing his PhD in 2011, Dr. O'Brien has held two back-to-back postdoctoral research positions at the University of Toronto, one in Electrical and Computer Engineering and the second in Chemical Engineering. Dr. O'Brien's research is in the general area of advanced materials for solar power.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Papangelis, Emmanouil (M)	Electrical Engineering & Computer Science	Assistant Professor, Pre-candidacy 1	PhD, Computer Science (Toronto, 2015)	Dr. Papangelis comes to us from the University of California, Berkeley where he is currently a postdoctoral researcher. His area of expertise is in data mining of 'big' data and database technology.	Faculty Funded
Sodagar, Amir (M)	Electrical Engineering & Computer Science	Associate Professor	PhD, Electrical Engineering (Iran University, 2000)	Dr. Sodagar comes to us from his position as Associate Professor and Associate Dean for Research at K.N. Toosi University of Technology, Iran. Dr. Sodagar's research is in the field of microelectronics.	Faculty Funded
<b>Science</b>					
Baumgartner, Thomas (M) 1-Jul-17	Chemistry, Materials	Full Professor	PhD (Rheinische Friedrich-Wilhelms University Bonn, 1998)	Dr. Baumgartner will be nominated for a Canada Research Chair Tier 1 in Materials Chemistry in the October 2016 competition. He is currently Associate Head (Research) and Full Professor in the Department of Chemistry, University of Calgary. Dr. Baumgartner's extensive research area is concerned with synthesis and characterization of phosphoorganic pi-conjugated materials for sustainable energy applications and is recognized internationally as a leading expert.	Specially Funded
Caputo, Christopher (M) 1-Jul-17	Chemistry, Materials	Assistant Professor, Pre-candidacy 1	PhD, Chemistry (Toronto, 2015)	Dr. Caputo will be nominated for a Canada Research Chair Tier 2 in Materials Chemistry in the October 2016 competition. He is currently completing a two-year postdoctoral fellow at Harvard University. In 2013-14, he served as a consultant at Totally Green, a Toronto-based start-up company that is researching the conversion of organic waste to water. Dr. Caputo has a unique background ranging from metal organic materials to inorganic chemistry. Dr. Caputo received several awards including the Beamish Award at the University of Toronto in 2015.	Specially Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.



Chow, Amenda (F)	Mathematics & Statistics	Assistant Lecturer, Pre-candidacy 1	PhD, Applied Mathematics (Waterloo, 2013)	This appointment is made to the alternate stream. Dr. Chow comes to us from her contractually limited position at Trent University. She has previously lectured at Trent and Waterloo. She has experience teaching large multi-sectioned courses and in 2012 received a University of Waterloo Outstanding Teaching Assistant Award.	Faculty Funded
Ingram, Patrick (M)	Mathematics & Statistics	Assistant Professor, Pre-candidacy 2	PhD, Mathematics (British Columbia, 2006)	Dr. Ingram comes to us from Colorado State University where he has held the position of Assistant Professor since 2011. Dr. Ingram is an accomplished researcher and an expert in arithmetic geometry and dynamics.	Faculty Funded
Kouyoumdjian, Hovig (M)	Chemistry, Organic	Assistant Professor, Pre-candidacy 1	PhD, Organic Chemistry (Michigan State, 2014)	Dr. Kouyoumdjian is completing a two year post-doctoral fellowship in Chemistry Education at Michigan State University. His research involves Chemistry education, atmospheric/analytical chemistry, organic synthesis, and biochemistry.	Faculty Funded
Kwong, Raymond (M)	Biology, Ecotoxicology	Assistant Professor, Pre-candidacy 1	PhD, Toxicology (Saskatchewan, 2011)	Dr. Kwong will be nominated for a Canada Research Chair Tier 2 in Ecotoxicology in the October 2016 competition. Dr. Kwong comes to us from the University of Ottawa where he has held a postdoctoral fellow in the Department of Biology. During his PhD and postdoctoral fellowship, he received several awards and nominations. Dr. Kwong's primary research interest is to understand the molecular and physiological mechanisms that regulate the homeostatic function in fish.	Specially Funded
Muzzin, Adam (M)	Physics & Astronomy	Assistant Professor, Pre-candidacy 1	PhD, Astronomy & Astrophysics (Toronto, 2008)	Since completing his PhD, Dr. Muzzin has held postdoctoral fellowships at the University of Toronto, Yale University and Cambridge University. Dr. Muzzin's research interests are in galaxy evolution, massive galaxies, galaxy clusters and infrared sky surveys.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Skoufranis, Paul (M)	Mathematics & Statistics	Assistant Professor, Pre-candidacy 1	PhD, Mathematics (UCLA, 2014)	Dr. Skoufranis is currently a Visiting Assistant Professor at Texas A&M. His research interests are in operator theory, free probability, operator algebras, and functional analysis. Dr. Skoufranis was awarded UCLA Math Department Distinguished Teaching Award in 2014 and was given the 2014 Pacific Journal of Mathematics Dissertation Prize.	Faculty Funded
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**Table 2 Recommendations for Appointment – Contactually Limited Appointments<sup>2</sup>**

Name	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
<b>Education</b>					
Smith, Bryan (M)	Social Studies, Indigenous	Sessional Assistant Professor	PhD, Education (Ottawa, 2015)	Dr. Smith held various contract teaching positions at George Brown, Seneca, Humber and the University of Ottawa. Dr. Smith's primary teaching and research explores the possibilities of using mobile applications to facilitate critical conversations about race, colonialism and nationalism within the social studies classroom.	3 years
Wemigwans, Jennifer (F)	Indigenous Education	Sessional Assistant Professor	PhD, Social Justice Education (Toronto, 2016)	Dr. Wemigwans is a seasoned arts producer and scholar who has extensive experience in adult education contexts, in art administration, funding and production. She has is a digital media specialist who has created a total of 13 videos, interactive media productions, and documentaries of First Nations and Inuit culture.	1 year
<b>Glendon</b>					

<sup>2</sup> All appointments effective July 1, 2016 except where indicated in the Name column.

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

Perrault, Normand (M) 1-Sep-16	Political Science	Sessional Assistant Lecturer	PhD, Political Science (Northwestern, 1998)	This appointment is made to the alternate stream. Dr. Perrault comes to us from a contractually limited appointment in the Department of Political Science at Lakehead University. Dr. Perrault has been teaching in Canada continuously since 2000. His two main areas of specialization are in comparative public policy and in international political economy.	10 months
<b>Health</b>					
Kirsch, David (M) 1-Jan-16	Health Policy & Management, Informatics	Sessional Assistant Lecturer	PhD, Medical Science (Toronto, 2013)	This appointment is made to the alternate stream. Dr. Kirsch held a research fellow at the Munk School of Global Affairs prior to coming to York. His current fields of interest are in accountability, governance, information and communications technology, health informatics and health system performance.	1 year
<b>Libraries</b>					
Jon, Genny (F) 1-Jan-16	Physical Sciences	Adjunct Librarian	MLIS (Western, 2013)	Ms Jon has been working on a part-time basis in as a Reference/ Circulation Assistant at York since 2013. Ms Jon possesses broad general knowledge of information resources and strong understanding of the research culture in the physical sciences and nursing.	18 months
Poon, Amy (F) 1-Jan-16	Scott Research & Collections	Adjunct Librarian	MLIS (Western, 2012)	Ms Poon has been working on a part-time basis as Reference Librarian in the Scott Library at York since 2013. Ms Poon possesses a strong background in research assistance in social sciences and humanities, information literacy instruction as well as participation in collection development activities.	18 months

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, etc.

\*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.

**Table 1 - Recommendations for Promotion to Full Professor**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Baker, J (M)	Health	Kinesiology and Health Science	PhD (Queen's University)	Sports Performance, Physical Activity in Older Adults
Balfour, B (F)	Arts, Media, Performance and Design	Visual Arts and Art History	MFA (Concordia University)	Printmaking
Buchanan, R (M)	Osgoode Hall Law School		SJD (University of Wisconsin)	Law and Development, Law and Film, International Human Rights, Critical Legal Theory
Cao, M (F)	Schulich School of Business		PhD (University of Toronto)	Investments, Derivative Securities, Portfolio Theory and Dynamic Asset Pricing
Dauphinee, E (F)	Liberal Arts and Professional Studies	Political Science	PhD (York University)	Narrative Approaches to Global Politics, Ethics and International Relations, post-Conflict Environments and Identity
Gobert, D (M)	Liberal Arts and Professional Studies	English	PhD (Columbia University)	Drama, Theatre and Theory
Goldring, L (M)	Liberal Arts and Professional Studies	Sociology	PhD (Cornell University)	Migration, Immigration and Precarious Work in Latin America
Haas, T (F)	Health	Kinesiology and Health Science	PhD (University of Virginia)	Angiogenesis, Cellular and Molecular Physiology
Hadj-Moussa, R (F)	Liberal Arts and Professional Studies	Sociology	PhD (Université Laval)	Art and Trauma, Islam-Secularism
Harland, P (M)	Liberal Arts and Professional Studies	Humanities	PhD (University of Toronto)	Early Christianity, Judaism and Greco-Roman Religions
Henriques, D (F)	Health	Kinesiology and Health Science	PhD (York University)	Neuroscience, Eye-Arm Coordination
Heron, B (F)	Liberal Arts and Professional Studies	Social Work	Dphil (University of Toronto)	Social Construction of helping Identities, Critical Race Theories,

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
				Interlocking Systems of Oppression, North-South relations of power
Johnson, P (M)	Science	Chemistry	PhD (University of British Columbia)	Bioorganic Chemistry
Jurdjevic, M (M)	Glendon	History	PhD (Northwestern University)	Early Modern Europe
Macpherson, A (F)	Health	Kinesiology and Health Science	PhD (University of Toronto)	Epidemiology and Biostatistics
Maiter, S (F)	Liberal Arts and Professional Studies	Social Work	PhD (University of Toronto)	Child Welfare Services for Racialized Families
Matsuoka, A (F)	Liberal Arts and Professional Studies	Social Work	PhD (University of Toronto)	Elder Care and prevention of Elder Abuse, Critical Animal Studies
McNab, D (M)	Liberal Arts and Professional Studies	Equity Studies	PhD (Lancaster University)	History and Culture of Indigenous People of Canada
Mulvihill, P (M)	Environmental Studies		PhD (Université de Montréal)	Environmental Assessment, Planning and Management
Peacock, M (M)	Liberal Arts and Professional Studies	Social Science	PhD (University of Cambridge)	History and Theory of Money and Philosophy of Economics
Reisenleitner, M (M)	Liberal Arts and Professional Studies	Humanities	PhD (University of Vienna)	Cultural Studies, Modern Europe, Urban Culture
Robert, A (M)	Liberal Arts and Professional Studies	Geography	PhD (University of Cambridge)	Physical Geography
Sergio, L (F)	Health	Kinesiology and Health Science	PhD (McGill University)	Cognitive- Motor Integration
Taylor, P (M)	Liberal Arts and Professional Studies	Humanities	PhD (York University)	Post Colonial Studies, Religion and Race

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Van Harten, G (M)	Osgoode Hall Law School		PhD (London School of Economics)	International Investment, Treaty Arbitration and Administrative Law
Wang, X (M)	Science	Mathematics and Statistics	PhD (University of British Columbia)	Dimensional Optimization and Integration
Williams, D (F)	Liberal Arts and Professional Studies	English	PhD (Stanford University)	Medieval Renaissance Literature and Shakespeare

**Table 2 - Recommendations for Tenure and Promotion to Associate Professor**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Boyd, C (M)	Liberal Arts and Professional Studies	History	PhD (University of Minnesota, Twin Cities)	US Indigenous Cultural History and the History of the American West
Couto, N (F)	Liberal Arts and Professional Studies	Public Policy and Administration	PhD (York University)	Crime and Education Policy
Fogarty, M (F)	Arts, Media, Performance and Design	Dance	PhD (University of Edinburgh)	Dance, Ethnography, popular Culture and Black Culture
Gorman, R (F)	Health	Health Policy and Management	PhD (University of Toronto)	Adult Education and Community Development
Haritawarn, J (F)	Environmental Studies		PhD (London South Bank University)	Anti Colonial Theory, Urban Geography, Gender and Sexuality, Queer and Trans Studies
Lamzouri, Y (M)	Science	Mathematics and Statistics	PhD (University of Montreal)	Number Theory
Kurtz Landy, C (F)	Health	Nursing	PhD (McMaster University)	Maternal Health
Saberi, H (F)	Osgoode Hall Law School		SJD (Harvard Law School)	International Law, Disability Law, Human Rights, Islamic Legal Thought
Sharma, S (F)	Science	Biology	PhD (University of Toronto)	Ecology and Evolutionary Biology
Turner, G (M)	Health	Psychology	PhD (University of Toronto)	Cognitive Neuroscience

**Table 3 - Recommendation for Promotion to Associate Professor**

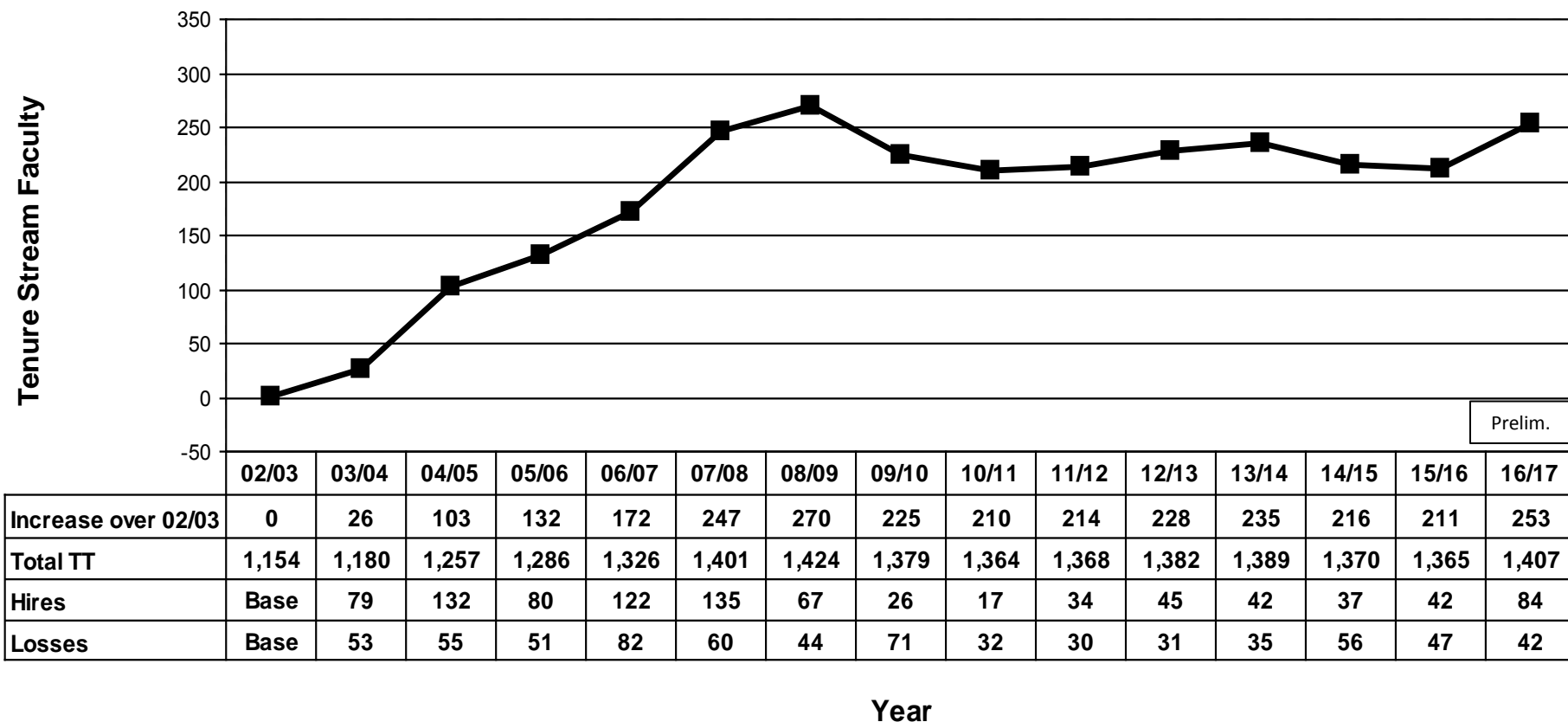
<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Robbin, C (F)	Arts, Media, Performance and Design	Music	BA (University of Toronto)	Classical Voice

**Table 4 - Recommendation for Tenure at the Rank of Associate Professor**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Lee, T (F)	Health	Nursing	PhD (University of Pittsburgh)	Health Services for Immigrant Women



## Complement Recovery – Cumulative Change in Tenure Track Faculty Complement (Heads), 2002-03 to 2016-17 (October 1 to October 1) (excluding Librarians)



## Details by Faculty – Tenure Stream Complement 2009-10 to 2016-17

	2009-10 to 2015-16 Appointments Made and Departures			PLAN					
				2016-17 <sup>1</sup> (July 1 to June 30) Authorized Appointments and Confirmed Departures (to date)					
FACULTY	Hires	Departures <sup>2</sup>	Change in Tenure Stream Complement 2009-10 to 2015-16	CRC	Faculty Funded	Endow	Total <sup>3</sup> (professional and alternate <sup>4</sup> )	Departures <sup>2</sup> (confirmed to date)	Preliminary Change in Tenure Stream Complement 2009-10 to 2016-17
LAPS	78	131	-53	2	12	0	14	11	-50
EDUCATION	8	8	0	1	0	0	1	1	0
FES	10	14	-4	0	2	0	2	1	-3
AMPD	12	28	-16	1	2	0	3	6	-19
GLENDON	16	23	-7	0	10	0	10	6	-3
HEALTH	31	32	-1	1	11	1	13	5	7
LASSONDE	30	4	26	1	12	1	14	3	37
OSGOODE	15	12	3	0	4	0	4	3	4
SCIENCE	34	34	0	4	6	0	10	4	6
SCHULICH	16	16	0	1	3	1	5	2	3
<b>All Faculties (excluding Libraries)</b>	<b>250</b>	<b>302</b>	<b>-52</b>	<b>11</b>	<b>62</b>	<b>3</b>	<b>76</b>	<b>42</b>	<b>-18</b>
<b>LIBRARIES</b>	<b>13</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Source: Office of VPA&P & Fact Book								Legend:	
Notes:								CRC = Canada Research Chairs	
<sup>1</sup> 2016-17 total of seventy-six (76) = 68 (includes 9 rolled over) + 8 made in 2015-16 with delayed starts to July 1, 2016								FB = Faculty Funded	
<sup>2</sup> Departures includes retirements, resignations, deaths and terminations								Endow = Endowment	
<sup>3</sup> In addition to the authorized appointments for 2016-17, a minimum of 8 CUPE Conversion appointments will be made July 1, 2016									
<sup>4</sup> Seven (7) authorized positions are in the alternate stream. In addition, there may be 6 more alternate stream CUPE Conversions .									
Thirteen (13) alternate stream appointments were made in 2015-16 (including 6 alternate stream CUPE Conversions).									
Joint appointments are counted in Home Faculty									

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Update to the Multi-Year Budget Plan for 2016-17

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### Recommendation:

**That Finance and Audit Committee recommends that the Board of Governors approve the proposed updated Budget Plan for 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 2016-17 fiscal year. The format for budget plans effective 2017-18 will be considerably different than the current model. The University administration provided the new draft format at the last Board Finance and Audit Committee meeting. A full multi-year plan in the SHARP format for the first three years of SHARP implementation (2017-18 to 2019-20) will be presented to the Committee in the coming year.

The Budget Plan being presented at this time will continue with the established framework that forms the basis for detailed planning for the remaining year of the current incremental budget model. For illustrative purposes, the numbers associated with the 2017-18 and 2018-19 fiscal years are being presented to demonstrate the impact of the budget assumptions in the current format. Approval for the 2017-18 and 2018-19 fiscal year Budget Plan is not being requested at this time.

The Budget Plan being presented this year updates the 2016 Budget Plan for the impact of the recent bond issue, as well as the favourable impact of the actual 2015-16 year end results. All the remaining key budget assumptions remain essentially unchanged from the Budget Plan submitted and approved in June 2015.

## Board of Governors

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 and continues to provide a source of funds for strategic initiatives. The base funding in this academic investment/contingency fund remains available to assist the University in addressing potential budget impacts associated with pension solvency payments (potentially commencing in 2018), as well as the potential for our government grants to be rebased as a result of enrolment shortfalls relative to currently funded levels of enrolment.

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 do not change the previously approved budget cuts for 2016-17 of 2.5%.

The actual 2015-16 fiscal year-end results reported a deficit of \$1.03 million compared to the planned deficit of \$27.84 million for a positive variance of \$26.81 million. The variance resulted from a number of positive factors experienced during the year including lower compensation adjustments than budgeted and higher domestic enrolments than budgeted. Continued diligence across all areas of the University, particularly in the Academic Division, to manage their budgets accounted for the majority of the positive variance.

Three budget allocation adjustments introduced in this updated plan are as follows:

- In May 2016, the University issued a forty year \$100 million debenture to fund York's capital priorities. The debenture was issued with a yield of 3.579%. The Budget Plan is being updated to reflect the annual interest cost of \$3.6 million.
- Effective for the 2016-17 fiscal year the University was in a position to release two base budget allocations. One allocation, in the amount of \$2.5 million, related to paying down a longstanding deficit in the institutional Progress Through the Ranks account. The other was a \$1.5 million allocation associated with paying down the cost of an overall \$15M Capital "Ripple" Program that was completed several years ago.
- The final amendment to 2016-17 Budget Plan reflects the positive operating budget results for the fiscal year ended 2015-16. The previously approved Budget-Plan had projected an in year deficit of about \$28 million, resulting in a cumulative projected deficit of \$46 million by the end of 2015-16. The actual year end result for the year was a deficit of \$1.03 million, resulting in an accumulated operating budget deficit at the the end of the fiscal year of \$19.20 million. This is a positive variance of \$26.81 million to the approved Budget Plan. The impact of this positive variance is then rolled forward to future years projected results. The

## Board of Governors

illustrative results for 2017-18 now show a projected cumulative deficit balance for 2017-18 of \$52.21 million, as compared to the 2015 Plan's projected \$68.74 million.

The elements of the updated budget plan are being presented at this meeting of the Board Finance and Audit Committee for consideration and approval.

<b>OPERATING BUDGET PLAN SUMMARY</b>			
<b>2016-17 to 2018-19</b>			
(in \$millions)			
	<u>Illustrative Purposes</u>		
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
<b><u>Revenue</u></b>			
<b>Total Operating Revenue per June 2015 Plan</b>	<b>778.53</b>	<b>789.66</b>	<b>789.66</b>
<b>Planning Changes (May 2016)</b>			
<b>Domestic Tuition</b>			
Tuition Fee Increases	in plan	in plan	10.00
<b>Total Revenue Increases</b>	<u>0.00</u>	<u>0.00</u>	<u>10.00</u>
<b>Total Operating Revenue - June 2016 Plan</b>	<b>778.53</b>	<b>789.66</b>	<b>799.66</b>
<b><u>Expenses</u></b>			
<b>Total Operating Expenses per June 2015 Plan</b>	<b>780.84</b>	<b>785.97</b>	<b>785.97</b>
<b>Planning Changes (May 2016)</b>			
<b>Compensation/Benefits</b>	in plan	in plan	<b>10.00</b>
<b>Bond Interest</b>	<b>3.58</b>	<b>3.58</b>	<b>3.58</b>
<b>Base Budget Allocations Released</b>			
Progress Through the Ranks	(2.50)	(2.50)	(2.50)
Capital Ripple Repayment	(1.50)	(1.50)	(1.50)
	<u>(4.00)</u>	<u>(4.00)</u>	<u>(4.00)</u>
<b>Divisional Spending</b>			
Divisional Expenditures in excess of annual allocation	<u>20.55</u>	<u>18.80</u>	<u>(0.01)</u>
<b>Total Expenditures</b>	<u>20.13</u>	<u>18.38</u>	<u>9.57</u>
<b>Total Operating Expenses per June 2016 Plan</b>	<b>800.97</b>	<b>804.35</b>	<b>795.54</b>
<b>Net Annual Surplus/Deficit including divisional over expenditure</b>	<b>(22.44)</b>	<b>(14.69)</b>	<b>4.12</b>
<b>Carryforward Balances including divisional Deficit positions</b>	<u>(19.20)</u>	<u>(41.64)</u>	<u>(56.33)</u>
<b>Ending Cumulative Balance including Divisional Deficit positions</b>	<u>(41.64)</u>	<u>(56.33)</u>	<u>(52.21)</u>
<b>Budget Cuts as per Plan</b>	<b>2.50%</b>	<b>TBD</b>	<b>TBD</b>

# Board of Governors

## Budget Plan 2015-16 to 2016-17

### 1. Introduction

As we close out the 2015-16 fiscal year, this report is intended to provide a brief update on budget planning and outline the proposed Budget Plan for 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. The multi-year budget plans are scheduled for the June Board meeting as they are dependent on the timing and resolution of key planning issues, including tuition fee decisions and Government operating grant announcements.

Approval of the proposed Budget Plan for the period 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 2015)

The current multi-year budget plan was approved in June 2015 and covered the period to fiscal 2016-17, with illustrative results also shown for 2017-18 (the first year under the new SHARP budget model). 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 2015 Budget Plan Summary is shown in the following table:

<b>Conservative Model</b>	<b>SHARP TRANSITION YEAR</b>		
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
	<i>(in millions)</i>		
Total Revenue per June 2015 Plan	753.83	778.53	789.66
Total Expenditures per June 2015 Plan	781.67	793.17	797.75
Net Annual Surplus including Division over Expenditures	(27.84)	(14.64)	(8.09)
Carryforward Balance including Divisional Deficit Positions	(18.17)	(46.01)	(60.65)
Ending Cumulative Balance including Divisional Deficit Positions	(46.01)	(60.65)	(68.74)
Budget Cut	3.00%	2.50%	TBD

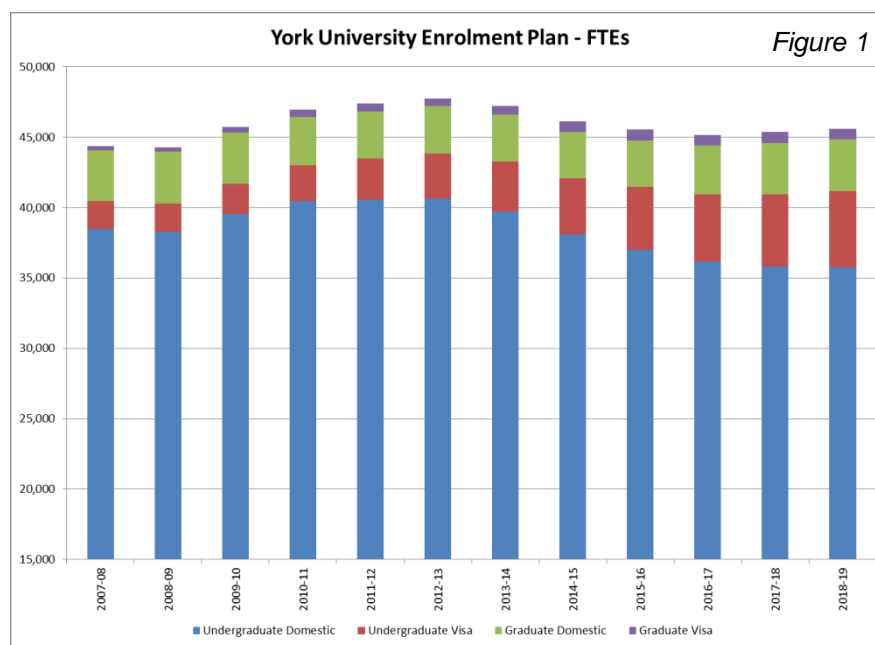
## Board of Governors

The University has finalized the fiscal 2015-16 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 operating budget results at the institutional level of \$26.81 million. The major contributors to the positive performance include compensation settlements lower than budgeted, higher domestic enrolments to the Budget Plan and continued diligence for faculties and divisions in managing their budgets.

### 3. Enrolment Growth

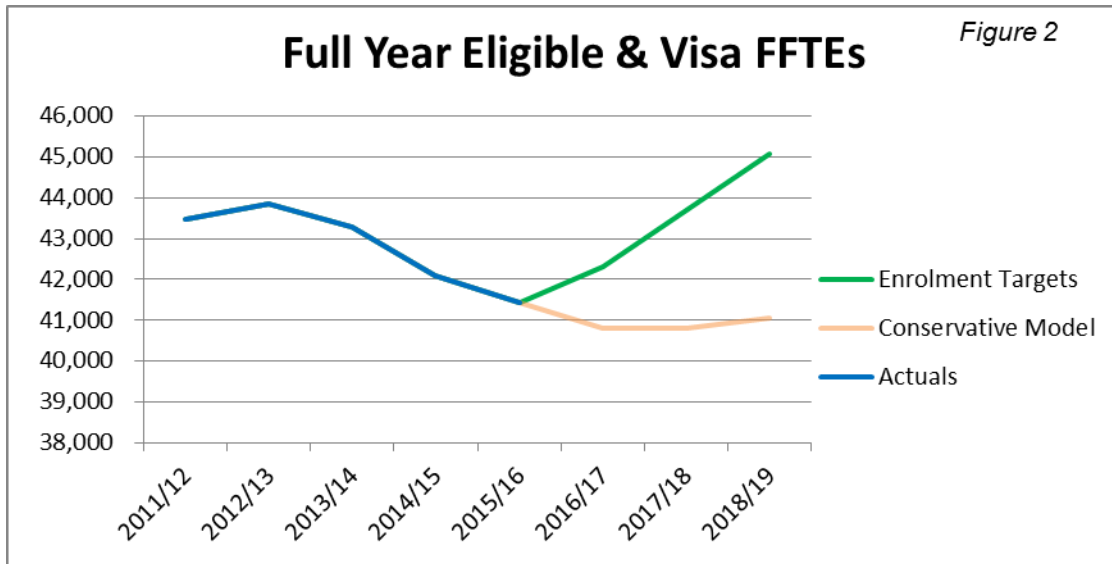
A key planning assumption which drives revenue and cost changes is the enrolment plan. The overall enrolment plan is provided in the chart below, with individual breakdowns for undergraduate and graduate enrolments shown in the charts that follow. The undergraduate enrolment chart (figure 2) shows that the actual 2015-16 undergraduate domestic enrolment results were above target, however still lower than the prior years actual enrolments for domestic students. 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 recalibrated its 2015 enrolment plan to conservatively project future enrolments and the flow through impacts. The enrolment plan that was reflected in last year's budget remains appropriate, and hence no enrolment changes are incorporated into this year's Budget Plan update.

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 enrolments (Figure 3) have experienced continued challenges to reach target levels.

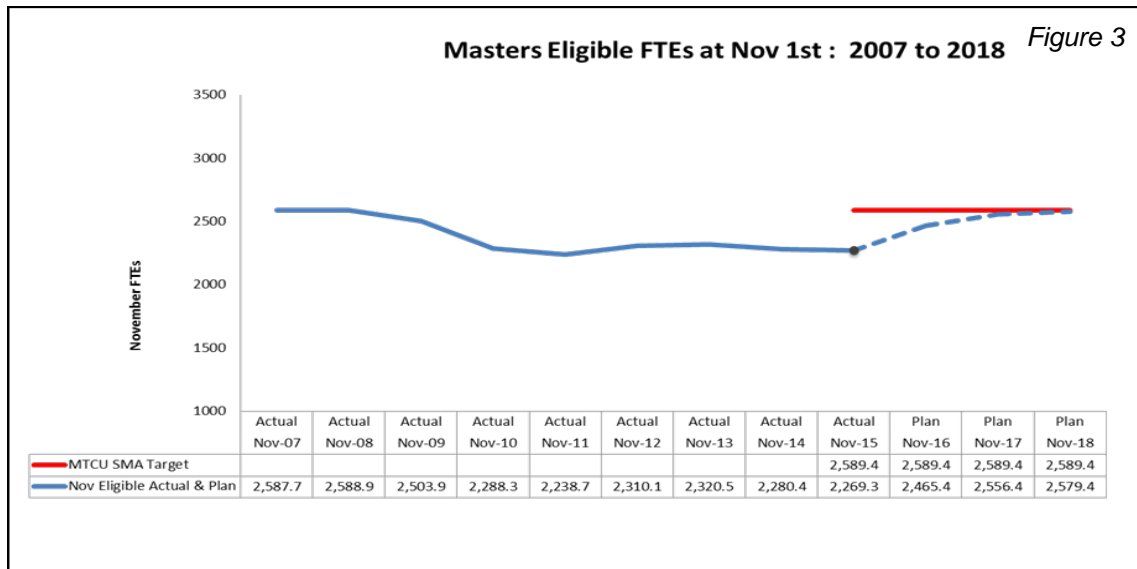




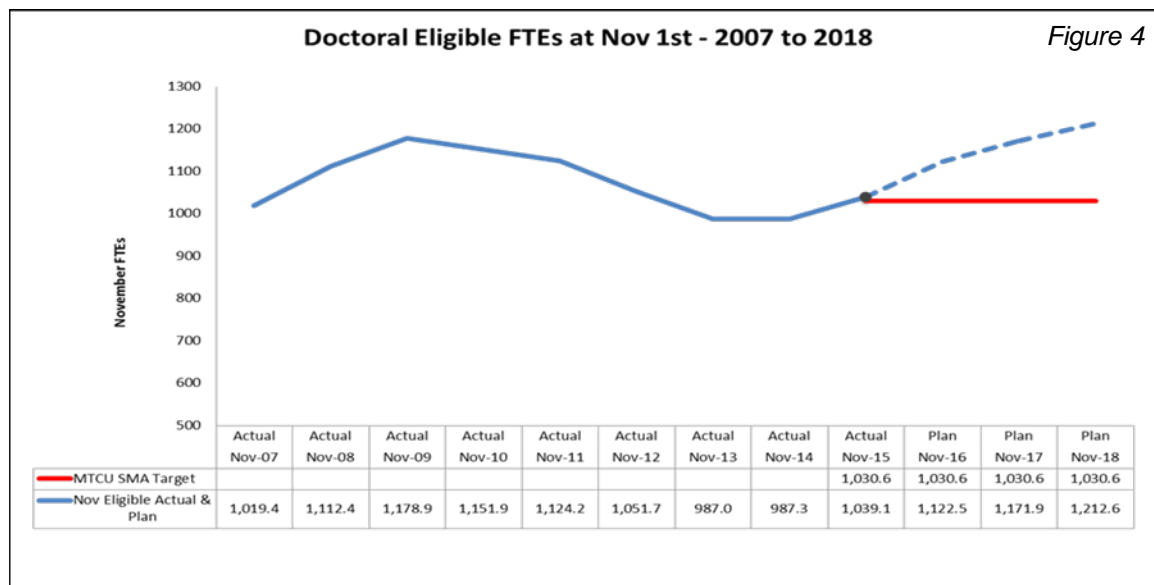
# Board of Governors



	FULL YEAR ELIGIBLE & VISA FTEs				Actuals	Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Actuals	43,471	43,843	43,286	42,092	41,436	-	-	-
Enrolment Targets	43,471	43,843	43,286	42,092	41,436	42,299	43,694	45,089
Conservative Model	43,471	43,843	43,286	42,092	41,436	40,802	40,790	41,048



## Board of Governors



### 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 achieve enrolments 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 six years and the Government has not chosen to rebase the Graduate grant.

## Board of Governors

The draft budget plan continues to assume that the University will not experience any reduction in its Base Operating Grant and the continued reference to the risk of the grant being rebased is being included here due to the size of the risk that continues to be assumed in the Budget 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 \$10.9M and could rise to \$26.3M in this proposed Budget Plan.

The University is currently receiving \$4.2M 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 Enrolment Model is as follows:

<b>Government Grant Rebase Risk Conservative Enrolment Model</b> <i>(millions)</i>			
	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Undergraduate</b>	10.90	21.00	26.30
<b>Graduate</b>	<u>4.20</u>	<u>3.90</u>	<u>3.90</u>
	<u>10.90</u>	<u>21.00</u>	<u>26.30</u>

### *Tuition Fee Increases*

The Government established the tuition fee framework in 2013 that covered a four year period that expires in 2016-17. The framework permits the University to annually increase domestic undergraduate fees at the rate of 3% for traditional Arts & Science programs and 5% for professional programs. The fee increases for 2016-17 are already embedded in the Budget Plan that was approved in June 2015. The fee increases for the 2018-19 are included for illustration purposes and are estimated in the amount of \$10 million. The projections are based on the continuation of the existing fee framework by the Provincial Government.

## **5. Planning Changes – Expense**

### *Compensation/Benefits*

The estimated compensation and benefits escalation for the 2016-17 and 2017-18 budget years was embedded in the prior year Budget Plan. The projected compensation

## Board of Governors

cost escalation for 2018-19 is projected at \$10 million, and is reflected in the illustrative budget results for that year.

### *Bond Interest*

In May 2016, the University issued a \$100 million 40 year Senior Unsecured Debenture to finance its capital priorities and leverage anticipated funding from the Federal Government's Strategic Investment Funding. The coupon rate for the debenture was 3.579%. The Budget Plan is being updated to reflect the annual interest cost of \$3.6 million.

### *Base Budget Allocations Released*

Effective for the 2016-17 fiscal year the University was in a position to release two base budget allocations related to Progress Through the Ranks deficit repayment (in the amount of \$2.5 million) and Capital "Ripple" Program cost repayment in the amount of \$1.5 million. These are described in greater detail below.

In preparation for implementation of the SHARP budget model, the University planned for the elimination of the current budgeting framework for funding Progress Through the Ranks (PTR) for academic faculty members. The institutional account used to fund PTR payments has been in a cumulative deficit position for many years. The Budget Plan had been allocating \$2.5 million in base to help cover the costs associated with annual PTR increases to faculty members and deal with the longstanding deficit. As of the end of fiscal 2015-16 this base funding support is no longer required as sufficient funds exist in the PTR reserve to fund the final year's (2016-17) allocation and the deficit has been paid off. The Budget Plan is being updated to reflect the release of this allocation effective 2016-17.

In the early 2000's, the University was successful in receiving major capital funding from the Province through the Superbuild Program. As part of the capital planning process the University utilized the opportunity to complete major renovations to buildings that were vacated by units moving to the new buildings. The total cost of these renovations was \$15 million dollars, and this cost was being funded through annual budget allocations of \$1.5 million. As of 2015-16, this cost (referred to as Capital "Ripple" program) had been fully funded. The Budget Plan is now being updated to reflect the release of this \$1.5 million allocation effective 2016-17.

## **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,

## Board of Governors

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

ACADEMIC STRATEGIC INVESTMENT/CONTINGENCY FUND						
2014-15 to 2017-18						
(in \$millions)						
	2014-15	2015-16	2016-17	2017-18	2018-19	Total
<b>Contributions</b>						
Budget Plan 2014	18.30	11.00	8.40	8.40	8.40	
Fiscal 2015 OPEB Adjustment	4.81					
Budget Plan 2015		6.00	6.00	6.00	6.00	
PRASE			1.00	1.00	1.00	
Institutional Restructuring Fund		3.00				
Capital Reserves		2.00				
<b>Total Contributions</b>	<b>23.11</b>	<b>22.00</b>	<b>15.40</b>	<b>15.40</b>	<b>15.40</b>	<b>91.31</b>
<b>Commitments</b>						
<b>Faculties</b>						
SHARP Implementation		8.60	16.40			
Lassonde	0.46	0.46	0.40			
Education		0.70				
Schulich		0.75	0.75			
AMPD			0.50			
Science			0.20	0.20	0.20	
CUPE Conversion		0.27	0.27	0.27		
<b>Total Faculties</b>	<b>0.46</b>	<b>10.78</b>	<b>18.52</b>	<b>0.47</b>	<b>0.20</b>	<b>30.43</b>
<b>Academic Support</b>						
YU Start		0.50	0.50			
Strategic Enrolment Response	0.80	1.00	0.40	0.40		
Student Aid/Scholarship		1.00	1.00	1.20		
Student Life Awards		0.60	1.70			
University Translator			0.11			
Library - Collections		0.50	0.80			
- Operating		0.70	0.70			
<b>Total Academic Support</b>	<b>0.80</b>	<b>4.30</b>	<b>5.21</b>	<b>1.60</b>	<b>0.00</b>	<b>11.91</b>
<b>Institutional Other</b>						
York in York Region	1.00					
Markham Campus - planning and space		0.60	1.40	1.40	1.40	
CFI Grant Support			1.16			
Copyright Clearance		0.30	0.30			
Presidential Search		0.05	0.25			
Refugee Funding Program		0.03	0.17			
Brand Campaign		0.50				
<b>Total Institutional</b>	<b>1.00</b>	<b>1.48</b>	<b>3.28</b>	<b>1.40</b>	<b>1.40</b>	<b>8.56</b>
<b>Total Commitments</b>	<b>2.26</b>	<b>16.56</b>	<b>27.01</b>	<b>3.47</b>	<b>1.60</b>	<b>50.90</b>
Net In-Year Commitments	20.85	5.44	-11.61	11.93	13.80	
<b>Cumulative Ending Balance</b>	<b>20.85</b>	<b>26.29</b>	<b>14.68</b>	<b>26.61</b>	<b>40.41</b>	<b>40.41</b>



# Budget Plan Update

Context, Key Issues and Proposed Plan

Gary Brewer, VP Finance & Administration  
June 27, 2016

# Outline

1. Context for Budget Planning
2. Current Budget Plan 2015-2018
3. Divisional Carryforward Positions – 2015-16 Budget vs Actual Results
4. Capital Markets Update – Endowment and Pension
5. Endowment Fund and Pension Plan – Year End Results
6. Budget Outlook – Summary of Changes
7. 2016-2019 Proposed Budget Plan
8. Key Budget Planning Assumptions and Risks
9. Academic Strategic Investment/Contingency Fund



# Context for Budget Planning

- In Fall 2014, the University confirmed its Transition Plan to the new SHARP (Shared Accountability Resource Plan) Model effective fiscal 2017-18.
- The presentation format for the SHARP Budget Model will be considerably different under SHARP and will provide an increased level of detail
- For illustrative purposes, the numbers for 2017-18 and 2018-19 are being provided to demonstrate the impacts of budget assumptions for that fiscal year. Approval will not be requested at this time for these years
- Recent decision of the new Markham Campus has not been incorporated into the 2016 Budget Plan. Budget Plan impacts are anticipated to occur beyond the current June 2016 budget planning horizon.

# Context for Budget Planning

- The typical approach to update the Budget Plan would be to amend the Approved Budget Plan (June 2015) for significant changes and extend for one additional year
- A key assumption underlying the Budget Plan is the enrolment plan. The projected enrolment plan that was reflected in the multi-year Budget Plan approved in 2015 remains appropriate, and no changes are required at this time
- The projections for the 2018-19 fiscal year (based on the current incremental budget model) include total tuition fee revenue increases of \$10M and total compensation increases of \$10M – resulting in “neutral” impact on the in year bottom line position
- Many cost pressures that have been identified to date this year have been addressed through the Academic Strategic Investment Contingency Fund - resulting in reduced pressures on the overall institutional budget plan
- As a result, there are relatively few changes to the proposed budget plan that is being brought forward to the Board meeting in June
- The University will prepare in the Fall of 2016 a multi-year SHARP Budget Plan covering the period 2017-18 to 2019-20, to illustrate the new format

# 2015-2018 Budget Plan - Approved June 2015

<u>(\$ Millions)</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Revenue	753.8	778.5	789.7
Expense	781.7	793.2	797.8
Annual Surplus/(Deficit)	(27.8)	(14.6)	(8.1)
Carryforward Surplus/(Deficit)	(18.2)	(46.0)	(60.6)
Cumulative Surplus/(Deficit)	(46.0)	(60.6)	(68.7)
Budget Cut	3.0%	2.5%	TBD

# 2015-16 Final Undergraduate FTEs

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Enrolment Contract Target	2015-16 University Budget Target *	2015-16 Actual
<b>Eligible</b>	40,631.8	39,713.7	38,095.8	-212 37,194.1	+1,186 35,796.0	36,981.8
<b>Visa</b>	3,211.7	3,569.9	3,994.2	+163 4,286.4	+172 4,278.0	4,449.7
<b>Other Ineligible</b>	437.0	457.6	471.9	471.9	471.9	439.3
<b>Total</b>	44,280.5	43,741.2	42,561.9	41,952.4	40,545.9	41,870.8

\* University Budget Target includes projected Engineering growth over 2011-2012

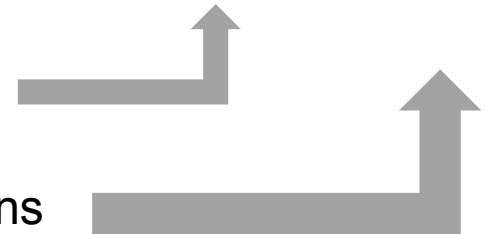
# Divisional Carryforward Positions - 2015-16 Budget vs. Actual Results

Division	Opening Cumulative Position
President's	1.25
VP Advancement	1.51
<b>VP Academic</b>	
Faculties & Libraries	(70.73)
VPA&P	31.07
Vice Provost Students	7.32
<b>VP Academic Total</b>	<b>(32.34)</b>
<b>VP Finance &amp; Administration</b>	<b>9.24</b>
<b>VP Research</b>	<b>2.29</b>
<b>Total All Divisions</b>	<b>(18.05)</b>

Approved Budget In-year Surplus (Deficit)	Actual In-Year Surplus (Deficit)	Variance to Approved Budget Surplus (Deficit)	Actual Ending Cumulative Position
(0.43)	0.52	0.95	1.77
(2.64)	0.20	2.84	1.71
(18.88)	(8.05)	10.83	(78.78)
(2.32)	3.65	5.97	34.72
(0.55)	(0.30)	0.25	7.02
(21.75)	(4.70)	17.05	(37.04)
(3.51)	2.74	6.25	11.98
(1.00)	0.08	1.08	2.37
(29.33)	(1.16)	28.17	(19.21)

2015/16 Year End Results Positive to Last Year's Plan

.... But a Significant Deficit Remains



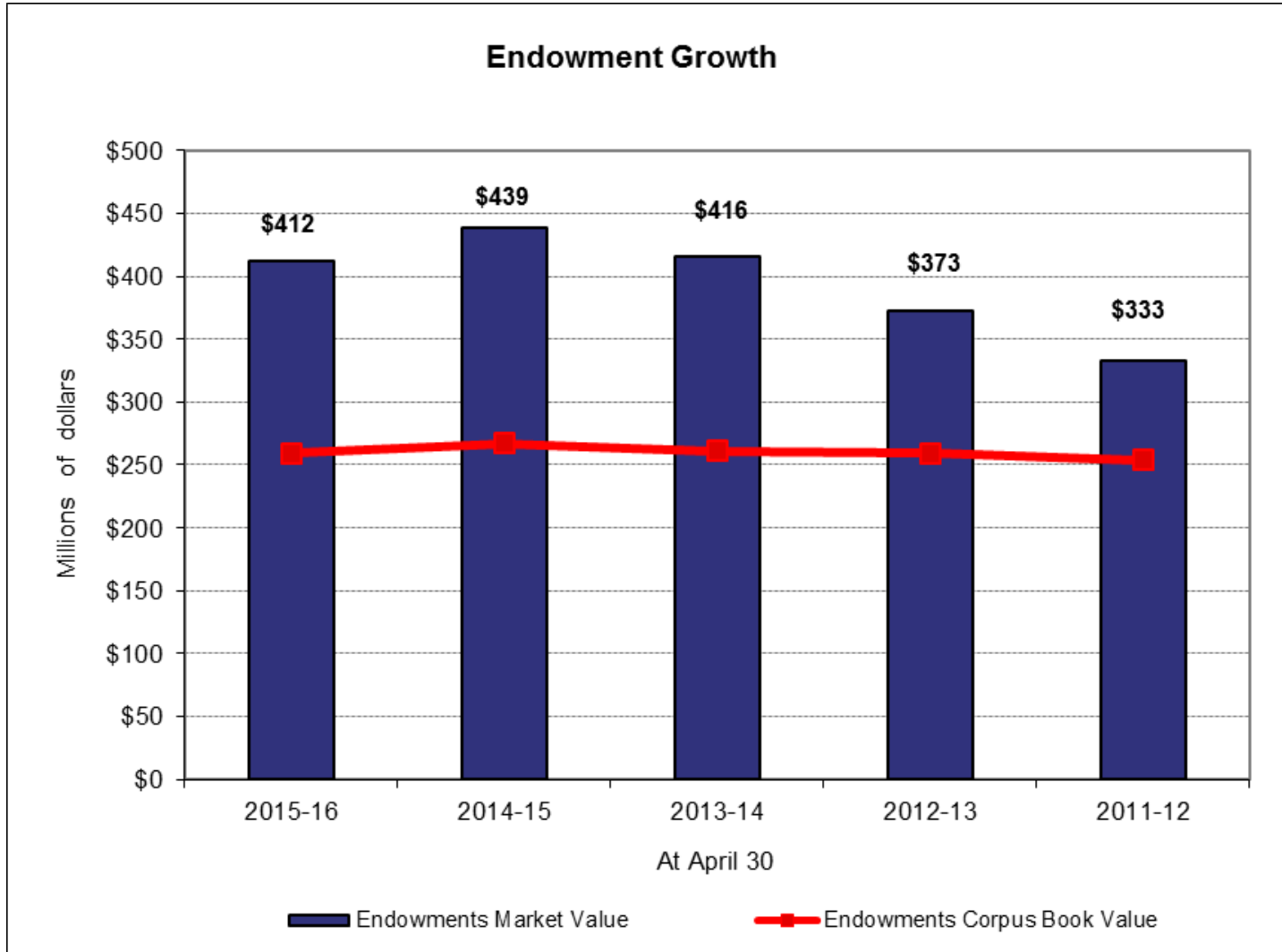
# Capital Markets Update – Endowment and Pension

Endowment Performance		
	Calendar Year 2015 12 months to December 31, 2015	Fiscal YTD 2015-16 12 months to April 30, 2016
Endowment Fund Rate of Return	4.98%	-3.70%
Policy Benchmark	<u>7.11%</u>	<u>-2.63%</u>
Value Added	<u>-2.13%</u>	<u>-1.07%</u>

Pension Fund Performance	
	<u>2015 Calendar Year</u>
Total Fund	9.5%
Plan Text Requirement	6.0%

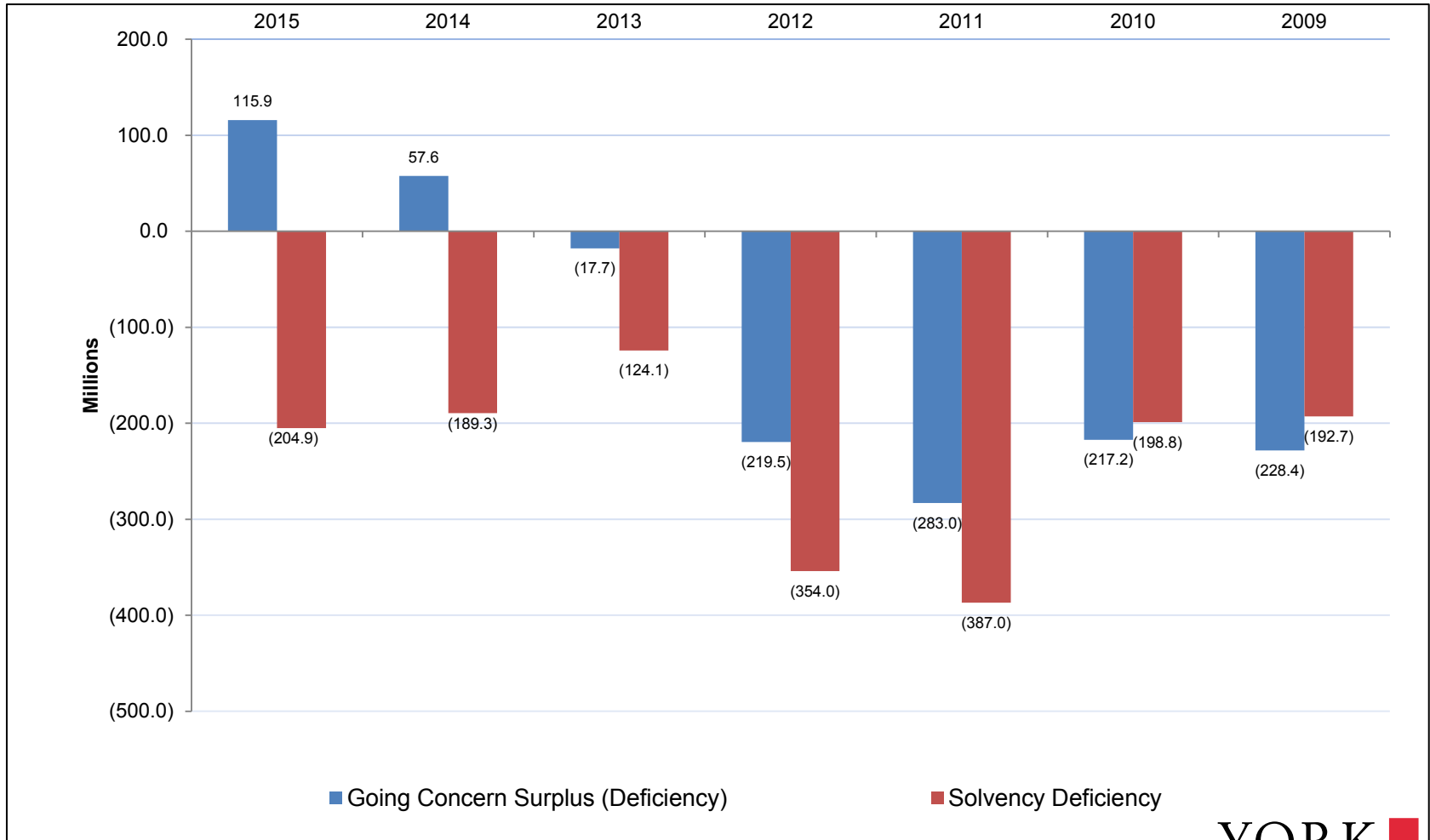
# Endowment Update

## Year End (Fiscal) Results as of April 30





# Pension Plan Update - Valuation Results as of December 31



Dec/2015 Pension Fund Value - \$2.16B

# Budget Outlook – Summary of Changes

- **Revenue outlook changes to the 2015 Plan:**
  - Enrolment plan tabled in 2015 for 2016-17 and 2017-18 reaffirmed
  - Enrolment plan for 2018-19 maintains undergraduate enrollment relatively flat to the 2017-18 results
  - Tuition fee revenue fee increases for the 2018-19 year are estimated at \$10 M
- **Expense outlook changes to the 2015 plan:**
  - Most cost pressures identified this year are currently being funded through the Academic Strategic Investment Contingency Fund
  - The projected compensation costs for 2018-19 are estimated at \$10 million
  - A \$100 M bond was issued in May 2016 to finance capital priorities and take advantage of the federal Strategic Investment Fund for universities and colleges. Annual interest cost will be \$3.6 M
  - Two budget reductions implemented for 2016/17 onwards include:
    - Annual allocation to help reduce longstanding PTR deficit - \$2.5 M
    - Capital renovation repayment (post Superbuild Projects) - \$1.5 M
  - Updated Divisional deficit projections to reflect most recent results

# 2016-2019 Budget Plan - Proposed June 2016

## OPERATING BUDGET PLAN SUMMARY

2016-17 to 2018-19

(\$ millions)

	<u>Illustrative</u>		
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
<b><u>Revenue</u></b>			
<b>Total Operating Revenue per June 2015 Plan</b>	<b>778.5</b>	<b>789.7</b>	<b>789.7</b>
Tuition Fee Increases - 2018/19	in plan	in plan	10.0
<b>Total Operating Revenue - June 2016 Plan</b>	<b>778.5</b>	<b>789.7</b>	<b>799.7</b>
<b><u>Expenses</u></b>			
<b>Total Operating Expenses per June 2015 Plan</b>	<b>780.8</b>	<b>786.0</b>	<b>786.0</b>
Compensation/Benefits Escalation - 2018/19	in plan	in plan	10.0
Interest on May 2016 Bond Issue	3.6	3.6	3.6
<b>Existing Base Budget Allocation Reductions:</b>			
Progress Through the Ranks Deficit Repayment	(2.5)	(2.5)	(2.5)
Capital "Ripple Program" Deficit Repayment	(1.5)	(1.5)	(1.5)
<b>Divisional Expenditures in excess of annual allocation</b>	20.6	18.8	(0.0)
<b>Total Operating Expenses per June 2016 Plan</b>	<b>801.0</b>	<b>804.4</b>	<b>795.5</b>
<b>Net Annual Surplus/Deficit</b>	(22.4)	(14.7)	4.1
<b>Prior Year Carryforward Balances</b>	(19.2)	(41.6)	(56.3)
<b>Ending Cumulative Balance (including Divisional Deficit postions)</b>	<b>(41.6)</b>	<b>(56.3)</b>	<b>(52.2)</b>
<b>Budget Cuts as per Plan</b>	<b>2.50%</b>	<b>TBD</b>	<b>TBD</b>

# 2016-2019 Budget Plan - Proposed June 2016

**OPERATING BUDGET PLAN SUMMARY**  
**2016-17 to 2018-19**  
(\$ millions)

	<u>Illustrative</u>		
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
<b>Revenue</b>	<b>778.5</b>	<b>789.7</b>	<b>799.7</b>
<b>Expenses</b>	<b>801.0</b>	<b>804.4</b>	<b>795.5</b>
<b>Annual Surplus/Deficit</b>	(22.4)	(14.7)	4.1
<b>Carryforward Surplus/(Deficit) Balances</b>	<u>(19.2)</u>	<u>(41.6)</u>	<u>(56.3)</u>
<b>Cumulative Balance (including Divisional Deficit postions)</b>	<u><u>(41.6)</u></u>	<u><u>(56.3)</u></u>	<u><u>(52.2)</u></u>
<b>Budget Cuts as per Plan</b>	<b>2.50%</b>	<b>TBD</b>	<b>TBD</b>

# Key Budget Planning Assumptions and Risks

- Achieving the Enrolment Plan
- Tuition Fee Framework beyond 2017
- Divisional Deficit Positions
- Impact of IIRP on Divisional/Faculty Budget Management
- Government Grant Rebasing Risk (Undergraduate and Graduate)
- Provincial Government University Funding Formula Review

# Budget Risks

- Undergraduate enrolment has fallen below accessibility funding
- Master performance is below Graduate Growth funding level
- Potential negative - \$15M (\$11M for Undergraduate and \$4M for Graduate) budget impact if Ministry adjusts funding

# Budget Outlook – Risk of Grant Rebasing

## 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 attain these enrolment levels and currently receives grant funding through its Base Grant for enrolment levels higher than its 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
- Recent information from the Ministry indicates that decision on the changes to the Funding Formula review will not occur in 2016-17 fiscal year



# Budget Outlook – Risk of Grant Rebasing

## Risk of Government Grant Rebasing cont'd...

- 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.
- The total Undergraduate grant at risk should the Ministry rebase is dependent upon actual enrolment. The grant received in excess of enrolments for undergraduates is about \$11 million for 2015/16.
- The University is currently receiving about \$4M in grant funding for Graduate students that could also be at risk of rebasing.

# Academic Strategic Investment Contingency Fund

- In the 2014 Approved 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 attached schedule 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 enrolments
  - The potential Solvency Special Payments that may be required in 2018
  - The changing demographic in domestic enrolments over the next 3-5 years

# Academic Strategic Investment Contingency Fund

ACADEMIC STRATEGIC INVESTMENT/CONTINGENCY FUND						
2014-15 to 2017-18						
(in \$millions)						
	2014-15	2015-16	2016-17	2017-18	2018-19	Total
<b>Contributions</b>						
Budget Plan 2014	18.30	11.00	8.40	8.40	8.40	
Fiscal 2015 OPEB Adjustment	4.81					
Budget Plan 2015		6.00	6.00	6.00	6.00	
PRASE			1.00	1.00	1.00	
Institutional Restructuring Fund		3.00				
Capital Reserves		2.00				
<b>Total Contributions</b>	<b>23.11</b>	<b>22.00</b>	<b>15.40</b>	<b>15.40</b>	<b>15.40</b>	<b>91.31</b>
<b>Commitments</b>						
<b>Faculties</b>						
SHARP Implementation		8.60	16.40			
Lassonde	0.46	0.46	0.40			
Education		0.70				
Schulich		0.75	0.75			
AMPD			0.50			
Science			0.20	0.20	0.20	
CUPE Conversion		0.27	0.27	0.27		
<b>Total Faculties</b>	<b>0.46</b>	<b>10.78</b>	<b>18.52</b>	<b>0.47</b>	<b>0.20</b>	<b>30.43</b>
<b>Academic Support</b>						
YU Start		0.50	0.50			
Strategic Enrolment Response	0.80	1.00	0.40	0.40		
Student Aid/Scholarship		1.00	1.00	1.20		
Student Life Awards		0.60	1.70			
University Translator			0.11			
Library - Collections		0.50	0.80			
- Operating		0.70	0.70			
<b>Total Academic Support</b>	<b>0.80</b>	<b>4.30</b>	<b>5.21</b>	<b>1.60</b>	<b>0.00</b>	<b>11.91</b>
<b>Institutional Other</b>						
York in York Region	1.00					
Markham Campus - planning and space		0.60	1.40	1.40	1.40	
CFI Grant Support			1.16			
Copyright Clearance		0.30	0.30			
Presidential Search		0.05	0.25			
Refugee Funding Program		0.03	0.17			
Brand Campaign		0.50				
<b>Total Institutional</b>	<b>1.00</b>	<b>1.48</b>	<b>3.28</b>	<b>1.40</b>	<b>1.40</b>	<b>8.56</b>
<b>Total Commitments</b>	<b>2.26</b>	<b>16.56</b>	<b>27.01</b>	<b>3.47</b>	<b>1.60</b>	<b>50.90</b>
Net In-Year Commitments	20.85	5.44	-11.61	11.93	13.80	
<b>Cumulative Ending Balance</b>	<b>20.85</b>	<b>26.29</b>	<b>14.68</b>	<b>26.61</b>	<b>40.41</b>	<b>40.41</b>

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: **Annual Financial Statements, April 30, 2016**

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### Recommendation:

**The Board Finance and Audit Committee recommends that the Board of Governors approve the Financial Statements for the year ended April 30, 2016.**

### Background:

Attached are the York University Financial statements for the year ended April 30, 2016. In order to facilitate the Committee's review of the statements, also attached is a presentation providing additional context information as well as the highlights of the year-over-year changes associated with this year's financial results. A brief presentation of the year end results will be provided at the meeting.

## FINANCIAL STATEMENTS

APRIL 30, 2016

### INDEX

	<i>Page</i>
Statement of Administrative Responsibility .....	1
Introduction to York University Financial Statements – 2015-2016 .....	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

## **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, 2016 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 Aon Hewitt 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, 2016. 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 – 2015-2016

In 2015-2016, 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 positive 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 provided some additional operating income overall. Cost pressures largely associated with salaries and benefits were somewhat reduced due to more modest compensation settlements in recent negotiations.

Grants and contract funding remained unchanged at \$372 million in 2016. Increases in federal research grants of \$2 million were offset by reductions of \$2 million in provincial operating grants.

The Statement of Operations and Changes in Deficit reports total tuition fee revenue increasing from \$498 million in 2015 to \$520 million in 2016. The majority of this growth was associated with increases in approved tuition fee rates and increasing international undergraduate enrolments, offset in part by lower domestic enrolments.

Salaries and benefits increased modestly from \$691 million in 2015 to \$697 million in 2016. The increase in salary and benefits reflects salary and wage escalation offset in part by a decrease in pension and other post-employment benefits (\$42.5 million in 2016 compared to \$45.6 million in 2015).

Scholarships and bursaries increased from \$61 million in 2015 to \$69 million in 2016 and reflects the University's ongoing investment in student support for both graduate and undergraduate students.

Interest on long-term debt remained unchanged at \$24 million in 2016. The University issued a new debenture of \$100 million on May 26, 2016, which will result in higher interest costs beginning in fiscal 2016-2017. The proceeds from this debenture will be invested in capital projects to support the University's academic mission.

As summarized on the Balance Sheet, the University's unrestricted deficit has decreased from \$42 million in 2015 to \$40 million in 2016. 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 \$1,410 million in 2015 to \$1,429 million in 2016. This change reflects completion of the York Lions Stadium (used for the *2015 Pan Am and Parapan Am Games*) and the Bergeron Centre of Engineering Excellence, net of the annual amortization charges on existing capital assets.

Investments at April 30, 2016 totalled \$841 million, as compared to \$808 million at April 30, 2015. Investments consisted of \$412 million in endowments (\$439 million last year) and \$429 million in other investments (\$369 million last year).

Gary Brewer  
Vice-President, Finance and Administration

DRAFT



## SUMMARY OF REVENUE AND EXPENSES

### Total Revenue and Expenses

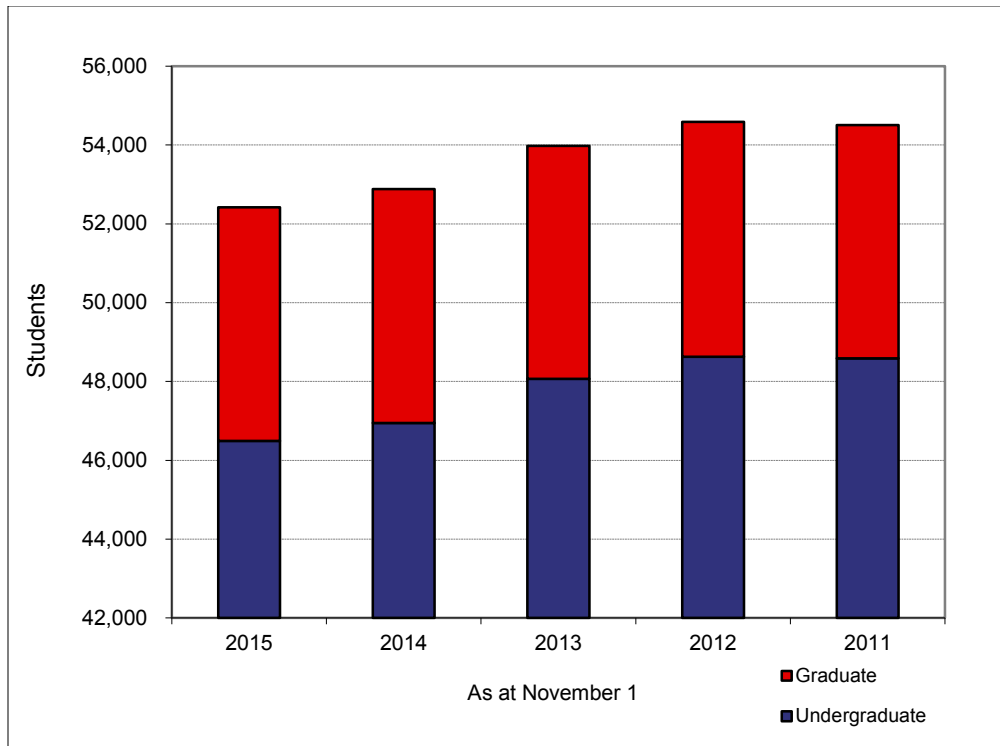
(Millions of dollars)

Year Ended April 30	2016	2015	2014	2013	2012
	\$	\$	\$	\$	\$
<b><u>REVENUE</u></b>					
Student fees	519.8	498.2	476.7	453.2	433.6
Grants and contracts	371.7	371.7	391.0	387.4	392.0
Sales and services	64.8	62.0	62.6	62.8	62.8
Fees and other recoveries	31.8	30.4	30.4	28.2	27.6
Investment income	23.6	25.6	29.8	23.8	19.0
Amortization of deferred capital contributions	15.6	13.9	14.3	14.6	12.0
Donations	8.6	10.5	8.2	9.1	6.9
Other	5.3	4.7	3.9	4.0	2.9
	<b>1,041.2</b>	<b>1,017.0</b>	<b>1,016.9</b>	<b>983.1</b>	<b>956.8</b>
<b><u>EXPENSES</u></b>					
Salaries and benefits	696.8	691.1	711.4	693.0	651.5
Operating costs	138.9	132.8	133.1	123.7	125.6
Scholarships and bursaries	68.8	61.0	60.3	59.6	61.3
Amortization of capital assets	42.7	41.5	42.1	44.4	41.3
Taxes and utilities	33.0	33.2	29.9	29.2	29.1
Interest on long-term debt	23.5	23.5	19.9	19.2	19.4
Cost of sales and services	14.2	14.0	15.9	16.8	16.8
	<b>1,017.9</b>	<b>997.1</b>	<b>1,012.6</b>	<b>985.9</b>	<b>945.0</b>

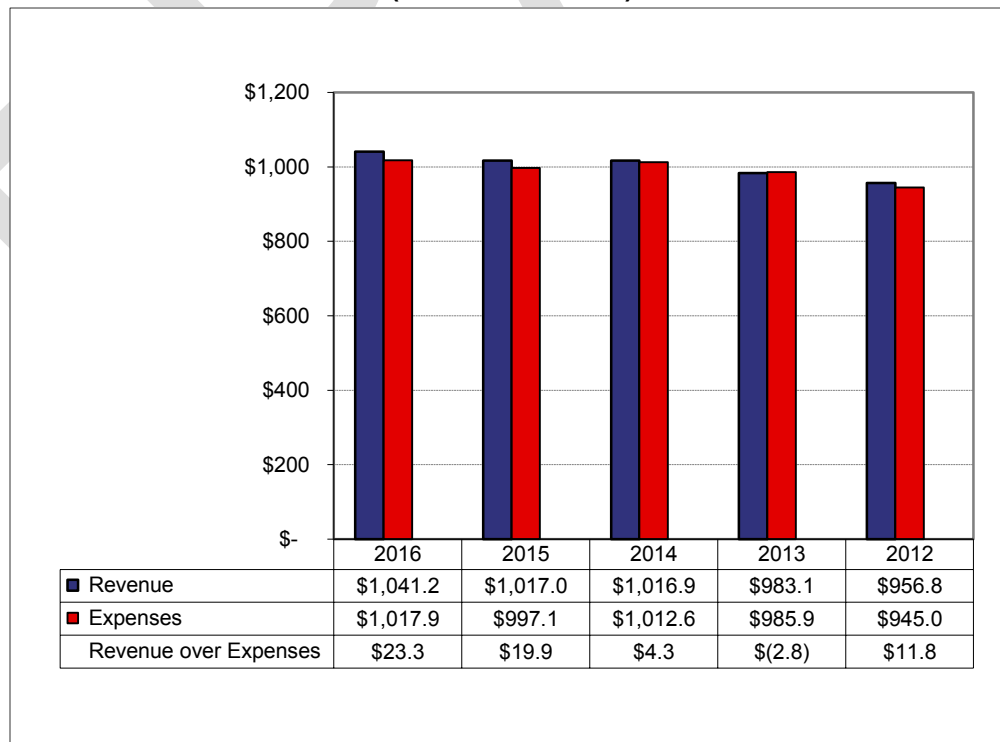
### % of Total Revenue and Expenses

Year Ended April 30	2016	2015	2014	2013	2012
	%	%	%	%	%
<b><u>REVENUE</u></b>					
Student fees	49.9	49.0	46.9	46.1	45.3
Grants and contracts	35.7	36.5	38.4	39.4	41.0
Sales and services	6.2	6.1	6.2	6.4	6.6
Fees and other recoveries	3.1	3.0	3.0	2.9	2.9
Investment income	2.3	2.5	2.9	2.4	2.0
Amortization of deferred capital contributions	1.5	1.4	1.4	1.5	1.3
Donations	0.8	1.0	0.8	0.9	0.7
Other	0.5	0.5	0.4	0.4	0.2
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b><u>EXPENSES</u></b>					
Salaries and benefits	68.5	69.3	70.3	70.3	68.9
Operating costs	13.6	13.3	13.1	12.6	13.2
Scholarships and bursaries	6.8	6.1	5.9	6.0	6.5
Amortization of capital assets	4.2	4.2	4.2	4.5	4.4
Taxes and utilities	3.2	3.3	2.9	3.0	3.1
Interest on long-term debt	2.3	2.4	2.0	1.9	2.1
Cost of sales and services	1.4	1.4	1.6	1.7	1.8
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## ENROLMENT 2011 – 2015

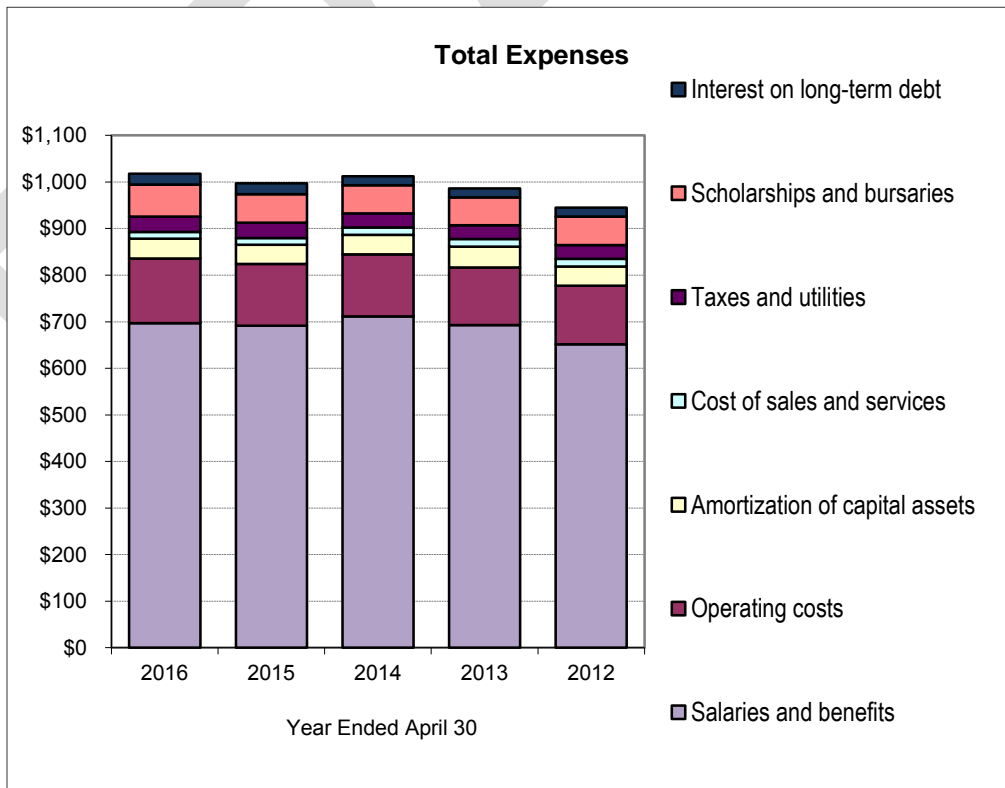
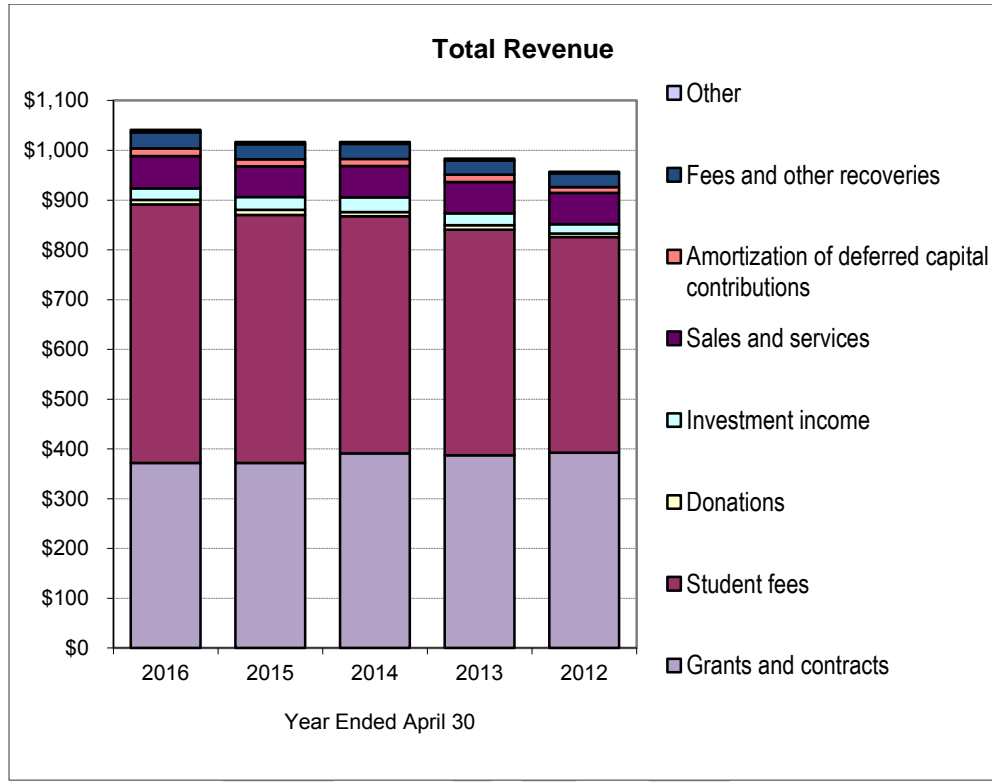


## REVENUE AND EXPENSES Year Ended April 30 2012 – 2016 (Millions of dollars)



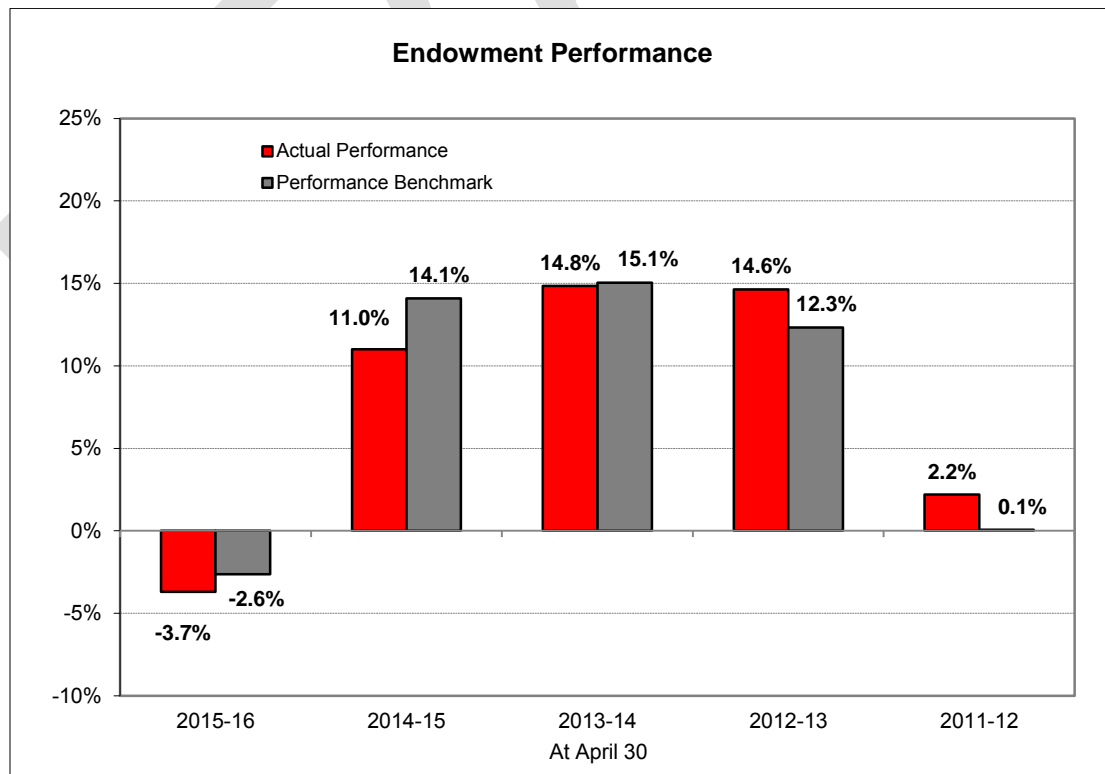
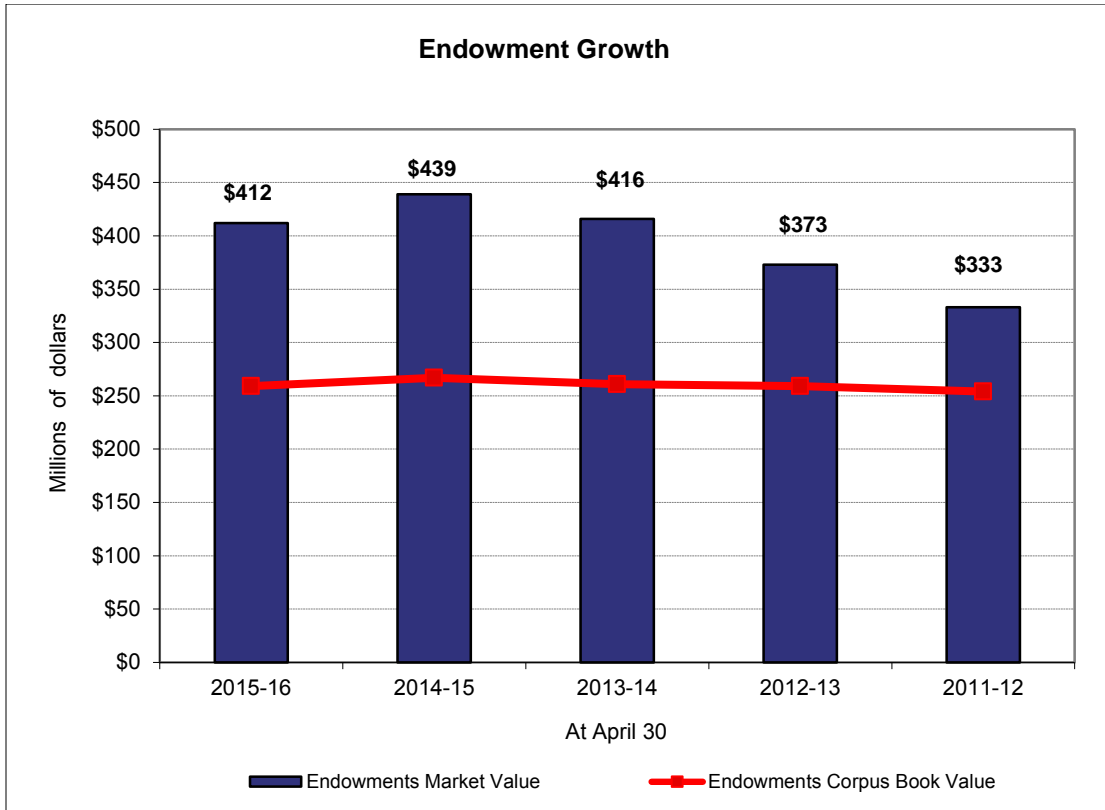
# SUMMARY OF REVENUE AND EXPENSES

2012 – 2016  
(Millions of dollars)



# ENDOWMENT GROWTH AND PERFORMANCE

2012 – 2016



# 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, 2016, 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, 2016, 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 28, 2016

Chartered Professional Accountants  
Licensed Public Accountants

**BALANCE SHEET**  
(Thousands of dollars)

As at April 30

	2016 \$	2015 \$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	56,165	81,819
Accounts receivable (note 4)	60,838	58,062
Inventories	4,215	4,157
Prepaid expenses	15,142	12,657
<b>Total current assets</b>	<b>136,360</b>	<b>156,695</b>
Pension plan asset (note 13)	82,642	104,628
Investments (note 3)	841,171	808,169
Investment in lease (note 4)	43,099	43,425
Capital assets, net (note 5)	1,429,115	1,410,048
	<b>2,532,387</b>	<b>2,522,965</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	111,793	114,664
Current portion of long-term debt (note 9)	708	758
Deferred revenue	33,279	51,912
<b>Total current liabilities</b>	<b>145,780</b>	<b>167,334</b>
Deferred contributions (note 6)	132,617	113,889
Long-term liabilities (notes 8 and 13)	141,544	134,563
Long-term debt (notes 9 and 18)	400,464	401,138
Deferred capital contributions (note 10)	384,464	349,943
<b>Total liabilities</b>	<b>1,204,869</b>	<b>1,166,867</b>
Commitments and contingent liabilities (notes 7 and 16)		
Subsequent event (note 18)		
<b>NET ASSETS</b>		
Deficit	(40,291)	(42,371)
Internally restricted (note 11)	970,049	959,985
Endowments (note 12)	397,760	438,484
<b>Total net assets</b>	<b>1,327,518</b>	<b>1,356,098</b>
	<b>2,532,387</b>	<b>2,522,965</b>

See accompanying notes

On behalf of the Board of Governors:

Rick Waugh  
Chair

Mamdouh Shoukri  
President and Vice-Chancellor

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

Year ended April 30

	2016 \$	2015 \$
<b>REVENUE</b>		
Student fees	519,752	498,235
Grants and contracts (note 6)	371,650	371,663
Sales and services	64,835	62,030
Fees and other recoveries	31,772	30,424
Investment income (note 3)	23,636	25,556
Amortization of deferred capital contributions (note 10)	15,610	13,871
Donations	8,641	10,465
Other	5,337	4,721
<b>Total revenue</b>	<b>1,041,233</b>	<b>1,016,965</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)	696,751	691,050
Operating costs	138,887	132,784
Scholarships and bursaries	68,846	61,029
Amortization of capital assets	42,663	41,452
Taxes and utilities	33,030	33,191
Interest on long-term debt (note 9)	23,522	23,568
Cost of sales and services	14,191	14,036
<b>Total expenses</b>	<b>1,017,890</b>	<b>997,110</b>
<b>Revenue over expenses for the year</b>	<b>23,343</b>	<b>19,855</b>
Employee benefit plans – remeasurements (note 13)	(37,066)	91,992
Net transfers to internally restricted net assets (note 11)	(9,792)	(115,332)
Net transfers from internally restricted endowments (note 12)	25,595	4,198
<b>Change in deficit in the year</b>	<b>2,080</b>	<b>713</b>
<b>Deficit, beginning of year</b>	<b>(42,371)</b>	<b>(43,084)</b>
<b>Deficit, end of year</b>	<b>(40,291)</b>	<b>(42,371)</b>

See accompanying notes

**STATEMENT OF CHANGES IN NET ASSETS**  
(Thousands of dollars)

Year ended April 30				2016	2015
	Deficit \$	Internally restricted \$ <i>(note 11)</i>	Endowments \$ <i>(note 12)</i>	Total \$	Total \$
<b>Net assets, beginning of year</b>	<b>(42,371)</b>	<b>959,985</b>	<b>438,484</b>	<b>1,356,098</b>	1,215,627
Revenue over expenses for the year	<b>23,343</b>	-	-	<b>23,343</b>	19,855
Employee benefit plans – remeasurements <i>(note 13)</i>	<b>(37,066)</b>	-	-	<b>(37,066)</b>	91,992
Net transfers from deficit to internally restricted net assets <i>(note 11)</i>	<b>(9,792)</b>	<b>9,792</b>	-	-	-
Contribution related to land and artwork	-	<b>272</b>	-	<b>272</b>	843
Investment income (loss) on externally restricted endowments and amounts made available for spending <i>(note 12)</i>	-	-	<b>(30,203)</b>	<b>(30,203)</b>	22,671
Contributions to externally restricted endowments <i>(note 12)</i>	-	-	<b>15,074</b>	<b>15,074</b>	5,110
Net transfers from internally restricted endowments to deficit <i>(note 12)</i>	<b>25,595</b>	-	<b>(25,595)</b>	-	-
<b>Net assets, end of year</b>	<b>(40,291)</b>	<b>970,049</b>	<b>397,760</b>	<b>1,327,518</b>	1,356,098

See accompanying notes



**STATEMENT OF CASH FLOWS**  
(Thousands of dollars)

Year ended April 30

	2016	2015
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Revenue over expenses for the year	23,343	19,855
Add (deduct) non-cash items:		
Amortization of capital assets	42,663	41,452
Amortization of deferred capital contributions	(15,610)	(13,871)
Amortization of transaction costs	34	20
Employee benefit plan expense	42,548	45,599
Net change in non-cash balances <i>(note 14)</i>	(228)	12,936
Contributions to employee benefit plans	(50,321)	(39,931)
<b>Cash provided by operating activities</b>	<b>42,429</b>	<b>66,060</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of investments, net <i>(note 14)</i>	(63,205)	(11,123)
Purchase of capital assets <i>(note 14)</i>	(69,325)	(80,982)
<b>Cash used in investing activities</b>	<b>(132,530)</b>	<b>(92,105)</b>
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(758)	(712)
Contributions restricted for capital purposes	50,131	40,851
Contributions to externally restricted endowments	15,074	5,110
<b>Cash provided by financing activities</b>	<b>64,447</b>	<b>45,249</b>
<b>Net (decrease) increase in cash and cash equivalents during the year</b>	<b>(25,654)</b>	<b>19,204</b>
Cash and cash equivalents, beginning of year	81,819	62,615
<b>Cash and cash equivalents, end of year</b>	<b>56,165</b>	<b>81,819</b>

See accompanying notes

# **NOTES TO FINANCIAL STATEMENTS**

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

**APRIL 30, 2016**

## **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 when recorded in the accounts and recognized as revenue in the year in which the related expenses are recognized. Externally restricted contributions received towards the purchase of capital assets are deferred when initially recorded in the accounts and amortized to revenue on the same basis as the related depreciable capital assets are amortized. 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:

	<b>Annual Rate</b>	<b>Years</b>
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.

DRAFT

### 3. INVESTMENTS

a) Investments consist of the following:

	2016 \$	2015 \$
Cash	21,408	9,804
Short-term investments	8,128	10,738
Guaranteed investment certificates	133,189	80,339
Canadian government bonds	98,000	103,865
Canadian corporate bonds	182,508	160,143
Foreign bonds	44,527	45,105
Mortgages	88,787	93,329
Canadian equities	70,414	73,667
US equities	103,855	125,386
International and emerging markets	85,675	100,165
Other	4,680	5,628
<b>Total</b>	<b>841,171</b>	<b>808,169</b>

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:

	2016 \$	2015 \$
Fair value	411,960	439,090
Amortized cost	429,211	369,079
<b>Total</b>	<b>841,171</b>	<b>808,169</b>

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:

	2016		2015	
	Notional value (CAD \$)	Fair value of contract (CAD \$)	Notional value (CAD \$)	Fair value of contract (CAD \$)
<b>Currency sold</b>				
USD	21,866	906	46,133	1,505

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:

	2016 \$	2015 \$
Investment (loss) income on endowments, net of management fees ( <i>note 12</i> )	(17,732)	43,581
Remove investment loss (income) credited to external endowments ( <i>note 12</i> )	16,385	(38,474)
Add allocations for spending on external endowments, net of deferrals	14,842	9,855
<b>Investment income attributable to endowments</b>	<b>13,495</b>	14,962
Other investment income	10,141	10,594
<b>Total</b>	<b>23,636</b>	25,556

#### 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:

	2016 \$	2015 \$
Aggregate future minimum lease payments	129,692	134,510
Less unearned finance income	(86,267)	(90,790)
<b>Investment in lease (<i>note 8</i>)</b>	<b>43,425</b>	43,720
Less current portion recorded in accounts receivable	(326)	(295)
<b>Balance, end of year</b>	<b>43,099</b>	43,425

Minimum future lease payments are expected to be as follows:

	\$
2017	4,818
2018	4,818
2019	4,818
2020	4,818
2021	4,818
Thereafter	105,602
<b>Total</b>	<b>129,692</b>

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 \$326 (2015 – \$295) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$43,099 (2015 – \$43,425) (*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:

	2016			2015		
	Cost \$	Accumulated amortization \$	Net book value \$	Cost \$	Accumulated amortization \$	Net book value \$
Land	590,301	-	590,301	590,301	-	590,301
Buildings, facilities and infrastructure	1,245,667	479,832	765,835	1,098,734	451,460	647,274
Equipment and furnishings	146,481	90,708	55,773	136,198	90,421	45,777
Library books	59,353	59,353	-	61,245	61,245	-
Construction in progress	11,418	-	11,418	121,180	-	121,180
Art collection	5,788	-	5,788	5,516	-	5,516
<b>Total</b>	<b>2,059,008</b>	<b>629,893</b>	<b>1,429,115</b>	<b>2,013,174</b>	<b>603,126</b>	<b>1,410,048</b>

- a) During the year, the total cost of items added to library books was \$4,334 (2015 – \$4,060) and the total cost of items removed was \$6,226 (2015 – \$6,291).
- 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:

	2016			2015		
	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 \$
<b>Balance, beginning of year</b>	<b>76,388</b>	<b>37,501</b>	<b>113,889</b>	71,090	29,657	100,747
Contributions, grants and investment income	76,594	58,914	135,508	66,439	37,474	103,913
Transfers to revenue	(60,908)	(55,872)	(116,780)	(61,141)	(29,630)	(90,771)
<b>Balance, end of year</b>	<b>92,074</b>	<b>40,543</b>	<b>132,617</b>	76,388	37,501	113,889

## 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 2.70% plus or minus 0.5%. Letters of credit in the amount of \$3.9 million (2015 – \$3.9 million) have been utilized against this facility.

## 8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2016 \$	2015 \$
Obligation under lease assignment ( <i>note 4</i> )	43,425	43,720
Less current portion recorded in accounts payable and accrued liabilities	(326)	(295)
Long-term portion of obligation under lease assignment	43,099	43,425
Employee other benefits ( <i>note 13</i> )	98,445	91,138
<b>Total</b>	<b>141,544</b>	<b>134,563</b>



## 9. LONG-TERM DEBT

Long-term debt consists of the following:

	2016	2015
	\$	\$
<b>Debentures</b>		
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 7.07% (2015 – 7.00%)	2,861	3,433
<b>Mortgage</b>		
Mortgage bearing interest at 5.38%, maturing on July 1, 2016	25	123
<b>Term loan</b>		
Term loan bearing interest at 4.50%, maturing in 2023	855	943
	<b>403,741</b>	404,499
Unamortized transaction costs	<b>(2,569)</b>	(2,603)
	<b>401,172</b>	401,896
Less current portion	<b>(708)</b>	(758)
<b>Total</b>	<b>400,464</b>	401,138

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

	\$
2017	708
2018	623
2019	505
2020	474
2021	506
Thereafter	400,925
<b>Total</b>	<b>403,741</b>

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 \$23,522 (2015 – \$23,568).

## 10. DEFERRED CAPITAL CONTRIBUTIONS

The changes in the deferred capital contributions balance are as follows:

	2016 \$	2015 \$
<b>Balance, beginning of year</b>	<b>349,943</b>	322,963
Contributions received in the year	<b>50,131</b>	40,851
Amortization of deferred capital contributions	<b>(15,610)</b>	(13,871)
<b>Balance, end of year</b>	<b>384,464</b>	349,943
Comprised of:		
Capital contributions - expended	<b>360,632</b>	349,513
Capital contributions - unexpended	<b>23,832</b>	430
<b>Balance, end of year</b>	<b>384,464</b>	349,943

## 11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2016 \$	2015 \$
Departmental carryforwards	<b>36,511</b>	30,857
Academic strategic investment and contingency fund	<b>26,290</b>	20,351
Progress through the ranks	<b>3,704</b>	(827)
Computing systems development	<b>11,399</b>	11,841
Contractual commitments to employee groups	<b>5,499</b>	4,432
Research programs	<b>24,133</b>	23,035
Employee pension benefits ( <i>note 13</i> )	<b>82,642</b>	104,628
Sinking fund	<b>63,225</b>	60,339
Investment in capital assets	<b>81,987</b>	71,523
Land appraisal reserve	<b>585,602</b>	585,602
Capital reserve	<b>76,306</b>	78,158
Future funded capital projects	<b>(27,249)</b>	(29,954)
<b>Total</b>	<b>970,049</b>	959,985

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:

	2016			2015		
	Internally restricted \$	Externally restricted \$	Total \$	Internally restricted \$	Externally restricted \$	Total \$
<b>Balance, beginning of year</b>	<b>42,038</b>	<b>396,446</b>	<b>438,484</b>	50,792	364,109	414,901
Contributions	-	15,074	15,074	2	5,110	5,112
Investment (loss) income	(1,347)	(16,385)	(17,732)	5,107	38,474	43,581
Available for spending	(24,248)	(13,818)	(38,066)	(9,307)	(15,803)	(25,110)
Transfers	(912)	912	-	(4,556)	4,556	-
<b>Balance, end of year</b>	<b>15,531</b>	<b>382,229</b>	<b>397,760</b>	42,038	396,446	438,484

## Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support

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

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

<b>For the year ended April 30</b>	<b>OSOTF I</b>	<b>OSOTF II</b>	<b>2016</b>	<b>2015</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Endowment Funds:</b>				
<b>Endowment at book value, beginning and end of year</b>	<b>67,583</b>	<b>10,714</b>	<b>78,297</b>	78,297
<b>Endowment at market value, end of year</b>	<b>95,931</b>	<b>14,299</b>	<b>110,230</b>	119,303
<b>Expendable Funds:</b>				
Balance, beginning of year	15,730	687	16,417	10,126
Realized investment gains, net of capital protection	9,859	1,487	11,346	9,802
Bursaries awarded	(4,800)	(584)	(5,384)	(3,511)
<b>Expendable funds available for awards, end of year</b>	<b>20,789</b>	<b>1,590</b>	<b>22,379</b>	16,417
<b>Number of bursaries awarded</b>	<b>1,956</b>	<b>335</b>	<b>2,291</b>	1,961

<b>OTSS</b>	<b>2016</b>	<b>2015</b>
<b>For the year ended March 31*</b>	<b>\$</b>	<b>\$</b>
<b>Endowment Funds:</b>		
<b>Endowment at book value, beginning and end of year</b>	<b>45,764</b>	45,764
<b>Endowment at market value, end of year</b>	<b>61,916</b>	66,948
<b>Expendable Funds:</b>		
Balance, beginning of year	7,290	4,635
Realized investment gains, net of capital protection	7,154	4,711
Bursaries awarded	(2,002)	(2,056)
<b>Expendable funds available for awards, end of year</b>	<b>12,442</b>	7,290
<b>Number of bursaries awarded</b>	<b>1,055</b>	1,353

\*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, 2015.

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, 2016.

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

	2016		2015	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	\$	\$	\$	\$
<b>Plan surplus (deficit), beginning of year</b>	<b>104,628</b>	<b>(91,138)</b>	23,115	(95,949)
Employee benefit plan expense	(31,679)	(10,869)	(34,213)	(11,386)
Remeasurements	(35,529)	(1,537)	81,660	10,332
Employer contributions	45,222	5,099	34,066	5,865
<b>Plan surplus (deficit), end of year</b>	<b>82,642</b>	<b>(98,445)</b>	104,628	(91,138)

#### Additional Information:

Plan assets	2,128,389	-	2,113,670	-
Plan obligations	(2,045,747)	(98,445)	(2,009,042)	(91,138)
<b>Plan surplus (deficit), end of year</b>	<b>82,642</b>	<b>(98,445)</b>	104,628	(91,138)

Employee contributions	29,541	-	24,896	-
Benefits paid and administrative expenses	87,877	5,099	90,013	5,865

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

The pension plan surplus is recorded in assets on the Balance Sheet. The other benefit plan deficiency is included in long-term liabilities (note 8) on the Balance Sheet.

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

	2016		2015	
	Pension benefit plan %	Other benefit plans %	Pension benefit plan %	Other benefit plans %
<b>Accrued benefit surplus (deficit)</b>				
Discount rate	5.75	5.75	6.00	6.00
Rate of inflation	2.00	2.00	2.00	2.00
Rate of compensation increase	4.00	4.00	4.50	4.50
<b>Benefit expense</b>				
Discount rate	6.00	6.00	6.00	6.00
Rate of inflation	2.00	2.00	2.10	2.10
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% (2015 – 4.82%) and 5.07% (2015 – 4.82%) annual increases in the cost of covered health care benefits were assumed for 2016 for the post-retirement benefit and post-employment benefit plans respectively. For both plans, the rate of increase was assumed to decrease gradually to 4.00% (2015 – 4.00%) in 2030 and remain at that level thereafter.

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

	2016 %	2015 %
Equities	57	59
Fixed income	33	34
Other	10	7
<b>Total</b>	<b>100</b>	<b>100</b>

## 14. ADDITIONAL INFORMATION

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

	2016 \$	2015 \$
Accounts receivable	(2,776)	(3,384)
Inventories	(58)	147
Prepaid expenses	(2,485)	1,545
Accounts payable and accrued liabilities	4,996	1,678
Deferred revenue	(18,633)	(192)
Deferred contributions	18,728	13,142
<b>Net change in non-cash balances related to operations</b>	<b>(228)</b>	<b>12,936</b>

The purchase of investments is calculated as follows:

	2016	2015
	\$	\$
Change in investments	(33,002)	(33,794)
Investment (loss) income on externally restricted endowments less amounts made available for spending (note 12)	(30,203)	22,671
<b>Purchase of investments, net</b>	<b>(63,205)</b>	<b>(11,123)</b>

The purchase of capital assets is calculated as follows:

	2016	2015
	\$	\$
Additions to capital assets	(61,730)	(89,475)
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	(7,867)	7,650
Donations of land and artwork	272	843
<b>Purchase of capital assets</b>	<b>(69,325)</b>	<b>(80,982)</b>

As at April 30, 2016, accounts payable and accrued liabilities include government remittances payable of \$18,217 (2015 – \$15,804).

## 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% (2015 – 8.33%) 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(c)).

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.

	2016	2015
	\$	\$
	(Unaudited)	(Audited)
<b>Statement of Financial Position</b>		
Total assets	32,149	26,368
Total liabilities	8,353	6,256
Total fund balances	23,796	20,112
<b>Statement of Combined Funding/Income and Expenses</b>		
Revenue	72,022	69,133
Expenses	68,338	66,653
Surplus of revenue over expenses	3,684	2,480

## 16. COMMITMENTS AND CONTINGENT LIABILITIES

### a) **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, 2016, 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.

### b) **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, 2015, CURIE was fully funded.

### c) **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, 2015, the balance in the fund, \$10.8 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.

### d) **Capital and other commitments**

The estimated cost to complete committed capital and other projects as at April 30, 2016 is approximately \$4.5 million. 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. The credit quality of fixed income investments is managed by the University's investment managers in accordance with policies of York University. The external managers are responsible for the regular monitoring of credit exposures. The majority of the University's investments in fixed income securities were of investment grade.

### **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.

## **18. SUBSEQUENT EVENT**

On May 26, 2016, the University issued a senior unsecured debenture bearing interest at 3.58%, maturing on May 26, 2056, with a par value of \$100 million.

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Appointment of External Auditors

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the reappointment of Ernst & Young LLP as the auditors for the University for the fiscal year 2016-2017 under terms and fees to be negotiated similar to prior years.**

### Background:

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

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

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

The University has been assigned Diana Brouwer, CPA, CA as our lead partner of Ernst and Young. Diana is an Assurance Partner specializing in the Canadian government and not-for-profit sectors. Diana has volunteered within the Public Sector Accounting Board on a taskforce and has also been a speaker at various conferences. Diana was

## Board of Governors

the audit partner for the University of Toronto for many years and has been working on York's audit for the last three years.

### AUDIT FEES CHARGED TO UNIVERSITIES OF ONTARIO

	REGULAR (\$)			ENROLMENT (\$)		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Algoma	33,390	38,595	35,000	1,750	1,750	1,850
Brock	74,100	99,830	84,200	10,500	10,800	11,000
Carleton	73,000	85,130	74,130	13,500	12,660	12,660
Guelph	129,105	115,120	142,600	5,500	5,500	5,500
Lakehead	40,100	30,100	30,100	3,900	3,900	3,920
Laurentian	45,000	52,850	43,350	12,800	13,000	13,000
McMaster	106,000	123,500	123,500	23,000	23,000	22,000
Nipissing	32,300	32,900	30,500	3,700	3,800	3,800
NOSM	23,175	23,875	23,500	0	0	0
OCADU	56,500	58,000	59,500	7,500	7,750	8,000
UOIT	92,250	100,500	78,000	15,300	12,000	12,000
Ottawa	99,000	120,000	108,000	12,000	12,600	13,200
Queen's	101,000	114,500	104,500	10,000	10,200	10,500
Ryerson	84,000	85,000	86,500	14,000	15,000	15,000
Toronto	123,150	125,300	118,800	7,750	7,750	6,500
Trent	51,000	53,925	53,475	19,000	20,200	23,275
Waterloo	138,780	136,080	119,016	12,960	13,500	13,770
Western	106,000	131,000	111,700	13,000	14,000	14,100
Wilfrid Laurier	64,100	85,100	72,600	6,400	6,750	7,000
Windsor	68,850	70,200	71,600	4,800	4,900	5,000
York	126,000	126,000	119,700	8,900	8,900	8,900
<b>Total (\$)</b>	<b>1,666,800</b>	<b>1,807,505</b>	<b>1,690,271</b>	<b>206,260</b>	<b>207,960</b>	<b>210,975</b>

# Board of Governors

## AUDIT FEES CHARGED TO UNIVERSITIES OF ONTARIO

	CAPITAL (\$)			OTHER PROVINCIAL (\$) <sup>1</sup>		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Algoma	3,990	995	0	3,000	2,400	0
Brock	7,275	2,975	4,500	0	0	0
Carleton	28,600	7,900	7,900	0	10,000	0
Guelph	10,290	5,355	7,140	28,350	74,340	43,050
Lakehead	8,500	2,000	2,000	11,030	11,050	7,880
Laurentian	1,000	3,500	3,100	6,000	6,400	4,800
McMaster	10,000	10,000	12,700	58,000	69,675	113,150
Nipissing	1,000	3,000	2,000	0	0	0
NOSM	0	0	0	6,000	7,725	7,875
OCADU	8,100	8,100	2,700	0	0	0
UOIT	20,250	4,500	3,000	3,500	0	0
Ottawa	13,200	3,900	4,100	43,000	21,700	33,850
Queen's	3,650	6,300	6,350	18,750	6,000	17,650
Ryerson	24,800	2,850	10,650	34,050	33,700	25,250
Toronto	10,300	10,400	10,400	102,200	107,350	106,650
Trent	5,000	1,200	1,200	4,475	2,700	3,225
Waterloo	12,960	3,240	3,294	131,490	69,012	46,008
Western	10,150	1,700	3,600	67,500	39,750	34,700
Wilfrid Laurier	6,450	5,100	1,400	0	0	1,200
Windsor	6,400	8,900	5,000	4,300	4,550	8,650
York	5,700	5,700	4,500	25,000	47,500	85,500
<b>Total (\$)</b>	<b>197,615</b>	<b>97,615</b>	<b>95,534</b>	<b>546,645</b>	<b>513,852</b>	<b>539,438</b>

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Tuition Fee Approval – Graduate Diploma in Professional Accounting

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the domestic and international tuition fees for the Graduate Diploma in Professional Accounting (Type 3) anchored in the Faculty of Liberal Arts and Professional Studies, as follows:**

- the domestic full-time tuition fee program rate be set at **\$7,500.00 for two terms, effective Winter 2017** (excludes centrally collected ancillary and student referenda fee);
- the international full-time tuition fee rate be set at **\$7,500 for two terms effective Winter 2017** (excludes centrally collected ancillary and student referenda fee but inclusive of the \$825.00 International Tax);
- the domestic part-time tuition fee program rate be set at 50% of the full-time fee rate (excludes centrally collected ancillary and student referenda fee); and
- the international full-time tuition fee rate be set at 50% of the full-time fee rate (excludes centrally collected ancillary and student referenda fee but inclusive of the International Tax).

### Background:

The accounting profession in Canada recently merged the CA and CMA designations into one professional designation of Certified Professional Accountant (CPA). This development has resulted in changes to the certification program for students. Students who have completed an accredited undergraduate degree and a graduate diploma in

## Board of Governors

accounting receive advanced standing in the CPA's Professional Education Program. Consequently, these students have a shorter completion time for the professional accounting requirements.

In order to remain competitive and sustainable, University accounting programs are seeking CPA accreditation for their programs from the CPA Ontario body. Both the Schulich School of Business and the School of Administrative Studies in LA&PS made changes to their accounting programs to ensure York students have the option to receive advanced standing in the CPA's Professional Education Program.

Within in the School of Administrative Studies (LA&PS), the change entailed the establishment of the Graduate Diploma in Professional Accounting. This program was approved by Senate in February 2015 and approval to commence the Program was granted by the Council on Quality Assurance in April 2015. This program will be offered on a cost recovery basis. Students will not be eligible for OSAP and the University will not receive MTCU funding for registered students in the diploma. The level of tuition fees being proposed for this program are competitive with similar fees charged at other Ontario universities.

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Schulich School of Business Building Expansion

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### Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a capital project to expand the Schulich School of Business building, with a total project budget of \$50M.

### Background:

On June 23, 2014 the Board of Governors provided approval-in-principle for the development of this project. The proposed project site is immediately to the east of the existing facility, on York Blvd. This site is compliant with the Campus Master Plan, and it has been approved by the Board of Governors via the Land and Property Committee. The expansion will be three stories tall and will have an approximate gross floor area of 6,200 m<sup>2</sup> (66,740 sf). The capital project budget is recommended at \$50M, of which \$38.7M is associated with the building construction and site and infrastructure works, and the balance for soft costs and project contingencies.

A complete planning and design exercise has already been undertaken and resulted in a detailed design, now at over 85% construction documentation. This work has formed the basis of a number of iterative cost estimates.

The next steps in this process, assuming project approval, include:

- Receipt of 100% construction documentation,
- Finalization of the Site Plan Approval Process with the City of Toronto,
- Selection of a General Contractor,
- Receipt of the Building Permit(s), and

## Board of Governors

- Construction, which is predicated on the reinstatement of the connection between York Blvd and Ian Macdonald.

### **Rationale:**

The Schulich School of Business proposes to add a new academic wing to the Seymour Schulich Building. This addition will offer MBA and PhD students, many of whom arrive from international destinations, an enhanced learning environment that supports their overall student experience, including their social and cultural needs. The new addition will include a range of academic spaces primarily focusing on Schulich's expanding research activities for doctoral students, a home for the school's emergent Centre of Excellence, and a range of study, social and amenity spaces for graduate students and visiting faculty.

The Schulich School of Business is contending with:

- Internal growth pressures at the graduate and undergraduate levels that severely tax the capacity of the current building;
- External pressures, including increased competition from top international graduate business schools;
- International initiatives introduced since 2012, including the Kellogg-Schulich EMBA, the joint MBA degree with Peking University, and upwards of 150 exchange students at the undergraduate level and 60 at the MBA level;
- Up to 45 MBA students from the new campus in India spending their second year at the Toronto campus; and
- Doctoral and faculty research expansion, and a larger student body resulting in increased space requirements for students, new faculty, staff, and research assistants;

The new wing will also increase classroom capacity to enable flexible configurations to allow for the various pedagogical approaches. An example is the addition of large flat floor classrooms, of which only one exists in the current facility. The new wing will focus on enhancing Schulich's research capacity and enriching the graduate student experience, both of which are important to sustain an environment that will attract and retain the best graduate students and faculty from across the globe.



## Board of Governors

### **Cost Estimate Preparation and Review**

The construction costs of this project have been prepared by a 3<sup>rd</sup> party cost consultant (Vermeulens), retained by the architectural firm Baird Sampson Neuert (the York project consultant). The cost consultant reports have evolved with the iterative design of the building, resulting in the current estimate based on the 85% construction documentation package. This estimate and the construction documentation have been peer reviewed by an independent cost consultant (Turner Townsend), retained by York and consistent with the recent recommendations of the University's Internal Auditor. The independent review by Turner Townsend supports and confirms the current Vermeulens cost estimate.

### **Federal Government Strategic Innovation Fund (SIF)**

On May 9, 2016, York University submitted the Schulich School of Business (SSB) expansion project to the federal government for funding consideration under the aegis of the 2016 Strategic Innovation Fund (SIF). SIF funding announcements and project approvals are anticipated in late June 2016, but at the time of the preparation of this report, have not been received. The amount of \$15M in SIF funding was requested for this project.

If this project is approved and receives SIF funding, the project completion deadline under the SIF Program will be April 30, 2018, to satisfy the funding approval conditions. Projected completion date is currently February 2018.

### **Capital Project Funding**

The Schulich Building expansion project has been identified as a priority project in the University's Capital Plan. The Capital Plan has been reviewed with the Committee in recent meetings, and funding sources for the Capital Plan include internal University funding, fundraising, debt, as well as government funding.

This project will be funded through a combination of fundraising, debt/internal financing, and possibly government (SIF) funding. There are two viable funding plans for the project, as outlined in the table below. Plan A assumes the project is selected for SIF funding, while Plan B assumes no SIF funding is received.

## Board of Governors

<b>Funding Source</b>	<b>Plan A (SIF Approved)</b>	<b>Plan B (no SIF Funding)</b>
Government of Canada (SIF)	\$15.0M	
Debt/Internal Financing	\$10 – 17.5M	\$25.0M
Fund Raising	\$17.5 – 25.0M	\$25.0M
Total Budget	\$50.0M	\$50.0M

# Board of Governors

## Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Science Complex Renovation: Keele and Glendon Campuses

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a \$48M capital project to renovate and modernize the science buildings on the Keele and Glendon campuses. The approval is contingent on the University receiving funding from the Federal Government Strategic Innovation Fund.**

### Background and Rationale:

This project is intended to enhance York's research, experiential learning and innovation productivity by modernizing 5 science research buildings, addressing deficiencies, replacing electrical infrastructure and fume hoods, modernizing the built lab space, and improving the energy performance of building envelopes. A particular emphasis will be placed on the Farquharson building, a 48 year old building that will benefit from a major overhaul and reconfiguration to create a modern research and academic building.

In addition to work on Keele campus buildings, biology lab space will also be created on the Glendon campus. In support of Glendon's vision to become the Southern Ontario Centre of Excellence for Francophone and Bilingual Postsecondary Education, undergraduate programming on that campus has recently expanded to include a Bachelor of Science (BSc) degree in Biology. The creation of the labs will support the research and teaching needs of the new program and new faculty members.

A more detailed description of the project works is outlined below.

## Board of Governors

**Farquharson:** Built in 1968 and renovated since then on an *ad hoc* basis (primarily to labs based on needs of individual researchers and their research funding). Due to the structure of the building (walls), labs cannot be easily expanded or reduced without significant cost. In addition, labs are poorly utilized because of their condition. The nature and type of research has changed over the past 40 plus years - research is less individual and more collaborative in nature, and labs in Farquharson do not support this approach.

**Chemistry Building:** Due to failure with sealing in some windows, sections of the building are uninhabitable during winter months.

Fume hoods throughout the Science Buildings require replacement. Due to age and outdated technology, the current hoods present a higher risk for contamination and are not energy efficient.

Old outdated equipment needs to be replaced and additional equipment needs to be purchased (i.e. autoclave and sterilization equipment). This equipment supports the research enterprise and instructional laboratories.

Renovation and modernization to buildings in the Science complex covering both campuses will enhance teaching, learning and research and support the recruitment and retention strategies of the associated Faculties and the University. It will also allow for more efficient use of shared and limited resources (i.e. research equipment). In addition, new and updated research and learning spaces will demonstrate the University's value and recognition of faculty, students, and staff, and will inspire researchers and teachers to pursue and further their research interests individually and collaboratively.

### **Federal Government's Strategic Innovation Fund**

On May 9, 2016, York University submitted to the federal government's Strategic Innovation Fund (SIF), an application to support a \$48M upgrade plan for the Science Buildings. The plan includes:

- A major renovation to the main portion of the Farquharson building, in phases, consisting of a gut and rebuild approach;
- Sealing of the windows of the Chemistry building;
- Replacement of fume hoods throughout the Science buildings; and
- Replacement and purchase of equipment to support research

York's SIF submission requested \$23M, which represented our estimate of 50% of the allowable SIF expenses projected for this project.

## Board of Governors

Funding announcements and project approvals by the federal government are anticipated in late June 2016, but had not occurred at the time of the preparation of this report. York indicated in its SIF submission that Board of Governor's approval for the projects, contingent on SIF funding, would be sought on June 28, 2016.

Since submission of our SIF application, follow up correspondence from the government suggests this project may only be eligible for funding in the amount of \$18.7M. York has responded that the University will proceed with the project notwithstanding, contingent on the Board's approval. York has the capacity to make up the difference in funding not provided through SIF, in order to complete the scope of work

If SIF funding is approved, the Science Complex Renovation project will have to be completed by April 30, 2018 to satisfy the funding approval conditions. There is a high level of confidence that this completion deadline can be met.

### Capital Project Funding

The Science Complex Renovation project has been identified as a priority project in the University's Capital Plan. The Capital Plan has been reviewed with the committee in recent meetings, and funding sources for the Plan include internal University funding, fundraising, debt, as well as government funding.

This project will be funded through a combination of debt/internal financing and government (SIF) funding. The funding plan in support of this proposal is outlined in the table below. Given the uncertainty at this time with respect to the level of SIF funding that might be received, the relative contributions from York and the government are expressed in ranges. The capital estimates that have been developed for this project include a significant contingency allowance.

<b>\$M</b>	<b>York Funding</b>	<b>Federal SIF Funding</b>	<b>Total</b>
Science Building Renewal Project	\$25.0 – 29.5	\$18.5 - 23.0	\$48.0

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Cogeneration Plant/Central Utilities Capital Upgrades

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### Recommendation:

- 1. The Finance and Audit Committee recommends that the Board of Governors approve a cogeneration plant renewal project in the amount of \$7.7M.**
- 2. The Finance and Audit Committee recommends that the Board of Governors approve a central utilities plant upgrade project in the amount of \$7.3M, contingent on approval by the Federal Government of the University's Strategic Innovation Fund application for funding for the cogeneration/central utilities upgrade projects.**

### Background and Rationale:

The Central Utilities Plant was opened in 1964 and was expanded in the late 1960s and early 1970s. Many of the original assets have been extended well beyond their expected useful life and are increasingly cost prohibitive to maintain in a safe and reliable manner.

Since 1997, the University has generated and distributed electricity from a 10-megawatt (two 5 MW units) natural gas fired co-generation plant. Cogeneration enables high resource efficiency and reduced utilities costs. It uses natural gas to simultaneously produce electricity and heat, which in York's case, is in the form of steam. Cogeneration is cheaper than the purchase of grid electricity and separate steam production because it makes use of "waste" heat. For every 1 kilowatt of electricity produced, approximately 1.6 kilowatts equivalent of steam heat is generated/recovered. This steam heat is used to:

- Heat buildings during the winter;

## Board of Governors

- Heat domestic water and the swimming pool;
- Provide humidification and sterilization of lab equipment & vivarium waste; and
- Chill water via steam powered chillers, used to cool buildings during the summer

As the cogeneration plant has aged, it has begun to perform sub-optimally and will likely soon experience further extended downtime. The current status of York's cogeneration units is as follows:

- **Cogen Unit 1:** 4.8 MW electrical output with 25,000 lbs./hr. steam, has been in operation since 1997 (original capital cost \$7.3M); it has obsolete controls and unsupported software which have contributed to and will continue to increase unscheduled downtime.
- **Cogen Unit 2:** 5.1 MW electrical output with 28,000 lbs./hr. steam, has been in operation since 2003 (original capital cost \$9.5M); due to thrust bearing failure, it was shut down in 2015 (used only for emergencies).

### **The Case for Cogeneration – The Spark Spread Comparison (Ratio of Electricity Cost to Natural Gas Cost)**

A critical factor in the analysis developed to support the University's recommendation to renew our cogeneration plan is the relative cost of electricity to natural gas. Grid electricity per kWh rates are increasing at a fast pace, while natural gas rates have dropped significantly since the mid-2000s (see Table 1 below). The Spark Spread energy cost ratio (ratio of electricity per unit cost to natural gas per unit cost) is more favourable (higher) now, than the original 1997 cogeneration business case. The projected spark spread for 2016 is well above the break-even spark spread of 3.33.

Table 1

	1997	2005	2016
Electricity \$/kwh	\$0.04	\$0.12	\$0.16
Natural Gas \$/kwh	\$0.010	\$0.027	\$0.022
Spark Spread Energy Ratio	4.19	4.49	7.01
For York's turbine conversion efficiency of 30%, the break-even spark spread is 3.33			

## Board of Governors

### **Alternative Scenarios**

Two alternative scenarios were examined to assess the financial impact of the proposed cogeneration renewal project. The scenarios reviewed a 12-year period commencing in 2016. A 12-year period was used to ensure we could include in the analysis period an estimate of the impact of the impending introduction of a cap and trade carbon regime by the Ontario Government. The new Climate Change Mitigation and Low-Carbon Economy Act received final reading in the Legislature on May 19, 2016. Related Cap and Trade carbon pricing Regulation (O.Reg. 144/16) indicates that York University will be granted annual free carbon allowances through 2020 based on two year prior emission rates. The calculations and charts below are conservative and assume the University would have to purchase emission allowances based on the proposed 4.5% annual cap reduction through 2020. There is no guidance at this time on how the University will be treated beyond 2020. As such, the calculations use projected rates for emission allowances.

### **Scenario 1 – Upgrading/Renewal of the Existing Cogeneration Units**

The project proposed is to undertake a comprehensive upgrade of the cogeneration units and related assets such as monitors, controllers, gear box, gas turbine, off-grid heat exchangers, alarms on lube oil coolers, automated valve switch for cooling system, etc. These upgrades will improve the efficiency of the units, maximize their output capacity, and significantly reduce the risk that the University will be unable to heat the campus in the event of a hydro grid failure.

### **Scenario 2 - No Renewal of the Cogeneration Units**

If not renewed, the cogeneration units would be phased out. This option would require significant new capital investment in boilers (in order to produce the steam needed to heat and cool the campus buildings), along with the purchase of all of the campus electricity needs at grid rates. As the reliance on external hydro purchases is critical to this option, there would be increased risk that the University could suffer significant power outages on campus when the hydro grid fails.

### **Scenario Results – 12 Year Life Cycle Cost Estimates**

A detailed financial model was prepared to analyze the projected capital and operating costs associated with each scenario. This included capital costs, projected cost of electricity and natural gas fuel purchases, operating and maintenance costs, as well as projected cost impacts associated with the Cap and Trade carbon regime. The relative cost breakdown for each scenario is provided in the charts below, and the total cumulative cost for all elements of each scenario is as follows:



## Board of Governors

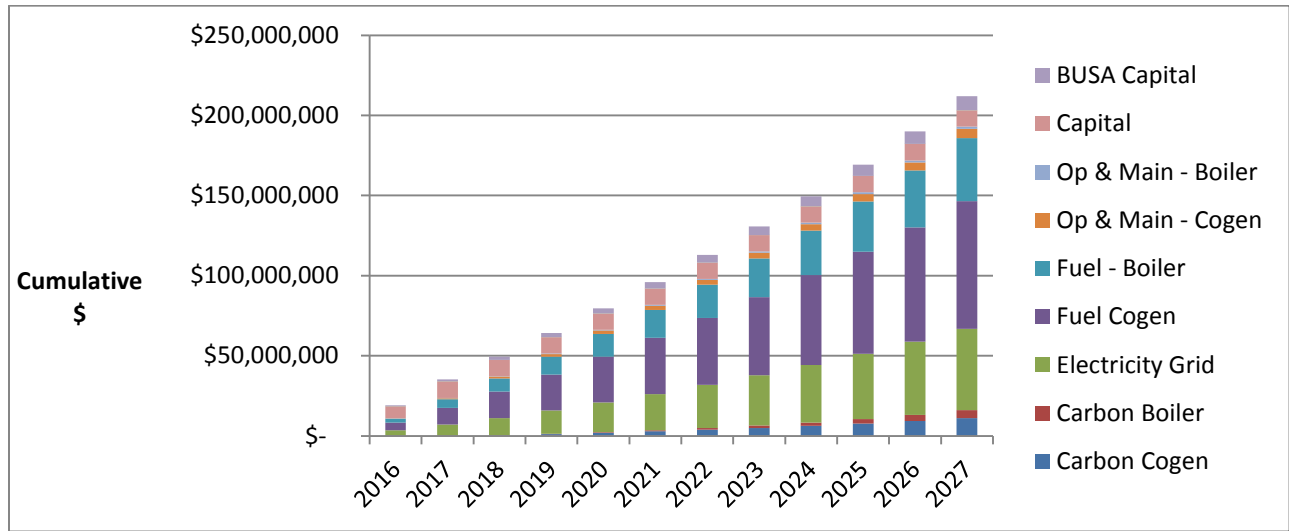
Scenario 1 – Upgrading/Renewal of the Existing Cogen Units \$212.0M

Scenario 2 – No renewal of the Cogen Units \$243.0M

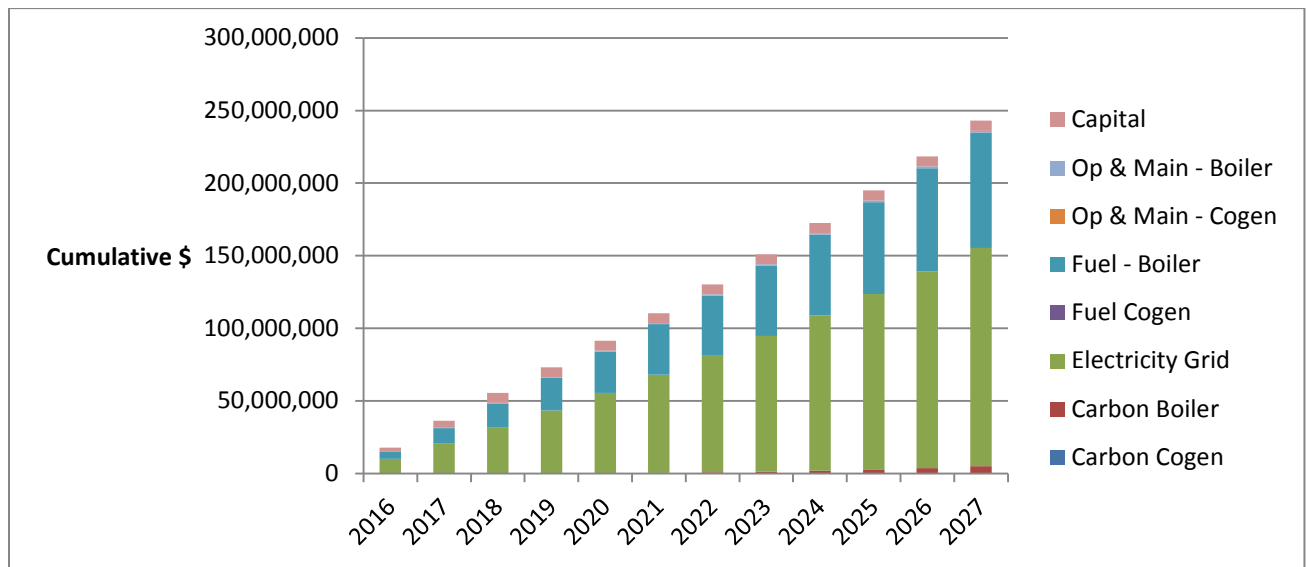
Relative cost advantage of Scenario 1 (over 12 years) - \$31M.

The significant cost advantage associated with renewing the University’s cogeneration capacity is the primary rationale for the capital project approval being sought.

### Scenario 1 – Upgrading/Renewal of the Existing Cogen Units



### Scenario 2 – No Renewal of the Cogen Units



## Board of Governors

### **Federal Government's Strategic Innovation Fund (SIF)**

On May 9, 2016, the University submitted an application to the Federal Government's Strategic Innovation Fund (SIF), for a \$15M upgrade plan for the Cogeneration Units/Central Utilities infrastructure. This plan includes:

1. A Capital Amount of \$7.7M for Cogeneration Plant Upgrades to:
  - Replace both Cogeneration Gas Turbines; and
  - Upgrade and Modernize the Gas Turbine Plant
2. A Capital Amount of \$7.3M to:
  - Replace Boilers 1 and 2 with a single modern replacement boiler;
  - Modernize Boiler #4 Gas Train; and
  - Replace the cooling tower facilities

York requested the maximum allowable 50% (\$7.5M) of the Total Capital Plan to be funded by Federal Government's SIF program.

Funding announcements and project approvals by the federal government are anticipated in late June 2016, but had not occurred at the time of the preparation of this report. York indicated in its SIF submission that Board of Governor's approval for the projects, contingent on SIF funding, would be sought on June 28, 2016.

If SIF funding is approved, the Cogeneration Plant upgrade project will have to be completed by April 30, 2018 to satisfy the funding approval conditions. There is a high level of confidence that this completion deadline can be met.

### **Capital Project Funding**

The Cogeneration Renewal/Utilities Upgrade project has been identified as a priority project in the University's Capital Plan. The Capital Plan has been reviewed with the Committee in recent meetings, and funding sources for the Capital Plan include internal University funding, fundraising, debt, as well as government funding.

This project will be funded through a combination of debt/internal financing, and possibly government (SIF) funding. The approvals being sought provide for two potential capital project/funding plans, as outlined in the table below. Plan A assumes the project is selected for SIF funding and the expanded capital scope of \$15M is completed. As we have not yet received confirmation of SIF funding, and the entire scope of work associated with the project may not be eligible for the 50% SIF funding contribution, a range of SIF funding outcomes is shown, along with the corresponding

## Board of Governors

range of York funding that would be required to carry out the full scope of work. Plan B assumes no SIF funding is received, and therefore only the cogeneration upgrade project is completed at this time.

<b>Funding Source</b>	<b>Plan A (SIF Approved)</b>	<b>Plan B (no SIF Funding)</b>
Government of Canada (SIF)	\$6.5 - 7.5M	\$0.0
Debt/Internal Financing	\$7.5 – 8.5M	\$7.7M
Total Capital Budget	\$15.0M	\$7.7M

**Note:**

Board approval of the cogeneration plant upgrade will result in an ongoing commitment to cogeneration operation for the life of the new units. The ongoing operation of cogeneration units will require retention of an external contractor to provide for the ongoing maintenance of the units. The university has undertaken a competitive bid process to seek a maintenance contractor – and a separate request for approval is being brought forward to this meeting (assuming approval of the cogeneration renewal project).

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: June 28, 2016

Subject: Cogeneration Plant/Central Utilities Building Multi-Year Maintenance Contract

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a maintenance contract of up to \$6M (expended over a period of 12 years) for maintenance services for York's Gas Turbine Cogeneration Plant.**

### Background and Rationale:

A separate submission to the Board requests funding approval for renewal of the University's Cogeneration Plant. This request for approval of a maintenance contract is predicated on approval of the cogeneration renewal project.

The proper operation of a cogeneration plant requires ongoing maintenance of the units, which is typically provided under contract by external contractors. York's current long-term maintenance contract has expired, and in anticipation of the renewal of our cogeneration plant, the University issued an RFP for cogeneration maintenance services. It is recommended that Original Equipment Manufacturer (OEM), Solar Turbines, be awarded the competitively bid contract. Board approval is requested as the total potential length of the proposed contract could be extended to 12 years, with a total cost of up to \$6M. While the maximum potential contract duration is 12 years, the proposed maintenance agreement provides flexibility for earlier termination in order to match the turbine overhaul cycles, or adjust for the potential impact of Cap and Trade Program carbon pricing or unanticipated changes in energy prices.

The annual cost associated with this maintenance contract is provided for in the existing operating budget of the Campus Services and Business Operations area.

## York University Board of Governors - Minutes

**Meeting:** Open Session 3 May, 2016 at 1:30 pm  
 5<sup>th</sup> Floor Kaneff Tower, Keele Campus

**Present:**

Rick Waugh, Chair  
 Shadiya Aidid  
 Laura Formusa  
 Bill Hatanaka  
 John Hunkin  
 Ozench Ibrahim  
 Julie Lassonde  
 David Leyton-Brown  
 Bernie Lightman  
 David McFadden  
 Earle Nestmann  
 Dan O'Hara  
 Jane Rowe  
 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

**Regrets:**

Bill Boyle  
 Jacques Demers  
 Vijay Kanwar  
 Honey Sherman

**Others:**

Elisa Alloul  
 Gary Brewer  
 Shawn Brixey  
 Chris Edey  
 Rob Haché  
 Marilyn Lambert-Drache  
 Rhonda Lenton  
 Ran Lewin  
 Jeff O'Hagan  
 Wade Hall  
 Guy Larocque  
 Alex Matos  
 Ijade Maxwell Rodrigues  
 Janet Morrison  
 Kristin Morrison  
 Alice Pitt  
 Trudy Pound-Curtis  
 Bud Purves  
 Liisa Stephenson  
 Janice Walls  
 Susan Webb

Elaine MacRae, Board  
 Coordinator

## II. OPEN SESSION

### 1. Chair's Items

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

a. Report on Items Decided in the Closed Session

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

- the re-appointment of Dr. Robert Haché as Vice-President Research & Innovation for a five-year term effective July 1, 2016 to June 30, 2021.
- the appointment of Professor Paul W. McDonald as Dean of the Faculty of Health for a five-year term effective July 1, 2016 to June 30, 2021.

## York University Board of Governors - Minutes

- authorization of the University's issue and sale of debentures of up to \$100 million in order to support the University's capital financing plan
  - authorization of the President or his delegate to execute a lease agreement with Ruland Properties Inc., for the purpose of creating the Innovate – Create – Engage (“ICE”) Hub in Markham City Centre.
  - the re-appointment of William Hatanaka to the Board to serve a final four-year term from January 1, 2016 to December 31, 2019
  - the appointment of Student Nominee Elisa Alloul to the Board for a two-year term July 1, 2016 – June 30, 2018
- b. Consent Agenda Approval

The Board approved by consent:

- minutes of the meeting of March 1, 2016
- annual approval (with amendments) of the Occupational Health and Safety Policy
- annual approval of the Policy on Workplace Harassment
- annual approval of the Policy on Workplace Violence
- re-Appointment of Aldo DiMarcantonio as a Presidential nominee on the Pension Fund Board of Trustees for a for a three-year term effective 1 May 2016

### 2. Executive Committee

At its meeting the committee authorized the President to execute additional land conveyance agreements between the University and the City of Toronto surrounding the tunnels, station entrance buildings and other critical infrastructure related to the subway expansion project. It also reviewed and decided on the 2015-2016 compensation for the senior leadership excluding the President, which will be conducted in June.

#### a. Committee Name Change

Documentation distributed with the agenda was *noted*. It was duly *agreed that the Board of Governors approve that the name of the **Marketing, Communications and Community Affairs Committee** be changed to **External Relations Committee**.*

### 3. President's Items

#### a. Opening Remarks

The President briefed the Board on the following matters:

## York University Board of Governors - Minutes

- his trip to open the *Lillian Meighen Wright Centre* at York's Ecocampus in Costa Rica;
  - the official opening of the Bergeron Centre for Engineering;
  - the launch of the *This is Impact* fundraising campaign;
  - the honorary degree recipients for the spring 2016 convocation;
  - York's planned submission to the federal infrastructure funding program to support eligible capital projects; and
  - his upcoming trip to Israel with the Premier of Ontario
- b. Kudos Report

The report for the period of March to April 2016 was *noted*.

### 4. Academic Resources Committee

- a. Establishment of a Department of Computational Arts, School of Arts, Media, Performance and Design

Referring to the documentation, Mr Wu noted Senate's approval of the proposed department in March, and the alignment of the new academic unit with the growing area of scholarship in the digital design field. It was duly *agreed* **that the Board approve the establishment of a Department of Computational Arts in the School of the Arts, Media, Performance and Design.**

- b. Internationalization Strategy

Vice-President Academic and Provost, Rhonda Lenton and Associate Vice-President International, Marilyn Lambert-Drache provided a presentation on *Internationalization Strategy: Global Engagement*; a copy of the slides is filed with these minutes. York's approach in this context is to align with the federal and provincial international education strategies. The University's core priorities for advancing its internationalization goals have been articulated in the 2015-2020 *University Academic Plan* and the *Strategic Mandate Agreement*.

### 5. Finance and Audit Committee

Ms Ibrahim advised that at its meeting the Committee received a detailed presentation from the Vice-President Finance & Administration and the Provost on budget planning, the highlight of which was that the divisional deficits are projecting a \$20-25M positive variance. It also previewed the format of the new SHARP budget model, approved the

## York University Board of Governors - Minutes

2016-2017 Internal Audit Plan and received the auditor's reports on the student association financial statements.

- a. Establishment of Tuition Fees for New Programs and Increase to Fees for Existing Programs

Documentation distributed with the agenda was noted. As proposed, the fees will ensure affordability and competitiveness with similar ones at other Ontario universities. It was duly *agreed*, that the **Board of Governors approve the domestic and international tuition fees for new and existing graduate programs as follows:**

Program	Tuition Fee (Effective Date)
PhD Nursing <i>New program</i>	Domestic: \$7,002 per year (Fall 2017) International: \$18,745 (Fall 2017)
Master of Leadership and Community Engagement <i>New program</i>	Domestic: \$8,700 per year (P-T) (SU 2017) International: \$17,400 per year (P-T) (SU 2017)
Master of Real Estate and Infrastructure <i>New program</i>	Domestic: \$17,655 per term (Fall 2016) International: \$22,501 per term (Fall 2016) \$23,751 per term (Fall 2017) \$25,001 per term (Fall 2018)
Master of Management <i>New program</i>	Domestic: \$9,452 per term (Fall 2016) International: \$17,553 per term (Fall 2016)
Master of Business Administration; International Master of Business Administration; Master of Business Analytics; Master of Finance	Domestic: \$23,751 per term (Fall 2017) \$25,001 per term (Fall 2018)

### 6. Governance and Human Resources Committee

Speaking on behalf of the Committee Mr McFadden provided an overview of the items of business discussed at its meeting, including Board vacancy planning, the imminent appointment of the new AVP Human Resources, a review of the Health, Safety & Employee Well Being annual report and a discussion of the outcomes of individual committee's review of their terms of reference. Revisions to the terms of reference of several committees are expected to come forward to the Board for approval in June.

### 7. Land and Property Committee

Mr Tsaparis highlighted the matters discussed at the Committee's last meeting, the major items being:

- progress on the Student Centre project
- an update on the Markham campus planning



## York University Board of Governors - Minutes

- the subway expansion, including the reconfiguration of the York Blvd – Ian Madonald Blvd corridor near the new York University subway station to provide a pedestrian-friendly green zone on the campus
- progress on the construction of The Quad student housing project

### 8. Other Business

#### *Report of the Investment Committee*

The Investment Committee met in late March and will gather again in late May. Mr Williamson reported that at its March meeting the committee discussed its terms of reference; draft revisions will be reviewed at its upcoming meeting on 30 May. As of 31 December 2015 the endowment fund calendar year investment return is positive at approximately 5% and, as of the end of February 2016, the total fund amount is \$393M. The global equity portfolios within the Fund are being reviewed, as is the foreign currency strategy. A highlight was the news that the *York University Student Investment Fund* was officially launched in March after much work to bring to fruition the idea which originated from a former student who served on the Board.

He also reported on the investment performance of the Pension Fund, which was 9.5% at 2015 year end.

### 9. Closed Session: Presidential Search Consultation

Members of the Presidential Search Committee met with Board in a closed session to receive its input on the development of the mandate and position profile.

### 10. *In Camera* Session

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

Rick Waugh, Chair \_\_\_\_\_

M. Armstrong, Secretary \_\_\_\_\_

# Board of Governors

## Memorandum

To: Henry Wu, Chair, Academic Resources Committee

From: Robert Haché, Vice-President Research and Innovation

Date: June 14, 2016

Subject: June Report

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### 1. Tri-Council Funding (3 years)

The three federal granting councils are the primary sponsor of university-based research in Canada. The amount of tri-council support obtained by a university influences many other supports, including the university's share of Canada Research Chairs (CRCs), Canada Excellence Research Chairs (CERCs), Canada Foundation for Innovation (CFI) allocations, support for the indirect costs of research, and the number of tri-council graduate studentships.<sup>1</sup>

York University has continued to see growth in its tri-council funding, as shown in the table below. We plan for this upward trajectory to continue as the University moves forward with plans for research intensification and enhancement.

	2013-14	2014-15	2015-16
<b>SSHRC</b>	\$9,555,992	\$9,780,948	\$10,877,262
<b>NSERC</b>	\$9,888,489	\$11,519,438	\$11,525,767
<b>CIHR</b>	\$3,729,901	\$3,153,261	\$4,252,936
<b>Total</b>	<b>\$23,174,382</b>	<b>\$24,453,647</b>	<b>\$26,655,965</b>

### 2. Canada Research Chairs

York University has had an active year for the recruitment of Canada Research Chairs (CRCs), helping support some of the world's best researchers that are coming to York to build their innovative research programs. In total, six new CRCs were successfully nominated over the past year. CRC nominations have also been submitted and are pending for two new faculty hires, while York has completed the hiring of an additional five faculty who arrive at York and will be nominated for CRCs over the coming year.

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<sup>1</sup> The three federal funding Councils are the Social Science and Humanities Research Council; the Natural Science and Engineering Research Council; and the Canadian Institutes of Health Research.

## Board of Governors - Academic Resources Committee

### *Chairs Successfully Nominated (6):*

- Graham Wakefield (AMPD, Interactive Information Visualization, Tier 2 awarded May 2015); Doug Van Nort (AMPD, Digital Performance, Tier 2 awarded May 2015); Deborah McGregor (Osgoode / FES, Indigenous Environmental Justice, Tier 2 awarded July 2015); Sean Tulin (Science, Particle Physics and Cosmology, Tier 2 awarded Oct. 2015); Kris Kyriakides (LA&PS, Socially Engaged Research in Race and Racialization, Tier 2 awarded Jan. 2016); Peter Backx (Science, Cardiovascular Biology, Tier 1 awarded Jan. 2016).

### *New Faculty Nominations Submitted (2):*

- Matthew Kyan (Lassonde, Tier 2, April 2016); Ethel Tungohan (LA&PS, Politics of Socially Engaged Research, Tier 2, April 2016);

### *New Faculty Hires for CRC Nomination (5):*

- Raymond Kwong (Science, Ecotoxicology, Tier 2, Oct. 2016); Thomas Baumgartner (Science, Materials Chemistry, Oct. 2016); Christopher Caputo (Science, Materials Chemistry, Tier 2, Oct. 2016); Michael Brown (Computer Vision, April 2017); Kate Tilleczek (Education and Social Innovation, October 2016)

### **3. York Research Chairs**

The York Research Chairs (YRC) program was launched in January 2015, and has now completed its third competition cycle. The YRC program was established to build, support and intensify the world-renowned research already under way at the University and to recognize our existing exceptional scholars. Like the Canada Research Chairs program, the YRC program has two tiers, Tier 2 for early and mid-career researchers and Tier 1 for senior researchers. On July 1<sup>st</sup> 2016, six new YRCs will commence, further supporting the world-class caliber of research taking place across the University.

#### **Phase Three: July 2016**

<b>Tier</b>	<b>Researcher</b>	<b>Chair Title</b>	<b>Faculty</b>
1	Bialystok, Ellen	Walter Gordon YRC in Lifespan Cognitive Development	Health
1	Peng, Chun	Women's Reproductive Health	Science
1	Bergeron, Nantel	Applied Algebra	Science
2	Zayed, Amro	Genomics	Science
2	Huang, Jimmy	Big Data Analytics	LA&PS
1	Wood, Stephan	Environmental Law & Justice	Osgoode

## Board of Governors - Academic Resources Committee

This brings the total number of active YRCs to 16 (9 Tier 1 and 7 Tier 2) to complement York's 34 CRCs. Over the next two years at least 8 additional YRCs will be created.

### **Building Support for YRCs:**

Support for the York Research Chairs (YRC) program has been integrated into the University Campaign under the theme "Mobilizing New Ways of Thinking", which encompasses Faculty positions and Research Chairs. Donors may support a variety of Chairs, Professorships and other Faculty positions, and the YRC program offers donors the opportunity to fund and co-name Chair positions with a smaller donation than other Chairs. For example, a donor can fund a YRC at \$50,000 per year for 5 years or permanently fund a Chair through a \$1million gift. A traditional named endowed Chair requires a \$3M endowment; term-funded Chairs require annual gifts of \$150,000 for five years. The Division of Advancement is working with Deans and the VPRI to identify needs for YRCs and other Chairs, and donors are actively being sought to fund this important priority. The first named YRC (Walter Gordon YRC in Lifespan Cognitive Development) was awarded to begin July 2016. Fundraising for YRCs is aimed at both covering the cost of the currently implemented and planned chairs and to provide for additional growth in the YRC program through the creation of additional chairs. The intermediate term goal is to grow the YRC program so that the number of chairs becomes equal to the number of Canada Research Chairs at York.

### **4. Innovation York: Update on Activities**

#### *communityBUILD on the move:*

CommunityBUILD is a York-led system of supports to promote social innovation that is focused on enabling sustainable, innovative solutions to grand challenges in the York Region. It is the result of an ongoing collaboration between York University, Seneca College, ventureLAB (York's Regional Innovation Center), and the United Way Toronto and York Region. In 2016 communityBUILD received a \$40,000 investment provided by Communitech (the Waterloo regional innovation center), to expand its activities including the implementation of a Design Lab, a collaborative space for aspiring social entrepreneurs to foster and develop ideas. The Design Lab will also act as the intake pipeline for CommunityBUILDs social enterprise accelerator program aimed at mentoring social ventures to launch over a period of six to twelve months.

#### *Innovation York-Supported Classy Cyborgs wins award:*

York U has been developing a partnership with the York Region District School Board (YRDSB) to bring opportunities to learn about entrepreneurship to high school students in the region and support the student's entrepreneurship ideas. In one early success, a student-run business supported by Innovation York, *Classy Cyborgs*, was awarded Second Place (Large Prize Group) and a \$50,000 prize in the 2016 Canadian Scholarship Trust Consultants Inc. *Inspired Minds Learning Project*, for its *Treasure Box Braille Learning System* designed to help teach visually impaired children the Braille

## Board of Governors - Academic Resources Committee

alphabet and learn basic math skills. The *Inspired Minds Project* is a semi-annual national competition hosted by CST Consultants Inc. that awards a total of \$200,000 in grants to help not-for-profits supporting ideas that advance children's learning. The prize money will enable *Classy Cyborgs* to continue the development of their product.

### *LaunchYU Secures Accelerator Program Funding:*

LaunchYU was recently awarded \$400,000 in new Ontario Centers of Excellence funding to support its 4 month Accelerator Program over the next two years. The program is designed to help high-impact ventures build, launch and scale their ventures, delivered in partnership with ventureLAB, the York Entrepreneurship Development Institute (YEDI) and Bergeron Entrepreneurs in Science and Technology (BEST). Twenty ventures are selected each cycle, and the cycle ends with a Demo Day where the ventures pitch to an audience of investors, corporate executives, successful entrepreneurs and government officials. This spring the number of applications to the LaunchYU accelerator program increased to 70, from 40 in 2015.

### *New Collaboration with IBM to lead to the move of Innovation York from the Markham Convergence Center to the IBM Campus on Steeles Avenue in Markham:*

Innovation York together with its innovation partners at the Markham Convergence Center (MCC) is developing a new collaboration with IBM in the context of IBM's Innovation Incubator (I<sup>3</sup>) Project, which was recently funded by the Government of Ontario's Jobs and Prosperity Fund (\$22.75M) and IBM (\$24.75M). I<sup>3</sup> is designed to offer startup companies the opportunity to interface with IBM employees to share ideas and solve problems, and will greatly facilitate the creation of business relationships, including sales and acquisitions, while also enabling access to IBM's cognitive business technology and cloud-based development platform. Within this collaboration Innovation York and its partners at the MCC, including VentureLAB, the Markham Board of Trade, Markham Small Business Enterprise Centre, and NRC/IRAP will relocate to the IBM Steeles campus to become anchor tenants within I<sup>3</sup>. The Ontario Centers of Excellence (OCE) is also considering establishing a presence within I<sup>3</sup>. Many of the 20+ companies that are currently located at the MCC, including 4 York startups will also have the opportunity to relocate to the new space. This project is targeted for completion in the fall.

## **5. Upcoming Initiatives**

Innovation York is a leading participant in efforts to develop a York University storefront on Enterprise Drive in Markham, in the context of the first visible step of the Markham campus expansion. A suite of Innovation York services and activities are planned within this York University community innovation hub, including startup company incubator space, maker space and space for entrepreneurship events and mentorship. This initiative will focus on community partnerships, including with the York Regional District School board and in supporting startups that may not fit well within the I<sup>3</sup> initiative. Both

## Board of Governors - Academic Resources Committee

VentureLab and OCE have expressed an interest in having a physical presence within the Innovation Hub.

Also, in Fall 2016, communityBUILD will host a hackathon event in support of affordable housing, called the Hack for Housing Hackathon. A Hackathon is an event, typically lasting several days, in which a large number of people meet to engage in collaborative computer programming. In addition, York University will continue to build its collaborative relationship with the YRDSB to provide entrepreneurship learning opportunities to high school students in the region. The objective is to differentiate York's entrepreneurship services by developing a culture of entrepreneurship in York Region that will create a pipeline of entrepreneurial talent from early education to PhD and beyond. Work currently underway includes engaging YRDSB in LaunchYU workshops, communityBUILD programming, collaboration on the YRDSB's Leadership Forum (August 2016) and the YRDSB's Quest Conference (November 2016). Potential partners for future initiatives include ventureLAB, Seneca College, the Ministry of Education, Ministry of Research, Innovation & Science, York Angels, the OCE, Start Up York, and York Region businesses.

### **6. Plan for the Intensification and Enhancement of Research (PIER) - Update**

Since release of the PIER Consultation Draft in March 2016, approximately twenty consultation sessions were held across the University, in addition to consultation input received in writing via email and webform. As a result, the draft PIER plan has been updated, and has undergone final review by the PIER Working Group. The finalized PIER plan will be released by the end of June 2016, for immediate implementation. Over the summer and into the fall the VPRI will be leading conversations on expectations for PIER implementation.

## Board of Governors

### Memorandum

To: Henry Wu, Chair, Academic Resources Committee

From: Rhonda Lenton, Vice-President Academic and Provost

Date: June 14, 2016

Subject: Markham Campus Planning Update

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### Context:

York University's planning framework and timelines for York University - Markham Centre (YU-MC) campus continues as reported to Senate (November 2015). To date the academic planning for York University - Markham Centre campus is focused on quality programs, research intensification and experiential learning opportunities in support of the priorities set out in the University Academic Plan. Ongoing activities include:

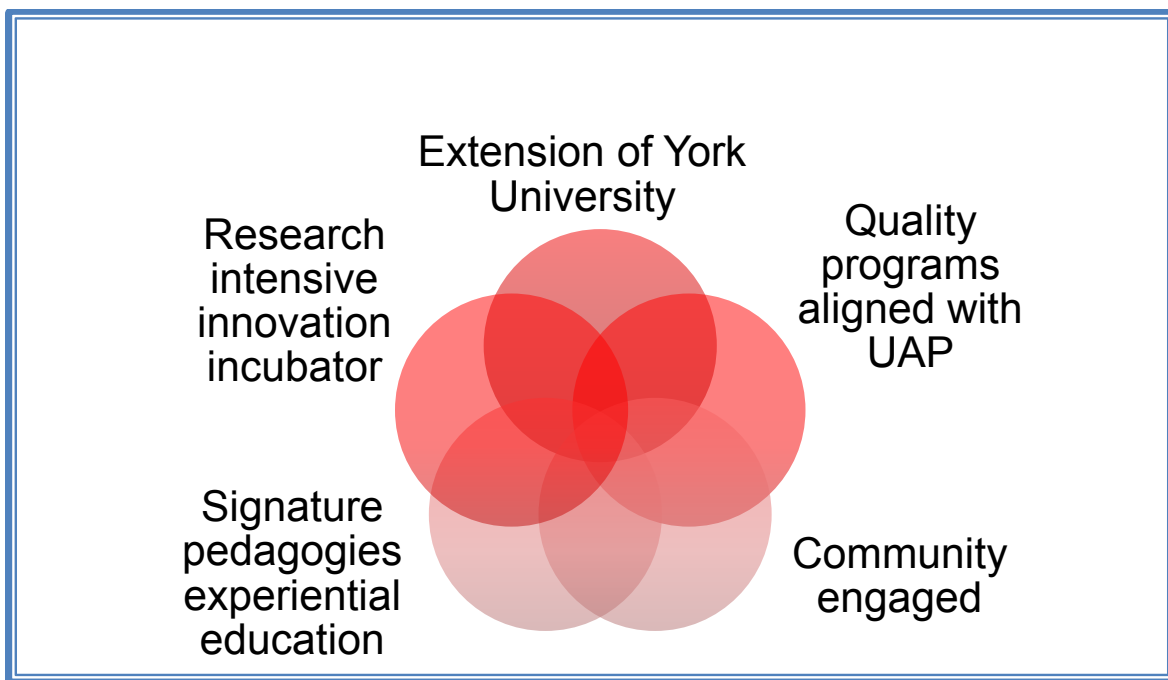
- Discussions with MTCU regarding the MOU
- Degree program planning and submissions, in consultation with Faculties, for Senate's approval ensuring program availability for the 2020-2021 academic year.
- A York University – Innovative Community-University Engagement Hub planned for 2017 in Markham Centre in close proximity to the new YU-Markham Centre campus (with support from the VPRI, Faculties and community partners).
- Preliminary discussions centred on Student Services (led by VP-Students) and
- Preliminary discussions addressing Library Services at YU-MC (led by University Librarian)

## Board of Governors - Academic Resources Committee

### Mandate:

The mandate for the new YU – MC campus is intended to complement efforts at York's other campuses, most notably Keele and Glendon, to advance the mission, vision and priorities of York University as articulated in our planning documents. Building upon York's strengths as a comprehensive, research-intensive University, the YU – MC will be a new urban campus for active learning, integrating local and global communities to create collaborative, interactive and innovative programs where learners acquire knowledge and skills to explore, discover and transform society.

### An Integrated and Interactive Urban Campus



### York University – Markham Centre Academic Programs (Phase 1 – opening September 2020)<sup>1</sup>

#### Arts, Media, Performance and Design

- BA – Digital Cultures (3 streams in: Games & New Entertainment Media, Interactive Information Design, Digital Cultures & Media Industry)
- MA (Concentration TBD)

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<sup>1</sup> Working titles only and subject to consultation with Deans/Faculties (underway June 2016)



## Board of Governors - Academic Resources Committee

### Faculty of Education

- Bachelor of Education (New Learning Technologies concentration)
- Master of Education (New Learning Technologies)

### Faculty of Environmental Studies

- Bachelor of Environmental Studies – Environmental Management
- Bachelor of Commerce (B. Comm)
- BA - Social Science
- BA - Justice Administration

### Faculty of Science

- Bachelor of Science - Medical Science and Biotechnology
- Bachelor of Science - Entrepreneurial Science
- Master of Science (possible PhD) (p(possible PhD))

### Lassonde School of Engineering

- BAsc – Liberal Engineering
- MEng (Engineering Management)

### **College-University Transfer Pathways available at YU-MC (Seneca to York)<sup>2</sup>**

[NOTE: Seneca will not necessarily be offering all the related programming at Markham but the list below reflects the pathways from programs offered by Seneca to York's proposed programs]

- BA Interactive Media to BA – Games & New Entertainment Media, BA – Interactive
- Information Design and BA – Digital Cultures & Media Industry (AMPD)
- Business Administration diploma to Bachelor of Commerce (LA&PS)
- Child & Youth Worker diploma to BA - Justice Administration (LA&PS)
- Creative Advertising diploma to BA – Digital Cultures and Media Industry (AMPD)
- Environmental Technology diploma to BES Environmental Management (FES)

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<sup>2</sup> Discussions with Seneca are on-going.

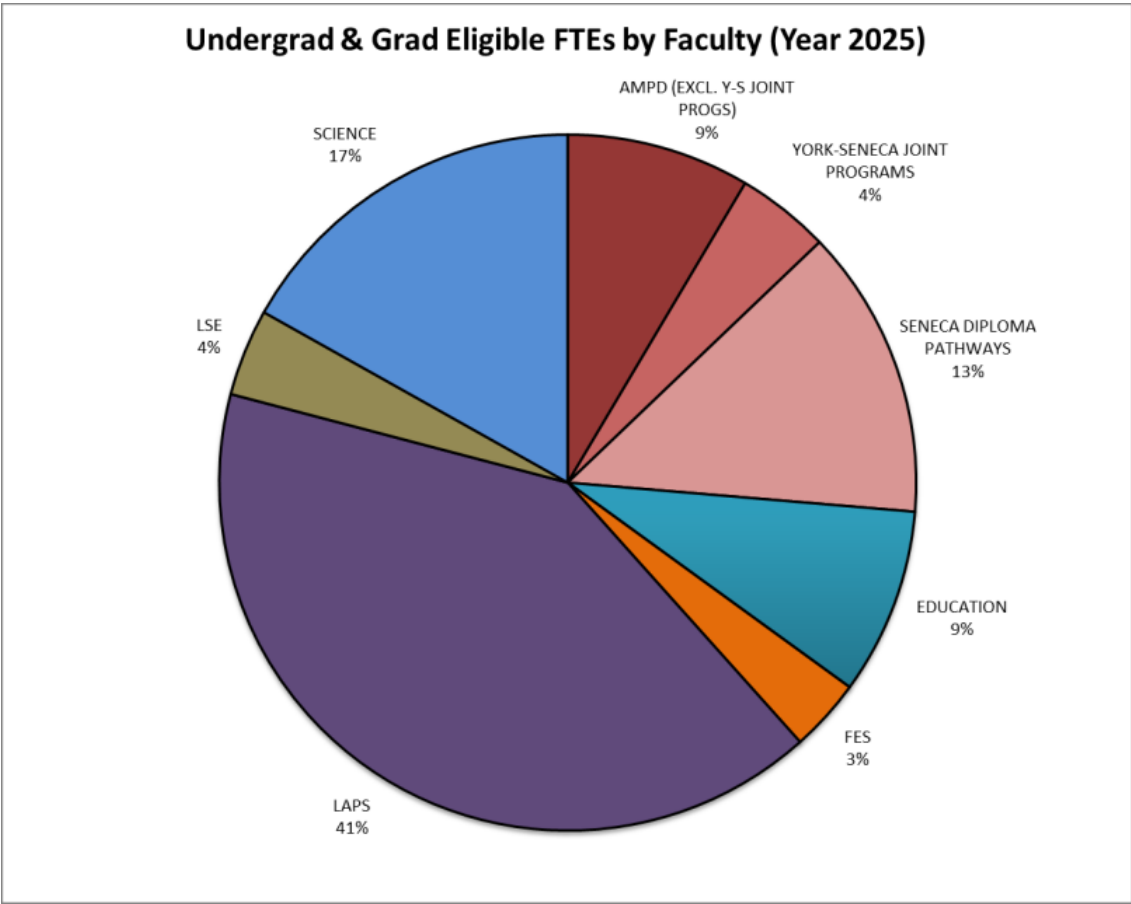
## Board of Governors - Academic Resources Committee

- Environmental Technician to BES Environmental Management (FES)
- General Arts & Science University Transfer to BA Liberal Arts-Social Science (LA&PS)
- General Science Transfer to BSc – Entrepreneurial Science (SCI)
- General Science Transfer to BA/BSc – Liberal Engineering (LSE)
- Police Foundations [TBC] to BA Justice Administration (LA&PS)

### Program Development/Approvals Timelines:

Individual Meetings with Deans Program development lead(s) identified	June 2016 (underway)
Program leads meeting <ul style="list-style-type: none"> <li>• Review Timelines and Work Plans</li> <li>• Review YU-MC Mandate/Principles</li> <li>• Consider Signature Pedagogies</li> </ul>	August 2016

YU-MC Academic Programs Committee Meeting	Summer 2016 to early 2019
Notice of intention	September 2016
Proposal developed	May 2017
Review by Faculty Curriculum Committee	September 2017
External Review (new programs only)	October 2017
Faculty Council approval	April 2018
Senate approval	October 2018
External approvals – Quality Council (new programs only)	February 2019
External approval – MTCU (new programs only)	April 2019
Program promotion/student recruitment	Starts in March 2019
Report to MTCU (major modifications only)	July 2019
Promotion at Ontario University Fair	September 2019
Application cycle begins	September 2019
Admission offers	Feb 2020
Classes start	September 2020 (assuming above deadlines)



**Vision for Student Services (Markham Centre)**

- A campus identity developed through student life activities and faculty/staff engagement.
- Flexible service structure that offers one-stop, centrally located Students Services Office.
- A full range of student and ancillary services along with a single-window approach for students.
- A shared services approach with Markham/York Region partners and Seneca College.

**Markham Centre Planning – Next Steps**

- Meetings with Deans/Program Development Leads
- Sign Memorandum of Understanding with Government of Ontario
- Planning re: student services, libraries, communication/outreach
- Exploration re: experiential education / research collaboration opportunities

- Review of satellite campus governance models (committee to be chaired by Provost)
- Planning & launch (February 2017) of the Innovative Community-University Engagement hub

## **Resources**

The resources to support the new campus include:

- A commitment from Markham to provide a site of 5 acres
- A commitment from York Region of up to \$25m
- The contribution from MTCU
- A fund-raising contribution as part of the YU Campaign
- On-going revenue generated from the new enrolments at YU-MC, as per York University's planning and budgeting processes
- Leveraging existing infrastructure (in discussion)



**ONTARIO UNIVERSITIES**  
COUNCIL on QUALITY ASSURANCE

**SUMMARY OF THE PRINCIPAL  
FINDINGS OF THE QUALITY  
ASSURANCE AUDIT OF  
YORK UNIVERSITY**

MAY 2016

# Summary of the Principal Findings of the Quality Assurance Audit of York University

May 2016

York University was audited in the fourth year of the first eight-year cycle of quality assurance audits under the Quality Assurance Framework (QAF) for Ontario universities. The objective of the audit is to determine whether an institution has complied with the provisions of its own Institutional Quality Assurance Policy (IQAP), as ratified by the Ontario Universities Council on Quality Assurance (the Quality Council). In addition, the audit provides the opportunity to identify any inconsistencies between an institution's IQAP and the QAF, and, as appropriate, note best practices and share suggestions about other best practices.

The audit involved an examination of four cyclical program reviews (CPRs), two new program approvals, one expedited approval and two major modifications conducted under the provisions of York's YUQAP. In the desk audit phase, the auditors reviewed primarily the June 2013 YUQAP (since that version applied to the programs reviewed) and also took into consideration the March 2011, November 2011 YUQAP versions and all the documentation relevant to the CPRs sent by York University. During their site visit (November 18-20, 2015), the auditors met with administrators, faculty, staff, and students involved in the quality assurance processes at York University. The auditors wish to express their sincere thanks to all those with whom they met for being generous with their time and for their thoughtful and frank discussions.

In particular, the audit focused on the following:

- Four cyclical program reviews:
  - Earth and Space Science, MSc, PhD and Earth and Atmospheric Science, BSc
  - History BA, MA, PhD
  - International Studies, iBA (Glendon)
  - Law, JD, LLM
- Two new program approvals:
  - Accounting MAcc;
  - Global Health, BA, BSc
- One expedited new program approval:
  - World Literatures, GDip (Type 2)

- Two major modifications:
  - Communications and Culture, MA, PhD (Joint York-Ryerson)
  - Professional Writing, BA

The auditors noted a generally positive approach to quality assurance among the members of York University and found a commitment to further developing a culture of quality assurance at the Keele and Glendon campuses. While there has been some turnover in those leading the process, there is significant engagement with the quality assurance processes and ongoing improvement of the YUQAP and its associated practices. Extensive effort has been made in the development of learning outcomes for programs and ongoing work has been dedicated to making these important in the assessment of the academic quality of each program.

While examining a number of programs in great detail, the audit report also makes general observations about areas for improvement. The collection and tracking of documentation is an area of challenge, and York should review the ways in which documents are submitted, tracked, and archived throughout the quality assurance processes. The external review process and its accompanying report also require further consideration. Aspects of the review process need more full or consistent documentation, and some reports are not addressing the complete range of evaluation criteria required by the YUQAP. Finally, while recognizing the commitment to quality assurance at York, the auditors encourage the University to continue efforts to more directly engage members of the community with the goals and practices of quality assurance.

The audit report contains 11 Recommendations and 12 Suggestions. The Recommendations are intended to assist the university in achieving its quality assurance goals and must be acted upon. They identify several areas for improvement where quality assurance practices are not fully in compliance with processes outlined in the YUQAP: The recommendations cover a wide range of areas. Some recommendations are overarching and concern the completeness and accuracy of documentation in general (1) and for self-studies in particular (3 and 4). Additional recommendations are designed to ensure the completeness of the Cyclical Program Review schedule (11), the regularity of CPRs (2), and the posting of appropriate documentation (10). Other recommendations address the use of review teams and are designed to enhance the process of working with external reviewers (5, 8, and 9), internal reviewers (7) and the reports they produce (6). The Suggestions are matters York University is encouraged to consider as it continues to review and improve its current quality assurance practices.

## RECOMMENDATIONS

York University must:

**RECOMMENDATION 1:** Retain complete and accurate documentation for each stage of all quality assurance processes.

**RECOMMENDATION 2:** Ensure that every program is reviewed at least once every eight years.

**RECOMMENDATION 3:** Provide comprehensive information in the self-study or new program proposal to ensure that all of the evaluation criteria are addressed.

**RECOMMENDATION 4:** Ensure that identified authorities who approve the self-study check that the content of the document includes all the relevant information required by the YUQAP.

**RECOMMENDATION 5:** Document how external reviewers are chosen to participate in quality assurance processes.

**RECOMMENDATION 6:** Enhance the methods of briefing the external reviewers on the requirement to address all the evaluation criteria set out in the YUQAP.

**RECOMMENDATION 7:** Amend the YUQAP to establish a clear process for the selection of the internal reviewer in the CPR processes.

**RECOMMENDATION 8:** Ensure that responsibility for contacting, selecting and vetting potential external reviewers is formally assigned to the Office of the Vice Provost Academic in conformity with the YUQAP.

**RECOMMENDATION 9:** Ensure that the “senior academic lead” from the academic unit arranges and manages the site visit of the reviewers (as set out in 7.8.4) or revise the YUQAP to indicate that the Office of the Vice Provost Academic oversees these aspects of the CPR process.

**RECOMMENDATION 10:** Ensure that the final approved documents posted on the Vice-President Academic and Provost’s Website on Quality Assurance conform to the description set out in “Reporting requirements and Access” (YUQAP 7.9.4).

**RECOMMENDATION 11:** Include on the Periodic Review Schedule all programs offered.



## SUGGESTIONS

York University should:

**SUGGESTION 1:** Consider requiring that the responsible authority sign and date the self-study as confirmation that it has been approved.

**SUGGESTION 2:** Consider implementing a process for dealing with the Review Committees' reports that do not meet the requirements of the YUQAP.

**SUGGESTION 3:** Enhance the communication with programs, concerning the Final Assessment Report and Executive Summary.

**SUGGESTION 4:** Establish practices for consistently involving students in the CPR, from the creation of the self-study to the 18-month Follow-Up Report.

**SUGGESTION 5:** Consider removing the current letter templates for "External Nominations for Cyclical Reviews."

**SUGGESTION 6:** Investigate how long it is taking to complete the cyclical reviews of its undergraduate and graduate programs, identify reasons for delays, and implement measures to reduce delays.

**SUGGESTION 7:** Consider amending the YUQAP to define the role of the internal reviewer.

**SUGGESTION 8:** Consider adding a brief note in the self-study template to indicate that the "Method and Preparation" section (1.3) should include reference to how stakeholders (faculty, staff, students, employers, alumni, etc.) took part in the development of the self-study and the overall cyclical review process.

**SUGGESTION 9:** Consider indicating on the Periodic Review Schedule where there are partner institutions and multiple sites.

**SUGGESTION 10:** Consider revising the YUQAP to clarify the steps involved in developing a proposal for a program that is subject to expedited approval.

**SUGGESTION 11:** Consider revising the YUQAP to reflect the current practice of University committees (APPRC, FGS, or FC) that are, or should be, involved in the approval pathways of cyclical program reviews, new programs, or expedited program approvals.

**SUGGESTION 12:** Add a statement in the YUQAP about the delegation of decision making on the distinctions between major and minor modifications to the Faculties by the Vice Provost Academic.

## Office of the Vice-Provost Academic

### Memorandum

To: Joint Sub-committee on Quality Assurance

From: Alice Pitt, Vice-Provost Academic

Date: 2 June 2016

Subject: Quality Assurance Retreat, YUQAP Enhancement and Work Plan

---

The retreat was held under the auspices of the Vice-Provost Academic and the Joint Sub-committee on Quality Assurance on May 18. Both the morning and the afternoon sessions were very well-attended.

**Participants in the morning:** Staff from OIPA, ISR, FGS and Thomas Loebel (member of the QC appraisal committee 2014-2016). Focus was on nuts and bolts of YUQAP procedures.

**Afternoon Session:** Provided academic colleagues (Associate Deans, Academic Leads of CPR's and Internal Reviewers from the past 2 years) with the opportunity to discuss their experiences and convey suggestions for improvement of the Cyclical Program Review process.

Participants in both sessions were highly engaged and positive throughout the day. Many themes of the morning were revisited / re-enforced in the afternoon, providing a strong sense of congruence.

Commitment to Quality Assurance was evident, with a desire among stakeholders to see QA serve our community's interest in the enhancement of program quality. A significant refrain was the need to ensure that discussions about quality become a normal part of annual review at the program level to be informed by evidence and related to university priorities. The availability of relevant and trustworthy data and student perspectives year-over-year are seen as key cornerstones of ongoing review and evaluation to strengthen the formal cyclical review. Participants seek alumni input, strengthened capacity to analyze and interpret data, and clarification about the roles and responsibilities of external and internal reviewers as well as clearer guidance for self-studies and review input by way of the templates and quality indicators.

## **Office of the Vice-Provost Academic**

The final QC Report of the Audit Review Team has now been submitted. The selection of external reviewers and role of internal reviewers have been flagged for our response. In addition, the Office of the Vice Provost Academic and the University Secretariat will work over the summer on a number of “quick wins” with a view to piloting changes with the group slated to begin a CPR in Fall 2016. These changes include a revised student survey, an alumni survey, a review of data requested in the templates in relation to the data now and potentially provided to programs, and streamlined CPR templates with more sharply-drawn attention to UAP priorities.

Working from templates and processes back to YUQAP guidelines provides an opportunity to submit a revised YUQAP for QC ratification with confidence, perhaps by January 2017.

Comments and suggestions are welcome. Are there other priorities that need immediate attention?

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# Academic Policy, Planning and Research Committee

## Academic Standards, Curriculum and Pedagogy

### Report to the Full Committees

*The Sub-Committee met on April 18, 2016 and submits the following report to the full Committees for information.*

#### **1. Quality Council Audit Outcome**

As members of APPRC and ASCP are aware, the Quality Council conducted its audit in November. A confidential draft was furnished to the Sub-Committee for preliminary review and the University has signaled that it is satisfied that there are no errors in the document. In general, the auditors concluded that there have been “significant efforts and significant successes in implementing quality assurance practices across the University. The work of developing learning outcomes in all programs has meant that the articulation of these has been remarkably consistent in the cyclical program reviews and new program developments. While many institutions have struggled to develop these, York has had significant success in integrating them into its practices.” The auditors deeded a number of recommendations (which must be adopted) and suggestions (which are offered for consideration) about improving processes based on their review of our framework documents, extensive discussions on site, and a careful assessment of processes for both CPRs and program approvals. The full report will be shared with the committees when it has been released.

#### **2. Quality Assurance Retreat**

The Sub-Committee was pleased to join with Vice-Provost Pitt in sponsoring a Quality Assurance Retreat on May 18. This well-attended event was divided into two sessions. In the morning phase, staff of the Faculty of Graduate Studies, the Institute for Social Research and the Office for Institutional Planning and Analysis participated in a very helpful exchange on ways to enhance CPR and curriculum proposals (by, for example, enriching the data available). The afternoon gathered together “key contacts” to share perspectives on CPR processes, including Associate Deans and the Associate Principal, program leaders, and York faculty members who have served as internal reviewers. Professor Tom Loebel, the University’s representative on the Quality Council, attended throughout and his contributions were enlightening.

It was gratifying to hear one participant close the day with a strong endorsement of the improvements that have been made to CPR processes in the recent past, a sentiment echoed by others. Even so, those in attendance suggested a number of ways in which we can refine processes to achieve our internally-defined objectives while complying with the provincial framework. Reflections on the discussion will shape the Sub-Committee’s short-term agenda and actions will be reported as soon as they are taken.

# Academic Policy, Planning and Research Committee

## Report to Senate (cont'd)

One of the prominent themes enunciated by a number of participants turned on the desirability of making quality a day-to-day concern of planners throughout the University. CPRs would be less onerous and the experience ultimately more meaningful if colleagues kept a steady gaze on quality beyond and between the formal CPR life-cycle.

Senate committees are expecting to receive recommendations from IIRP working groups and the Sub-Committee is, as always, receptive to referrals on matters that touch on its mandate.<sup>1</sup> We briefly discussed a communication from Vice-Provost Pitt, seen by both Committees, raising questions about matters such as program “stewardship.”

### 3. Cyclical Program Review Reports

Attached are the Final Assessment Reports for CPRs completed since the Sub-Committee last reported to ASCP and APPRC. They are:

- Gender & Women’s Studies and Sexuality Studies (BA, iBA) and Gender, Feminist and Women’s Studies (MA, PhD)
- Chemistry (BSc, MSc, PhD) Science / FGS
- Art History (MA and PhD) AMPD / FGS
- Master’s in Public and International Affairs (MPIA) Glendon / FGS
- Administrative Studies (BAS) Undergraduate LA&PS
- Translation (BA, MA) Glendon / FGS
- Disaster & Emergency Management (BDEM, MADEM, Professional Certificate in Emergency Management) LA&PS / FGS
- Law (LLM, Research and PhD) Osgoode and FGS

Members of the full committees may recall that when a completed dossier has been received the Vice-Provost Academic prepares a draft Final Assessment Report which is based on an overall reading with an emphasis on decanal implementation plans. Members of the Sub-Committee and the secretaries review the files in full and provide advice and commentary on the following:

- whether or not a meeting with the Sub-Committee is required to clarify or otherwise explore aspects of the review

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<sup>1</sup> The working groups are devoted to:  
Enhancing the Quality of Teaching and Learning  
Institutional Supports for Enhancing Program Quality  
Advising  
Campus Experience  
Quality Administrative Services  
Envisioning the Role of FGS  
Experiential Education  
Technology Enhanced Learning (eLearning)



## **Academic Policy, Planning and Research Committee Report to Senate (cont'd)**

- the date at which follow-up reports are due (normally 18 months after the Sub-Committee stage, but scheduled for an earlier date if warranted by factors such as a lapse in time since the process began or issues of special urgency)
- broader issues surfaced by a particular review

In no case was a meeting recommended. It was agreed that a follow-up report from the School of Administrative Studies should be received after 12 months (rather than 18) given the rapid pace of developments in the domain of business / management / administration.

As reported in the autumn, a template for 18-month follow-up reports is in preparation.

G. Tourlakis, Chair of the Sub-Committee

**Graduate program in Gender, Feminist and Women’s Studies (PhD, MA), Gender and Women’s Studies (BA, IBA\_LAPS and Glendon) Sexuality Studies (BA, IBA\_LAPS) School of Gender, Sexuality, and Women’s Studies**

**Cyclical Program Review – 2005 - 2014**

**Final Assessment Report and Implementation Plan**

**Reported to Joint-Committee on Quality Assurance: April 18, 2016**

**Program Description**

The School of Gender, Sexuality, and Women’s Studies houses a range of programs and faculty research projects. At the undergraduate level students may pursue Gender and Women’s Studies or Sexuality Studies as a major or minor through the Faculty of Liberal Arts and Professional studies or Glendon College. The School also offers a concurrent or standalone bilingual cross-disciplinary certificate - Sexuality Studies / Études sur la sexualité.

At the graduate level the following areas of specialization are offered: Cultural and Literary Studies; Performance and Fine Arts; Diaspora, Transnational and Global Studies; Histories; Politics, Economies and Societies; Race; Sexualities; Theories and Methods.

The Faculty in the School also supports the Bridging Course for Women, offered through the School of Continuing Studies at York University.

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
Gender & Women’s Studies Glendon – BA/IBA	13	30	3 – Hons; 2 – 90-credit
Gender & Women’s Studies LAPS - BA	30	97	15 – Hons; 17 – 90-credit; 2 certificates
Sexuality Studies – LAPS - BA	128	40	4 – Hons; 8 – 90-credit; 2 certificates
Master’s	7	10	6
Doctorate	7	53	5

**Reviewers appointed by the Vice-Provost Academic:**

- Dr. Caroline Andrew, Professor, School of Political Studies, University of Ottawa, Ontario
- Dr. Annalee Lepp, Associate Professor and Chair, Department of Women’s Studies University of Victoria, British Columbia
- Dr. Brian Singer, Chair. Department of Sociology, Glendon College, York University

**Site Visit:** May 11 and 12, 2015

The reviewers met with the following individuals: Alice Pitt, Vice Provost Academic, Kim Michasiw, Vice Dean, Liberal Arts and Professional Studies, Donald Ipperciel, Principal, Glendon College, Barbara Crow, Associate Vice-President, Faculty of Graduate Studies,



Gertrude Mianda, Chair, Gender, Sexuality, and Women's Studies, Sandra Whitworth, Graduate Program Director, Bobby Noble, Undergraduate Program Director, Alison Crosby, Director, Centre for Feminist Research, Allyson Mitchell, Coordinator, Sexuality Studies, Ruby Newman, Coordinator, Bridging Program for Women, Gertrude Mianda, Director, Gender, Sexuality, and Women's Studies at Glendon, Jacinthe Michaud, Coordinator, Gender and Women's Studies, Glendon. The Reviewers also met with full and part-time faculty in the undergraduate and graduate programs, the associate university librarian and a librarian from Glendon, administrative staff from both the Keele and Glendon campuses, undergraduate students from both campuses, and graduate students.

**Outcome:** The Joint-Committee on Quality Assurance concluded that the Principal's and Dean's; Implementation Plans adequately addressed the review recommendations. JCQA recommends that future reviews of the programs housed in the School provide a jointly-developed agenda of concern and implementation plan to better represent Glendon's and LAPS' shared responsibility for the School. Progress on the recommendations will be included in the Follow-up Report due October 31, 2017. The next Cyclical Program Review will begin in Fall term of 2021.

**Strengths:**

- Faculty teaching in programs offered by the School of Gender, Sexuality are nationally and internationally recognized researchers, theorists, and scholarly activists.
- The review report commented extensively on the strength of the School's articulation of program expectations and curricular mapping, noting that "At each level, students are given the opportunity to cumulatively deepen their intellectual, theoretical, and practical capacities in the following areas: depth and breadth of knowledge; understanding of the interdisciplinary nature of feminist/sexuality studies methodologies and scholarship; effective application of knowledge; critical reading, reasoning, research, writing, listening, and oral communication skills; assessing priorities as citizens in the contemporary world; and autonomy and professional capacity. These degree-level learning outcomes are also very useful for future curriculum development, especially in terms of distinguishing between 2000-, 3000-, and 4000-level courses and in assessing the relevance of GWST and SXST core or non-core courses taught outside of the School."

**Undergraduate programs**

- The undergraduate programs demonstrate a strong commitment to intersectional and transnational analyses, to addressing pressing contemporary equity and social justice issues not covered by traditional disciplines.
- The modes of course delivery are multiple and varied, combining conventional and experiential pedagogies.
- Sexuality Studies is the only interdisciplinary program of its kind in Canada and the program is committed to excellence in research, teaching, and community engagement.
- The Gender and Women's Studies interdisciplinary program at Glendon is the only bilingual undergraduate program of its kind offered in Southern Ontario.
- The School has established multi-year learning objectives for courses taught in the programs; courses and assessment methods have been mapped to these objectives.

**Graduate programs**

The university's profile in the areas of research, teaching, and career preparation are significantly enhanced by the national and international scholarly reputation of GFWS core and affiliate faculty members and the successful employment placements of many of the program's MA and PhD graduates.

**Opportunities for Enhancement identified by the Reviewers:**

Undergraduate Program – Gender and Women's Studies;

- The 2000-level offerings should be enhanced to include a mix of courses with broad appeal (such as new media studies taught from an intersectional approach) and these courses should be rotated on a regular basis to generate interest in the program.
- Glendon students should have the right to submit work in French in the 4000-level capstone course when taken through LAPS.
- 3000- level courses should be rotated to ensure robust enrolments and free up faculty to focus on 2000 level course development.
- The requirement to take 12 credits in outside teaching units should be reviewed to ensure it is necessary to meet program level expectations and learning outcomes.
- The program should consider offering a French-language Bridging Program for Women as a means to attract Toronto-based, French-language mature and non-traditional students to the Glendon GWST program.

#### Undergraduate Program – Sexuality Studies;

- The curriculum should be reviewed to ensure alignment of courses with program learning outcomes and to avoid excessive overlap in course materials
- Experiential learning course options should be created to enhance the development of students’ practical and transferable skills

#### Graduate Program – Gender, Feminist and Women’s Studies;

- The program should review the ‘core’ course requirement consider introducing greater flexibility to align course selection with students’ interests.
- The program should consider a rotation of teaching assignments for required MA and PhD theory and methodology courses to ensure faculty can avoid overlap in content.
- In order to ensure collaboration between graduate instructors to prevent possible duplication in non-core courses and to ensure overall program goals are met, the program should encourage participation in regular course review as well as review of cross-listed courses.
- Streamline the comprehensive examination process for consistency and to enhance time to completion for doctoral students.
- Opportunities to develop professional skills within the scope of the program would be welcomed by students.

#### Governance and Faculty Resources

- The School should establish a succession plan for administrative positions in the School and confirm what compensation options are available for these positions.
- The School should explore options for ensuring that Glendon’s voice in School governance is strong and the Glendon programs are supported effectively.
- The School should develop a three- to five-year plan to map curriculum and preparation time, supervisory responsibilities and undergraduate student support against faculty resources.
- There should be a hiring plan for a faculty member with expertise in Indigenous Studies.

### **Implementation Plan**

The Principal at Glendon College and the Vice-Dean of Liberal Arts and Professional Studies have provided collegially developed implementation plans that address the recommendations for which each of their offices have oversight.

Many of the recommendations for both the undergraduate and graduate programs (highlighted above in the Opportunities for Enhancement section) concern curriculum development, which is the responsibility of the program. Both the Dean and the Principal noted that many of these recommendations have already been undertaken and in some cases are almost completed. The

Principal at Glendon applauds the School's efforts to enhance communication between faculty members, referring to the "Queering Curriculum & Pedagogy" workshop as an example. The Principal at Glendon notes that staff support for the development of experiential education opportunities is now available to assist the program. Improved website development supports have also been provided by Glendon and are available to help programs enhance their visibility.

The Principal acknowledges the benefits of the suggested French-language Women's Bridging Course; however, budgetary constraints do not permit this endeavor at this time.

Both the Principal and the Vice-Dean applaud the efforts to streamline governance of the School; however, the Vice-Dean of Liberal Arts and Professional Studies notes levels of administrative release for program coordination are governed by the collective agreement between the University and the Faculty Association. At this time the enrolment in Sexuality Studies does not meet the established threshold.

The Dean's Office in Liberal Arts and Professional Studies notes that the desire to hire faculty with indigenous expertise is a priority of the university and the possibility of a cross-appointment in indigenous studies with an emphasis on gender and sexuality is one that should be discussed and which the Dean's Office can facilitate. Other cross-appointments are not in line with the Faculty's current practices; however, Dean's Office welcomes discussion and encourages the School to support outstanding candidates for conversions should these present themselves.

Progress on all initiatives will be included in an 18-month report.

Alice J. Pitt  
Vice-Provost Academic  
York University

## Chemistry, Undergraduate and Graduate Program

### Cyclical Program Review – 2005 - 2013

#### Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: April 18, 2016

#### Program Description

The Department of Chemistry offers the following programs: BSc Chemistry (90 credits), Honours Major BSc Chemistry (standalone, combined with another science Major or combined with a Minor in one of forty subjects), Specialized Honours BSc Chemistry, Specialized Honours BSc Chemistry – Pharmaceutical and Biological Chemistry Stream, and Specialized Honours BSc Biochemistry.

The Graduate Program in Chemistry offers two degrees: MSc and PhD. These programs have been in existence since 1965. The master's program offers a Master's degree by Research Thesis and the possibility of obtaining a Master's Degree by course work. The Master's by course work option is primarily designed for chemists who are working in industry or government and wish to upgrade their chemical expertise and is offered as a part-time program only.

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
BSc	179	478	Hons 19; 90-credit 33
Master's	19	27	7
Doctorate	5	28	9

#### Reviewers appointed by the Vice-Provost Academic:

Dr. John F. Honek, Professor, Department of Chemistry, University of Waterloo

Dr. Dietmar Kennepohl, Professor, Department of Chemistry, Athabasca University

Dr. Michael De Robertis, Professor, York University, Department of Physics and Astronomy

**Site Visit:** June 25 and 26, 2015

The reviewers met with Alice Pitt, Vice-Provost Academic, Barbara Crow, Interim Dean and Associate Dean, Faculty of Science, Professor Janse Van Rensburg. In addition they met with the Chemistry Chair, M. Yousaf, the acting Chair, Don Hastie, the Graduate Program Director, Gino Lavoie and the Undergraduate Program Director, Pierre Potvin. There was an opportunity to meet with Faculty members from the Chemistry Department, graduate and undergraduate students, Research Associates and several staff members and technicians.

The self-study document provided to the reviewers was informed by a student survey, enrolment data provided by the Office of Institutional Planning and Analysis, and a program retreat involving students, faculty, and technical and office staff. Included in the discussion were recommendations from previous program review and progress made towards addressing these recommendations. In addition, the reviewers were provided with an agenda of concerns from the Dean of the Faculty.

**Outcome:** The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due October 31, 2017. The next Cyclical Program Review will begin in September 2021.



## **Strengths:**

The suite of undergraduate programs provides good opportunities for students who wish to pursue various pathways. Many students currently in the graduate program completed the Specialized Honours program at York. Other programs prepare students for further studies in the area of medicine or provide the opportunity to combine chemistry with another field.

Program flexibility at the master's level meets the needs of professional development for those working in industry and government as well as those seeking to build research expertise for advanced study and research careers in government and industry. The PhD program emphasizes development of teaching skills in addition to strong theoretical knowledge and advanced research skills. The "the vast majority of graduate students ... have had published their research as peer-reviewed articles" (self-study), including in high ranking journals.

Graduates are employed in a variety of relevant professional and academic settings or move on to undertake further study, including post-doctoral fellowships.

The MSc (thesis) and the PhD provide laboratory-based activities, are research-intensive, and ensure active supervision throughout the course of study. Learning outcomes, for the most part, are aligned with degree and program expectations and with course requirements and appropriate evaluations.

Faculty members' research interests span a wide area of Chemical Sciences, and all supervise at least one graduate student. The review committee report found "strong evidence of novel discovery" as well as evidence of a "strong research output by faculty" based on grants, publications and patent applications.

Laboratory facilities are extensive and well-equipped for a variety of research activities.

## **Opportunities for Enhancement:**

The self-studies for the graduate and undergraduate programs and the review committee report identified opportunities for enhancement that were highly aligned. The review committee report provided a fulsome discussion of all aspects of the programs and the 'life of the Department' with observations and suggestions. A summary of recommendations for all programs was organized into four categories with several recommendations in each category. The overarching structure is reproduced below along with selected recommendations:

1. Enhancing the student experience:
  - a. Encourage social activities to build a sense of community
  - b. Guide and improve TA performance
  - c. Increase student opportunities for professional development and soft skills
2. Enhancing teaching and learning:
  - a. Consider hiring two alternate stream faculty members
  - b. Increase employment of learning outcomes (program and course)
3. Enrolment/Recruitment
  - a. Actively market chemistry programs
  - b. Increase retention
4. Other initiatives:
  - a. Expand use of co-op
  - b. Bring in alumni to provide career information
  - c. Combine cyclical review with CSC accreditation and add Biochemistry to accreditation roster

The review committee report encouraged increasing the co-op opportunities for students, and elaborated on recommendations 4 (b) and (c) to suggest that the department take steps to accredit (or reaccredit) its programs with the Canadian Society for Chemistry and explore opportunities to collaborate with the Association of the Chemical Profession of Ontario in order to take advantage of professional development opportunities. Increasing the opportunities for professional development was identified in the self-study as a priority for the programs.

The self-study pointed out that students are provided office space near their supervisors; however, common space for graduate students is very limited. In addition, students expressed interest in more training on instrument use and opportunities to contribute to development of laboratory experiments.

## **Implementation Plan**

The programs provided detailed discussion of each recommendation, including those not highlighted in this Final Assessment Report, commented on activities already underway, and identified appropriate resources within the university and beyond to support initiatives. The decanal implementation plan endorsed the programs' own plans and asked that future activities be "purposely articulated and, where appropriate, include clear, measurable outcomes." In response to the review committee's observation that numerous recommendations were identified in the self-studies for enhancement (particularly in the undergraduate self-study) but left unprioritized, making it difficult to see what direction might be taken, the programs noted that the imminent development of a Faculty strategic Plan would provide a sharpened sense of priorities and directions.

The decanal plan, which combines the departmental objectives, further identified responsible agents for each recommendation, the source for resources and a timeline. In particular, the decanal plan specifies several recommendations that require resources from the Dean's Office.

For example, the plan notes that a search is underway for one Alternate Stream appointment and that a second position will be included in the complement plan. In addition to efforts undertaken to recruit graduate students, the decanal plan commits to unspecified resources and the support of the dean's office (science recruitment officer, communications manager) in a redoubled effort to attract domestic undergraduate students. The plan specifies Bethune College as a partner for retention efforts as well as establishment of a plan with Departmental objectives and measurable outcomes as a necessary next step to be rolled out for 2016-2019.

Progress on all initiatives will be included in an 18-month report. In addition to the review committee's recommendations on enhanced employment of learning outcomes, this final assessment report notes that the graduate program outcomes in relation to category 6 of the Program Expectations (Awareness of the Limits of Knowledge) have not yet been satisfactorily articulated.

Alice J. Pitt, Vice-Provost Academic  
York University



**Art History (MA) and Art History and Visual Culture (PhD)**

**School of Arts, Media, Performance and Design**

**Cyclical Program Review – 2007 - 2013**

**Final Assessment Report and Implementation Plan**

**Reported to Joint-Committee on Quality Assurance: April 18, 2016**

**Program description**

There are two core graduate degree programs (MA and PhD) in Art History at York University. The MA in Art History was established in 1980 with an optional and concurrent Diploma in Curatorial Studies added in 2003. The MA is a 5 term, two year course of study comprising coursework and a Major Research Paper. The PhD in Art History and Visual Culture accepted its first students in 2008. The fields of study in the doctoral program are: Modern and Contemporary Art, Architectural Studies, Canadian and Aboriginal Art, Curatorial and Museological Studies.

In January 1999, the joint degree program MA (Art History)/MBA (Arts & Media Administration) was introduced. It allows students to earn both degrees after a three-year course of study. Graduates of this highly challenging program follow career paths in which knowledge of the arts, management, and business are required. This option is available for qualified students in all the graduate programs in Fine Arts.

Program	Accepts 2013	Enrolment FTES 2013	Degrees Awarded 2013
MA	11	22	12
PhD	3	12	

**Reviewers appointed by the Vice-Provost Academic:**

Denise Blake Oleksijczuk, Associate Professor, Art and Culture Studies, School for the Contemporary Arts, Simon Fraser University

Mark A. Cheetham, FRSC, Professor, Department of the History of Art, University of Toronto

Markus Reisenleitner, Graduate Program Director, Department of Humanities, York University

**Site Visit:** November 24, 2014

The Site visit included meetings with the Vice-Provost Academic, the Dean and Associate Dean of the School of Arts, Media, Performance and Design, the Dean of Graduate Studies, the Chair of the Department of Visual Art and Art History, faculty members, graduate students and staff, including the librarian.

**Outcome:**

The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. The Dean of the School of Arts, Media, Performance and Design is responsible for implementing recommendations as per the Decanal Implementation Plan. Follow-up report due November 2017. The next Cyclical Program Review will begin in Fall 2019 and will align with the undergraduate program.

**Program Strengths:**

York’s graduate programs in Art History and Visual Culture are distinctive for their strong ties with art institutions in Toronto. In addition to adjunct professors who work at the most



prestigious institutions in Toronto, placements at galleries and museums help students create professional networks before they graduate. The curriculum is at the forefront of disciplinary questions and concerns in art history and curatorial practice. The library holdings for graduate students in the MA, MBA and PhD programs are excellent. The special collection of Canadian and international artist books is a valuable research archive for these programs. Professional Development is one of the strongest features of the MA and PhD programs and several students reported that they came to York because of the special combination and integration of practical experience and academic study. Such EE internships are well planned and matched to the students' interests and academic needs.

### **Opportunities for Program improvement (selected)**

The Goldfarb Centre is an extremely important facility for graduate students of art history at York University, but is underutilized. Increased hours for the Goldfarb and other exhibition space would enhance the program's emphasis on offering its students opportunities for hands-on learning, particularly for students taking the Curatorial Diploma. Stronger links between the graduate programs in Art History and Visual Culture and the Art Gallery of York University would benefit faculty members who seek exhibition space and students looking for hands on experience. The review committee recommends the streamlining of fields over the longer term to build on strengths in Canadian, Indigenous, Museum/Curatorial, 19th- & 20th-C modern & contemporary art, and the retention and if possible augmentation the faculty complement in these areas especially.

### **Decanal Implementation Plan (selected):**

The Chair of the Department, in conjunction with the Dean, will keep the need for a specialist in indigenous art and visual culture at the forefront of complement planning. The Graduate Program Director and Associate Dean Students will work closely with the Art Gallery (AGYU) and the Goldfarb Centre to facilitate student opportunities. The Graduate Program Director will review the supervisory capacity for doctoral students and will participate in school-wide discussions on this matter. All of these initiatives will be addressed within the 2016-2017 year.

### **Executive Summary**

York's graduate programs in Art History and Visual Culture are distinctive for their strong ties with art institutions in Toronto. In addition to adjunct professors who work at the most prestigious institutions in Toronto, students placements at galleries and museums help them to create professional networks before they graduate. Strengthening the links between the graduate programs and the Art Gallery of York University would benefit both faculty members and students. The Dean's Implementation Plan has a focus on complement planning and discussions with the York University gallery spaces at York University to facilitate student and faculty opportunities.

Alice J. Pitt, Vice-Provost Academic

**Master in Public and International Affairs/ Maîtrise, affaires publiques et internationales (MPIA) , Glendon**

**Cyclical Program Review – 2005 - 2013**

**Final Assessment Report and Implementation Plan**

**Reported to Joint-Committee on Quality Assurance:** April 18, 2016

**Program Description**

The MPIA is the flagship component of the Glendon School of Public and International Affairs (GSPIA). It offers a bilingual 2-year education that prepares students for leadership roles in public and international affairs. Students are encouraged to participate in the various internationalization activities, including the opportunity to complete a dual credential with the University of Strasbourg in France.

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
Master's	25	42	19

**Reviewers appointed by the Vice-Provost Academic:**

Dr. Kathy L. Brock, Professor, School of Policy Studies, Queen's University, Kingston, Ontario  
 Dr. Pierre Pahlavi, Directeur, Centre des études, Programs in Public Administration sur la sécurité nationale, Professeur agrégé, Collège des Forces canadiennes, Défense nationale, Toronto, Ontario  
 Dr. Michaela Hynie, Associate Professor, Psychology, Faculty of Health, York University

**Site Visit:** October 22 and 23, 2015

The reviewers met with Alice Pitt, Vice-Provost Academic, Fahimul Quadir, Acting AVP/Dean Graduate, Donald Ipperciel, Principal, Glendon College, Mario Roy, Associate Principal Academic, Glendon College, Christina Clark-Kazak Associate Principal, Research and Graduate Studies, Glendon College, Roberto Perin, Graduate Program Director, Ken McRoberts, Director, School of Public and International Affairs at Glendon College, Dany Savard, Frost Librarian, faculty members in the program, the graduate program assistant and with students in the program.

**Outcome:** The Joint-Committee on Quality Assurance concluded that the Principal's Implementation Plan adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due October 31, 2017. The next Cyclical Program Review will begin in Fall 2021.

**Strengths:**

- The high quality of the program is evident in its clear commitment to full bilingualism, the clarity of its mission, and the collective commitment to excellence.
- Students benefit greatly from practical experience through summer internship with governmental or non-governmental organizations as well as through participation in various internationalization activities.
- Student assessment methods are strong, blending higher level academic skills with solid practical skills; in particular, the Capstone Seminar that uses the Memorandum



- to Cabinet exercise as a learning and assessment tool is excellent.
- A mandatory paid internship and high placement rate for graduates of the program are significant strengths of the program.
- The MPIA courses have been mapped against the Degree Level Expectations and Program Learning Outcomes.
- The MPIA offers a dual credential program with the University of Strasbourg in France and the dual credential with Laval University was approved by the York University Senate in March 2016.

**Opportunities for Enhancement:**

- A dedicated course covering two areas of increasing importance, Ethics and Data Analytics, should be considered.
- A short “bootcamp” for students prior to the start of the program, with the objective of familiarizing student with the terminology necessary for public administration and the expected proficiency in French and English, would enhance student experience.
- Course offerings in the evenings, on weekends and online should be expanded.
- Some one-day field trips could be integrated into the program (for example, to Queen’s Park, City Hall, Aboriginal sites) to great effect.
- It is important to ensure that the position of the Public-Servant-in-Residence is filled each year and to consider opportunities to engage more practitioners in the program.
- Faculty and student space is in need of improvement.

**Principals’ Implementation Plan (Selected)**

The Principal’s Implementation Plan includes measures to address key areas for enhancement identified by the reviewers and by the program by Fall 2017. Priority items include:

- Finalization of approvals for a dual degree option with the Universite de Laval that builds upon the existing exchange option (approved the York University Senate in March 2016);
- Increased exchange opportunities and participation;
- Improved experiential options for students (practitioner in residence; field trips, clearer information for students regarding internship);
- Consideration of curricular enhancements and varied course delivery options; and
- Development of clear Degree Level Expectations that map the student learning outcomes against the curriculum at Glendon as well as Strasbourg (completed February 2016) and proposed new dual degree option with Laval (completed prior to March 2016).

The follow-up report which will be due in October 2017 will provide a report on completed items and a status update on those that are ongoing.

Alice J. Pitt, Vice-Provost Academic  
York University

**School of Administrative Studies, 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: April 18, 2016**

**Program Description**

The School of Administrative Studies offers three undergraduate programs:

Bachelor of Administrative Studies (BAS), 90 credit and Specialized Honours  
 Bachelor of Disaster and Emergency Management (BDEM), Specialized Honours  
 Business Minor for non-business students

The School also offers a wide range of professional certificates that can be taken alongside a degree or as a standalone program.

Note: Undergraduate and Graduate Programs in Disaster and Emergency Management underwent a separate cyclical program review in 2014-2015; the Master in Financial Accountability will undergo its review beginning in September 2017.

Program	Accepts 2013	Enrolment FTES 2013	Degrees Awarded 2013
BAS	1081	3091	BAS (Hons) 425, BA (90 Credit) 301
Certificates			90

**Reviewers appointed by the Vice-Provost Academic:**

Noreen R. Sharpe, Senior Associate Dean, Director of Undergraduate Programs, McDonough School of Business, Georgetown University, Washington, DC  
 Brenda Spotton-Visano, University Professor, Department of Economics, York University

**Site Visit:** April 7, 2015

The reviewers met with Alice Pitt, Vice-Provost Academic, the Vice-Dean of the Faculty of Liberal Arts and Professional Studies, the Director of the School of Administrative Studies, the Undergraduate Program Director of the Administrative Studies and with the university librarian. There were also meetings with Faculty members, students and administrative staff in the School.

**Outcome:** The Joint-Committee on Quality Assurance concluded that the Dean’s Implementation Plan, developed with input from the faculty of the School of Administrative Studies, responds adequately to the review recommendations. Progress on the recommendations will be included in the Follow-up Report which is due 12 months from now, on April 30, 2017.

The next Cyclical Program Review will begin in September 2022 and will incorporate a review of the undergraduate and graduate Emergency Management programs and the Master of Financial Accountability that are offered under the auspices of the School.



**Strengths:**

- The School of Administrative Studies is committed to meeting the diverse needs of traditional, mature, part-time, evening and online students seeking management education with flexibility.
- Program learning objectives have been elaborated and courses and assessment methods have been mapped against these objectives.
- Students are able to focus their studies in a variety of business related areas including Accounting; Audit, Management, Information Systems & Income Tax Law; Finance; Management; Management Science and Marketing.
- Faculty and students work with the Institute of Chartered Accountants of Ontario to hold Income Tax Clinics during March for low-income taxpayers residing in the community surrounding York, including many new immigrants to Canada.

**Opportunities for Enhancement:**

- Pan university working group to discuss business education and the role of relevant Faculties, programs and campuses offering or wishing to offer business-related programs would ensure the School's distinctiveness and enhance marketing efforts.
- Reduction of the number of credits required for a major in Administrative Studies would clarify the curriculum and improve student experience.
- Consideration should be given to changing the name of the degree to Bachelor of Commerce in order to clarify the offerings for students as well as employers.
- Tracking of alumni and graduate placements should be improved.
- Exploration of ways to ensure that faculty complement is suitable for enrolments in the program would enhance the quality of the program and student experience.

**Dean's Implementation Plan (Selected)**

The Dean's Implementation Plan was developed in consultation with faculty members of the School of Administrative Studies and focusses on the recommendations in the reviewer's report that were feasible, provides a tentative schedule and identifies roles and responsibilities for leading and supporting change initiatives outlined in a comprehensive spreadsheet. Priority will be given to the following recommendations:

- The Plan supports establishment of a pan university working group on business education.
- The Dean supports a change the name of the degree from Bachelor of Administrative Studies (BAS) to Bachelor of Commerce (BCom). A proposal for this change has been drafted as of March 2016.
- The Dean will facilitate discussion regarding lightening the credit weighting of the major in Administrative Studies.
- The Dean will facilitate discussions regarding teaching assignments in appropriate graduate programs and to streamline hiring processes for contractual teaching assignments.
- The Dean's Office will facilitate and direct resources to the improvement of advising and to the enhancement of math support for SAS students.
- Work on the faculty-wide initiative to track alumni (in cooperation with the Office of Advancement) will continue as a pan-Faculty priority.

Alice J. Pitt

Vice-Provost Academic

York University

**Translation Studies/Traduction, BA and IBA**

**Translation Studies/Traduction, MA**

**Glendon**

**Cyclical Program Review**

**Cyclical Program Review – 2004 – 2014 (graduate program); 2008-2014 (undergraduate program)**

**Final Assessment Report and Implementation Plan**

**Reported to Joint-Committee on Quality Assurance: April 18, 2016**

**Program description:**

Glendon College is the bilingual faculty of York University and the only institution in Southern Ontario offering bilingual university programs.

The following undergraduate options are available in the School of Translation:

- Honours BA in Translation (two streams, one English to French, one French to English) – 120 credits (launched in 1979);
- Accelerated Honours BA in Translation for holders of a previous degree (two streams) – 60 credits (launched in 2006). A new Accelerated BA in Spanish-English translation was approved in 2013-2014 for implementation in 2014-2015;
- Honours iBA in Translation (bilingual or trilingual) – 120 credits (launched in 2010-2011).
- Certificate in Technical and Professional Communication – 18 credits (launched in 1987-1988);
- Qualifying Program for admission to the MA in Translation Studies) – 18 credits (launched in 1987-1988). This pre-graduate program is designed for applicants who do not hold an undergraduate degree in Translation. Three options are available: Option 1: English-French; Option 2: English-Spanish; Option 3: English and a language other than French or Spanish.

The MA in Translation Studies was established in 1991. It is a two-year program aimed at enhancing students' knowledge of the role of translation in society, allowing them to undertake research in translation-related areas, and expanding their experience and expertise as translators in specialized fields.

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
BA/iBA	18	74	BA Hon: 16; Certificate: 5
MA	13	16	BA Hon: 14; BA 7

**Reviewers appointed by the Vice-Provost Academic:**

Yves Gambier, professeur émérite, Turun Yliopisto/Université de Turku, Département de langues et de traduction, Turku (Finlande)

Matthieu LeBlanc, professeur agrégé et directeur, Département de traduction et des langues, Université de Moncton, Moncton

Alejandro Zamora, professeur agrégé, Department of Spanish (Hispanic Studies), Glendon College, York University, Toronto



**Site Visit:** September 28, 2015

The reviewers met with Alice Pitt, Vice-Provost, Academic, Fahim Qadir, Associate Dean Graduate Studies, Donald Ipperciel, Principal of Glendon College, Lyse Hébert, director, School of Translation, María Constanza Guzmán, graduate program director (MATS), Candace Séguinot, coordinator, Certificate in Technical and Professional Communication, Dany Savard, librarian, faculty members teaching in the undergraduate and graduate programs, students in both undergraduate and graduate programs and administrative staff.

**Outcome:** The Joint-Committee on Quality Assurance concluded that the Principal's Implementation plan adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due October 31, 2017. The next Cyclical Program Review will commence in the Fall of 2022.

### **Program Strengths**

- Dynamic academic leadership within the School ensures strong collegial governance and an excellent student experience.
- Programs are responsive to societal and student needs (the accelerated program for students with a degree in a different subject area is an example).
- The Certificate in Technical and Professional Communication offers important skills for graduates of a variety of programs and reflects Glendon's distinctive mandate.
- Students are attracted by the bilingual environment of the Glendon campus, and these programs are central to nurturing this environment.
- Online and blended courses are increasing, an option embraced by faculty and students alike
- The program's consideration of adding courses or other opportunities for students to learn about computer assisted translation (CAT) is evidence of the programs' commitment to cutting edge offerings.
- Undergraduate level courses offered in the School of Translation have been mapped against the program level learning outcomes. Assessment criteria are explicit and clear but can also take into consideration individual needs and strengths.
- Graduate level courses have been mapped against the graduate program learning expectations.

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

Undergraduate Program:

- The opportunities and challenges of having students interested in research as well as those attracted by the professional nature of the program should be more fully considered.
- Online and blended course offerings as well experiential education opportunities should continue to be increased. More attention should be given to providing support for the development of French language skills of students, both Anglophone and allophone; better coordination with the French Department's language courses should be explored.
- Placements of both undergraduate and graduate students should be tracked.
- Direct entry to the Translation Studies program (instead of delayed entry) should be implemented.
- The proposed BA in Communications should be aligned with School, College and University priorities.

Graduate Program:

- Linkages between the BA and the MA should be improved as a way to increase student pathways to the graduate program.
- The time to completion rates for the graduate program need to be improved.



- The existing list of courses should be reviewed and pared back to include only those that can be offered every year. Assessment methods in graduate courses should be expanded.
- Ways to increase collaboration between faculty members and to improve research output of faculty should be explored.

### **Decanal (Principal's) Implementation Plan (selected)**

The Principal's Implementation Plan provided a fulsome response to the recommendations and identified the office or unit in the University best positioned to advance.

The School of Translation has primary responsibility for the largest share of the recommendations; most have already been given consideration. For example, the proposal for a new Communications major within the School of Translation is in the development and consultation stage. Curriculum, assessment, technology, and course delivery recommendations are being considered and enhancements refined. Much of this will be ongoing work. The proposal for a direct entry option to the undergraduate program goes before the York University Senate in the Winter term. The Principal is responsible advancing plans for faculty complement renewal with the Provost and is aware of the need to replace retiring faculty.

Alice J Pitt  
Vice-Provost Academic



**Disaster and Emergency Management, BDEM, MDEM**

**School of Administrative Studies, Faculty of Liberal Arts and Professional Studies**

**Cyclical Program Review – 2007 - 2014**

**Final Assessment Report and Implementation Plan**

**Reported to Joint-Committee on Quality Assurance: April 18, 2016**

**Program Description**

The Undergraduate Certificate was established in 2005. The Master of Disaster and Emergency Management was launched in 2007 and in 2010 Bachelor of Disaster and Emergency Management (BDEM) degree, with various options, was established and is broadly conceptualized into three areas of study: 1) disaster and emergency management, 2) management, and 3) interdisciplinary studies.

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
BDEM	22	69	Hons 7; 90-credit 9; Certificate 11
MDEM	27	27	29

**Reviewers appointed by the Vice-Provost Academic:**

Jane Kushma, Ph.D., Professor, Department of Emergency Management, Jacksonville State University, Alabama

Joanne Nigg, Ph.D., Professor Emerita, Sociology and Graduate Program in Disaster Science and Management, University of Delaware,

Gabriella Colussi Arthur, Ph.D., Italian Studies, Department of Languages, Literatures and Linguistics, York University

**Site Visit:** October 26 and 27, 2015

The Reviewers met with Vice-Provost Academic, Alice Pitt, Dean/AVP Graduate, Barbara Crow, Vice-Dean, Kim Michasiw, School of Administrative Studies Director, Peggy Ng, Graduate Program Director, Niru Nirupama, Undergraduate Program Director, Marcela Porporato, and the Coordinator for BDEM, Ali Asgary. In addition they met with the incoming Graduate Program Director, David Etkin. The reviewers had an opportunity to meet with the faculty members and part-time faculty members, university librarians, students from the certificate and undergraduate programs as well as graduate students. Visits to administrative offices, program offices, a computer lab, and classrooms were included in the itinerary for the two days.

**Outcome:**

The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due October 31, 2017. The next Cyclical Program Review will begin in the Fall of 2022 and be aligned with the other management programs offered by the School of Administrative Studies.



**Strengths:**

- The academic programs emphasize interdisciplinarity, experiential learning, innovation, and applied research to meet the critical needs of the rapidly evolving profession of DEM.
- The programs also play a very important service role by promoting disaster risk reduction and the application of evidence-based policies and practices in the process.
- The external review report noted that *“Top-notch support and resources are available from the York University Libraries.”*
- The undergraduate program delivery is augmented by part-time faculty members who are highly regarded and experienced practitioners, which not only lends credibility to the program in terms of its relevance but also helps students to better identify with the profession.
- A unique feature of the graduate program is the requirement for students to participate in an “overnight, annual, mandatory, and hands-on emergency exercise,” permitting faculty to assess emergency management competencies and the acquisition of skills, and provide informal feedback to students.
- Faculty members have included students in a wide variety of research and professional activities and can boast of numerous publications co-authored with students.

**Opportunities for Enhancement:**

- The existing curriculum should be examined with respect to student engagement (e.g., more summer offerings, first year course for undergraduates), curricular gaps and/or duplication, and pedagogical approaches. In the undergraduate program the flexibility and student choice to customize individual degree plans is laudable, but requires careful academic advising.
- The enrolment and registration process for students is hampered by the fact that BDEM courses are not listed separately but fall under the heading of ADMS. A separate rubric for DEM courses would help this situation.
- Given the overlap of courses in the three areas of study in the undergraduate program, the framework and design of the program should be revisited and core requirements reassessed with attention to greater specification of learning outcomes and assessment strategies.
- In the graduate program there is potential for overlap in the core courses. A review of the conceptual framework for the design of the program will determine whether core requirements are adequate to assure consistent achievement of learning outcomes, or whether additional core courses might be indicated. In addition processes associated with MRP supervision and review/acceptance should be revamped.
- A review of the governance and administrative support of the program should be undertaken to ensure pursue important strategic partnerships and collaborations on a university-wide basis and beyond.
- Ways to create a greater sense of community and more active engagement within the program, as well as with the broader university community, should be explored.

**Dean’s Implementation Plan (selected):**

- A comprehensive curriculum review of the undergraduate, including core courses, will be undertaken by the Department, with a focus on articulating clear domains of practice, essential disciplinary knowledge bases, and core knowledge requirements.
- The Department will establish clear documentation of how students will be introduced to the learning outcomes for the program, how these outcomes will be assessed and a clear articulation of how degree level expectations and student-learning outcomes have been articulated in the new curriculum.
- The Department should ensure there is more practice based material in particular subject areas (such as an emergency preparedness course) and strengthening connection to the practitioner and stakeholder community.
- Measures to eliminate student challenges with enrolment and registration are already underway,

including the establishment of a rubric for DEM and careful consideration of access to courses aligned with the program.

<b>Action</b>	<b>First Responsibility</b>	<b>Final Responsibility</b>	<b>Timeline</b>
Course Rubric Change	Department	Department	September 2016
CAS Filtering	Department	Department	September 2016
Math Requirement	Department	Department	September 2016
Curriculum Review and Revival	Department working with the Teaching Commons	Department with Review by the Dean's office	Significant Progress by the 18-month review
Development of "practice-based" material/stronger connection to the stakeholder community	Department working with Stakeholders	Department in consultation with the Dean's office	September 2017

- At the graduate level, the curriculum will reviewed and consideration given to core and capstone courses, as well as intentional service learning and practical experience.
- The Dean's Office, along with the Program, will consider the administrative structure of the Disaster and Emergency Management programs, with careful consideration of both the resource implications and the profile of the program in the York University context.

<b>Action</b>	<b>First Responsibility</b>	<b>Final Responsibility</b>	<b>Timeline</b>
Develop a core course and capstone course	Graduate Program	Department in consultation with the Dean's office re: resources	September 2017
Develop more "practice" based graduate curriculum	Graduate Program	Department in consultation with the Dean's office re: resources	September 2017
Doctoral Degree	Graduate Program	Dean's office review of proposal	September 2018 (if at all)

Alice J. Pitt  
 Vice-Provost Academic  
 York University

**LLM (Research) and PhD, Law, Osgoode Hall Law School**

**Cyclical Program Review – 2006 - 2014**

**Final Assessment Report and Implementation Plan**

**Reported to Joint-Committee on Quality Assurance: April 18, 2016**

**Program description:**

Osgoode Hall Law School offers an LLM (Research) and PhD program, as well as a professional stream of the LLM. The report is focused on the graduate research programs; the professional programs underwent a review in 2013.

The LLM offers two streams, a research-intensive stream which requires a thesis and a course-based stream which culminates in a Major Research Paper (MRP).

Program	New Registrations (heads) 2014	Enrolment FTES 2014	Degrees Awarded 2014
LLM	7 (17 in 2013)	19	14
PhD	18	33	8

**Reviewers appointed by Vice Provost Academic:**

Jean-François Gaudreault-Desbiens, Professor and Associate Dean Research, Faculty of Law, Université de Montréal

Nathalie Des Rosiers, Dean and Full Professor, Faculty of Law, University of Ottawa

Miriam Smith, Professor, Department of Social Science, York University

**Site Visit:** March 30, 2015

The reviewers spent one day at York University where they met with key administrative personnel, including Alice Pitt, Vice-Provost Academic, Barbara Crow, the Dean of Graduate Studies, Lorne Sossin, the Dean of Osgoode Hall Law School and the Graduate Program Director. In addition to meeting with the Librarian and Director of Graduate Studies Operations, there were two opportunities to meet with students.

**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 31, 2017.

The next Cyclical Program Review will be in Fall 2021 and will coincide with the Cyclical Program Review for the JD and the LLM Professional program.

**Program Strengths:**

- Critical interdisciplinary research is a Osgoode Hall Law School’s strong reputation and the ability of graduates from the doctoral program to attain academic positions is due, in part, to focused training and support at the law



school.

- Students benefit from regularly organized scientific events on campus and funding to attend conferences.
- Students commend the strength and diversity of the faculty. The Graduate Seminar in Legal Research and the Study Groups are particularly appreciated by students.
- Osgoode Hall Law School's new building provides adequate space for its graduate students and the Library is considered a place of pride for the Osgoode community.

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

- Osgoode's strong international reputation is at risk due to the inability to fund international students.
- In addition, there needs to be clarity about the role of the doctoral program and its relationship to the professional practice of law for international students who attend. These graduate programs are not a route to the Bar. Clarity about the differences between the LLM Research and LLM Professional need to be made clear in communications about the program, particularly for international students.
- Interdisciplinary studies are a strength; however, academic positions require teaching of introductory courses in positive law; clarity about employment paths for students in graduate programs should be enhanced.
- Supervision of doctoral students could be enhanced, both from the student perspective of adequate feedback at significant junctures in the program and from the perspective of faculty who sometimes take on additional supervision to compensate for others less involved in supervisory activities.
- Requirements for doctoral students need to be clearer in terms of requirements leading up to the dissertation and consideration of alternatives to the dissertation could be explored, such as a collection of articles with an introduction.
- Funding structures that support the highly diverse student body in law and those that have a "sinuous" path to completion of their studies should be explored.
- For students who will not pursue academic careers (60%), more career development support should be provided. An opportunity to be explored is enhanced linkages with the Osgoode Research Centres.
- Students note that student services at Osgoode tend to be JD-centric and there needs to be further clarity about services provided by the Office of Graduate Studies and service providers at Osgoode.

**Decanal Implementation Plan (selected)**

The Dean's Implementation Plan comments on each of the recommendations in the Reviewers report. Recommendations that focus on career development of graduate students will be acted on through better support in the Career Centre and through regular workshops that begin in Fall 2015. Also in 2015 exploration of how to better integrate graduate students into activities of the research centres will begin. Information for prospective students will better clarify the role of graduate education.

Funding, in particular for international students, has been identified as a challenge, and Osgoode will take this up in university-wide discussions about graduate student funding at York University.

The Graduate Program in Law will consider how best to enhance the student experience around dissertation proposals, dissertations, a portfolio option and other recommendations related to degree completion in a timely manner, including supervision.

## Summary

Osgoode Hall Law School has a strong reputation both nationally and internationally as a result of graduate students who go on to academic careers and those who work in public policy and other pursuits. Graduate students benefit from a strong and diverse faculty and student engagement is enhanced by a new building with a Library that is considered to be a “place of pride”. The innovative interdisciplinary nature of the graduate programs is a strength and needs to be clearly articulated to prospective students who may be expecting to move to a professional practice of law. Graduate student funding options are being explored that will support all students as they move through their programs, including international students. Enhanced linkages with Osgoode’s many research centres, as well as focused career development support, will ensure students not pursuing academic careers have the skills to pursue professional lives in public policy, public affairs and other diverse areas.

Alice J Pitt, Vice-Provost Academic  
York University





# York University Endowment Fund

## **Annual Investment Report to the Board of Governors**

For Year Ended December 31, 2015

Board Investment Committee, May 30, 2016

Board of Governors, June 28, 2016



## **York University Endowment Fund**

### **Annual Investment Report**

**For Year Ended December 31, 2015**

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 provided by University and government programs. University-designated endowments held for support of specific priorities are invested alongside donor-endowed assets. Annual distributions are generated by the Fund investments 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 invested passively to track an index.

#### **The Fund in Review - 2015**

The market value of the Fund as at December 31, 2015 was \$410.7 million, a decrease of \$23.4 million relative to the December 31, 2014 valuation of \$434.1 million. The decrease in 2015 was the net effect from combined inflows, outflows and appreciation. Inflows of \$7.3 million in contributed capital plus income and appreciation of \$23.9 million increased the value of the fund. Investment expenses of \$3.0 million together with University withdrawals of \$13.1 million in regular distributions, \$3.5 million of other distributions and \$35.0 million representing Board-restricted capital decreased the value of the fund.

The combined outflows to the University of \$51.6 million amounted to over 10% of Fund assets, and in magnitude considerably exceeded past years' withdrawals. One quarter of this amount was to fund the regular annual spending for endowment beneficiaries. Three-quarters of the amount withdrawn was for extraordinary purposes, representing repatriation of the University-designated investment of the proceeds of sale in 2004 from the Southlands properties. These proceeds had been invested to accommodate future University priorities and including capital appreciation have been allocated to support specific capital projects, including construction of the new Engineering Building.

Distributions to support endowment beneficiaries form the greatest part of the withdrawals. Over the past four years, cumulatively \$50 million has been removed from the endowment and directed specifically to the purposes established by the University's donors.

The Fund one-year rate of return as of December 31, 2015 was 4.98% compared to 9.70% as of December 31, 2014. The Fund performance for 2015 fell short of the benchmark one-year rate of return of 7.11% by 2.13%.

The Fund four-year rate of return as of December 31, 2015 of 11.03% marginally trailed the annualized benchmark performance for the same period of 11.74% by 0.71%.

Major equity markets during 2015 fell heavily in third quarter but wrapped up sufficiently sanguine with a return of 18.9% as measured in Canadian dollar terms by key indicator, MSCI World Index (excludes emerging markets). The return was dominated by the strong US markets (S&P 500, 21.6%), followed by developed non-North American markets (MSCI EAFE, 19.0%), emerging markets (MSCI EM, 2.0%) and, lastly, in negative territory, Canadian equities (S&P/TSX, -8.3%).

US dollar appreciation continued during 2015, rising by 3.6% relative to the Canadian dollar. Oil prices hit extreme lows, surprising markets and heavily impacting Canada and other petro-dominated countries.

Global fixed income markets took a turn when the US raised its benchmark rate late in the year. Other major central banks mainly held rates low but steady and consequently returns from fixed income were generally in low positive territory. The broad Canadian bond market measured by FTSE TMX Universe Bond Index returned 3.5%.

During 2015, the Fund return of 5.0% was an effect of its asset allocation (benchmark 7.1%). The 2.1% performance shortfall was a function of the underperformance of one equity portfolio, whereas all other portfolios combined contributed positively against the composite benchmark. In terms of asset mix, the Policy overweight to emerging markets equity was a significant dampener to return while the global equity portfolio underweight in the US had the further effect of lowering prospective return during a period dominated by US equities.

The currency hedging strategy, while strategically much reduced in size and impact in late 2014, continued to temper results in 2015 as hedging of the US during a period of declining Canadian dollar subtracted 1.7% from total fund return.

Direct expenses charged to the Fund for investment management, custody, performance measurement and consulting in 2015 were \$2.4 million, a total expense ratio of 0.57%. Expenses were down slightly from the prior year expensed amount of \$2.7 million and ratio of 0.66%.

The balance of this Report reviews the investments, asset mix and manager allocations. Performance of the Fund to December 31, 2015 is reviewed in absolute, relative and comparative terms. The Investment Committee's activities conducted during calendar 2015 are summarized in the final section.

## **Asset Mix**

The Policy asset mix (Figure 1) effective throughout 2015, states the asset class weights set out in the Statement of Investment Policies and Procedures. Target weights are adjusted in accordance with the phase in period of Real Estate.

**Figure 1**

**Policy Asset Mix - 2015**

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

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 Fund's actual asset mix compared to the Policy target weights effective throughout 2015, including currency overlay, as at December 31, 2015, is shown in Figure 2.

**Figure 2**

**Actual Versus Target Asset Class Weights - December 31, 2015**

<u>Asset Class</u>	<u>Market Value (\$Mil)</u>		<u>Actual Weight</u>		<u>Target Weight</u>		<u>Over/Under</u>	
<b>Equities</b>								
Canadian	\$	63.0	15%		15%		0%	
US Small/Mid Cap		89.9	22%		20%		2%	
Global		86.5	21%		25%		-4%	
Emerging Markets		<u>37.4</u>	<u>9%</u>	<b>67%</b>	<u>10%</u>	<b>70%</b>	<u>-1%</u>	<b>-3%</b>
<b>Real Assets</b>								
Canadian Real Estate		2.6	1%	<b>1%</b>	0%	<b>0%</b>	1%	<b>1%</b>
<b>Fixed Income</b>								
Canadian Universe Bonds		39.9	10%		10%		0%	
Canadian Short Term Bonds		40.4	10%		10%		0%	
Global High Yield Bonds		47.0	11%		10%		1%	
Short-Term Investments		<u>5.3</u>	<u>1%</u>	<b>32%</b>	<u>0%</u>	<b>30%</b>	<u>1%</u>	<b>2%</b>
<b>Currency Hedge</b>								
		(1.3)	0%	<u>0%</u>	0%	<u>0%</u>	0%	<b>0%</b>
		<u>\$ 410.7</u>		<u>100%</u>		<u>100%</u>		

Asset class weights are permitted to vary within a range of +/- 5% of the target weights and are rebalanced periodically back to the target. The allocation in 2014 to Canadian direct real estate is accorded a 0% weight in the composite benchmark which shall be the case until the allocation reaches a meaningful level (5%), a function of manager capital calls.

The University has engaged eight investment managers to manage ten specialty investment mandates including an allocation to handle operating liquidity held in a short term investment fund. The managers have been selected to provide specific investment expertise. A specialty mandate is established for each that describes the asset class, investment objectives, constraints, and performance benchmark for that portfolio. The managers, their mandates, market values and fund weights are shown in Figure 3. The currency hedge applies to 50% of the USD exposure contained in the high yield bonds class. The passive overlay is composed of liquid three-month foreign exchange forward contracts and reported on a marked-to-market basis.

**Figure 3**

**Specialty Mandates and Asset Allocations - December 31, 2015**

<u>Investment Manager</u>	<u>Mandate</u>	<u>Market Value (\$ Mil)</u>	<u>Weight</u>
<b>Equities</b>			
Foyston, Gordon & Payne	Canadian	28.0	6.8%
Mawer	Canadian	35.0	8.5%
Westwood	US Small/Mid Cap	89.9	21.9%
Aberdeen	Global	86.5	21.1%
Aberdeen	Emerging Markets	37.4	9.1%
<b>Real Assets</b>			
Bentall Kennedy	Canadian Real Estate	2.6	0.6%
<b>Fixed Income</b>			
TD Asset Management	Canadian Universe Bonds	39.9	9.7%
TD Asset Management	Canadian Short Term Bonds	40.4	9.8%
Stone Harbor	Global High Yield Bonds	47.0	11.4%
TD Asset Management	Short-Term Investments	5.3	1.3%
Mesirow	<b>Currency Hedge</b>	(1.3)	-0.3%
		<u>\$ 410.7</u>	<u>100.0%</u>

**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 performance benchmark in effect throughout 2015 follows in Figure 4.

**Figure 4****Performance Benchmark 2015**

<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 Universe Bonds	10%	FTSE TMX Canada Bond Universe
Canadian Short Term Bonds	10%	FTSE TMX Short Term Bond
Global High Yield Bonds	10%	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.

**Evaluating Absolute 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 manager mandates.

Figure 5 presents the Fund's performance record for 2015 and successive annualized periods out to ten years (2006-2015), 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, 2015

	<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>
<b>Fund</b>	5.0%	7.3%	10.5%	11.0%	8.9%	9.5%	11.2%	6.9%	6.1%	6.9%
<b>Benchmark</b>	7.1%	8.9%	11.9%	11.7%	9.0%	9.6%	11.1%	6.8%	6.3%	6.9%
	<u>-2.1%</u>	<u>-1.6%</u>	<u>-1.4%</u>	<u>-0.7%</u>	<u>-0.1%</u>	<u>-0.1%</u>	<u>0.1%</u>	<u>0.1%</u>	<u>-0.2%</u>	<u>0.0%</u>

In absolute terms, on a ten-year annualized basis, the 6.9% performance of the Fund has covered the sum of the approximated real spending target of 4.5%, expenses of 0.5%, and inflation of 1.9%. The return however is low relative to other 10 year periods as it includes several negative market periods that particularly affected 2007, 2008 and 2011.

The investment program continues to be developed in response to shifts in the investment environment, changes in the cash flows 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 and providing annual distributions for inflation-adjusted spending.

## Measuring Relative Performance

Figure 6 shows annual one-year returns for ten years, 2006 to 2015, and the four-year annualized return to December 31, 2015 relative to the Policy benchmark approved by the Board that prevailed for each of those past years. Currency strategy was introduced as an integral element of investment strategy in 2010.

Figure 6

Endowment Performance - Annual Returns											
	One-Year Returns as at December 31										Annualized Four Years
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2012-15
<b>Fund</b>	5.0%	9.7%	17.3%	12.5%	0.9%	12.8%	21.7%	-19.1%	-0.3%	15.1%	<b>11.0%</b>
<b>Benchmark</b>	7.1%	10.6%	18.1%	11.4%	-1.5%	12.9%	20.2%	-18.6%	1.9%	12.7%	<b>11.7%</b>
	-2.1%	-0.9%	-0.8%	1.1%	2.4%	-0.1%	1.5%	-0.5%	-2.2%	2.4%	<b>-0.7%</b>

The one-year total rate of return as at December 31, 2015 for the Fund and its benchmark were respectively 5.0% and 7.1%. Excluding the impact of currency hedging, they were 6.7% and 8.8%. The currency hedging of 100% of foreign exposures contained in the high yield bonds portfolio, was adjusted to a 50% hedge of USD exposure in October 2015 to reflect the equity-like element of the asset class. During this year of rising foreign exchange rates, mainly the appreciation of the USD to all world currencies including the Canadian dollar, the hedge decreased overall results by 1.7%.

The 2.1% shortfall of total fund versus its benchmark in 2015 was attributable mainly to the underperformance of one active manager and, to a lesser degree, the effect of the Fund's asset allocation. The Fund was relatively underweight in US equities, which had continued to outperform, and overweight in emerging markets which returned to positive territory, but barely. The allocation to negative-returning Canadian equities and the hedging of USD exposure during a period of appreciating USD both pulled down overall performance.

Over four years to December 31, 2015, the annualized return for the Fund was 11.03%. This result trailed the Policy benchmark four-year annualized return of 11.74% by 71 basis points. With the effect of fees, the results were approximately 1% behind target.

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)**

	Annual Returns				Annualized
	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>Four Years</u>
					<u>2012-15</u>
<b>Equity Indices</b>					
S&P/TSX Composite	-8.3%	10.6%	13.0%	7.2%	<b>5.3%</b>
Russell 2500	16.5%	16.7%	46.0%	15.3%	<b>23.0%</b>
MSCI World	18.9%	14.4%	35.2%	13.3%	<b>20.1%</b>
MSCI Emerging Markets	2.4%	7.0%	4.3%	16.0%	<b>7.3%</b>
<b>Fixed Income Indices</b>					
FTSE TMX Canada Bond Universe	3.5%	8.8%	-1.2%	3.6%	<b>3.6%</b>
FTSE TMX Canada Short Term Bond	2.6%	3.1%	1.7%	2.0%	<b>2.4%</b>
Citigroup High Yield Markets Capped	13.3%	11.1%	14.4%	12.2%	<b>12.7%</b>

**Review of Comparative Performance**

Aon Hewitt provides data for comparison in the form of a sample 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 group is provided for comparison as constituents are most likely to have common asset mix characteristics with the Endowment Fund. Differences in investment strategy, typically driven by each fund's purpose and objectives, can cause large divergences in returns among members of the peer group members. In terms of magnitude of impact, asset mix has the highest, followed by the impacts from currency strategy and active management. The statistics presented in Figure 8 exclude outlier returns that fall outside the range between 5<sup>th</sup> and 95<sup>th</sup> percentiles.

**Figure 8**

**Balanced Funds - Comparative Analysis as of December 31, 2015**

	Annual Returns (%)				Annualized Returns (%)			
	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2 Yrs</u>	<u>3 Yrs</u>	<u>4 Yrs</u>	<u>10 Yrs</u>
<b>Percentile Rank</b>								
5th (highest)	8.3	13.1	20.6	12.4	10.2	13.3	12.8	7.6
25th	6.8	11.9	18.3	10.7	9.1	11.6	11.3	6.9
50th (median)	5.4	10.9	16.1	9.1	7.9	10.6	10.0	6.2
75th	3.6	9.8	14.7	8.1	6.6	9.8	9.8	5.9
95th (lowest)	(1.2)	8.1	13.1	5.8	3.4	7.8	8.1	4.8
<b>Comparative</b>								
York University	5.0	9.7	17.3	12.5	7.3	10.5	11.0	6.9
Quartile Rank	Q3	Q4	Q2	Q1	Q3	Q3	Q2	Q1

The Fund's one-year rate of return of 5.0% ranked in the third quartile in 2015, up from its fourth quartile ranking in 2014. The Fund's comparatively poor positioning in 2014 relative to peers, had followed three years of strong performance and first and second quartile rankings. The four-year result of 11.0% fared well compared to the sample group, ranking high in the second quartile and the ten-year result continued with a first quartile standing.

The comparative result for the latest year is explained by manager underperformance and asset mix. The Endowment Fund's asset mix is overweight in emerging markets and total equities and underweight in US equities and longer bonds relative to the average balanced fund, representative of pension fund policies. The Fund's more risky strategy and asset mix are characteristic of the asset-liability structure adopted by endowment funds with perpetual investment horizons, a stance that performs well in many but not all markets. The strategy is reviewed at regular intervals and is adapted when changes in capital markets structure indicate that a more efficient and appropriate strategy will serve more effectively over the long term.

## Endowments Growth

Over the five years since 2011, the Endowment Fund has grown from net contributions by \$3 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 \$84.3 million. Withdrawals of Board-designated and internally-restricted investment capital and appreciation 2015 have skewed the numbers away from strictly true endowments.

**Figure 9**

**Pooled Endowments - Growth (\$ Millions)**

	<u>Market Value</u>	<u>Book Value*</u>	<u>MV-BV Ratio</u>
December 31, 2015	\$ 410.7	\$ 253.2	1.62
December 31, 2014	434.1	264.9	1.64
December 31, 2013	405.3	260.5	1.56
December 31, 2012	350.5	256.5	1.47
December 31, 2011	326.4	250.2	1.30

\* Donations and Matching Funds

Endowment Fund book value constitutes the historical value of capital received from donors plus the historical value of capital matches from government and University matching programs. Effective with the fiscal year beginning May 1, 2014, the endowment fund accounting and record keeping for book value and market value of individual endowments was converted to a unitized market valuation based system.

The change in the market value of the Fund during calendar 2015, shown in Figure 10, illustrates the effects of cashflows and earnings during the year.



**Figure 10**

**Change in Total Fund Market Value (\$ Millions)**

Market Value, December 31, 2014		434.1
<b>Contributions:</b>		
Donations	7.3	
Reinvested Distributions	-	
<b>Withdrawals:</b>		
Regular Distributions and Expenses	(13.1)	
Special Distributions	(3.5)	
Withdrawals	(35.0)	
Expenses	(3.0)	
<b>Earnings:</b>		
Investment Income and Market Appreciation	<u>23.9</u>	
Net Change		<u>(23.4)</u>
Market Value, December 31, 2015		<u>\$ 410.7</u>

Over the last four years, a total of \$50.7 million has been distributed to endowment account beneficiaries. The conversion to the unitized market value system for accounts has improved the amount of the distribution as seen in Figure 11 by the increase in annual distributions in 2014-15 and on.

**Figure 11**

**Distributions to  
Endowed Beneficiaries**

	Annual Distributions \$ Million
<b>2015-16</b>	\$ 17.4
<b>2014-15</b>	13.7
<b>2013-14</b>	10.8
<b>2012-13</b>	<u>8.8</u>
Cumulative	<u>\$ 50.7</u>

To track the market value, unit holdings and historical values of each individual endowment, the University uses the services of an external provider of specialized endowment fund accounting. At the end of 2015, over 2,000 individual endowed accounts were in existence.

## 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.

## Investment Committee Activity – 2015

During 2015, activities undertaken by the Investment Committee and administration included:

- Revision of Statement of Investment Policy and Procedures, incorporating changes to the asset mix, target weights, and performance benchmark, to amend the Canadian fixed income benchmark and align with Fund liquidity requirements. The changes placed into effect as of January 1, 2015, approved by the Board of Governors were:
  - 10% reduction to existing Canadian Universe Bonds for a revised allocation of 10%;
  - 10% new allocation to Canadian Short Term Bonds; with the Universe Bonds above continuing with a total allocation of 20% to Canadian bonds; and
  - Amendment of the performance benchmark to incorporate the addition of a 10% weight in Short Term Bonds and reduction to 10% weight in Universe Bonds.
- Significant capital and earnings withdrawal activity in excess of \$50 million from underlying portfolios was necessarily undertaken in 2015 to provide required funding for University purposes including regular and special distributions and funding of capital projects from University-designated funds that had been invested alongside endowments for a period of 11 years. To achieve the target liquidity, investments in high yield bonds, US equities and global equities were reduced.
- An adjustment to the application of the currency hedging strategy was adopted based on the asset class specific hedge ratios following to address the part-equity, part-fixed income asset class characteristics of high yield bonds, resulting in a 50% hedge ratio and a conversion from the initial 100% hedge ratio. The Policy currency hedging strategy continues as follows:

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

- A global equity review and portfolio optimization project was launched with assistance from the investment consultant.
- Introduction of a Board level performance and Fund highlights semi-annual report with provision for presentation to the Committee by the investment consultant.
- Inaugural payout to endowment beneficiaries following 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.
- Establishment of the 2016-17 payout rate of \$3.96 per unit for accrual of distribution.
- To address the conversion to a unitized system and new spending formula for distribution to endowment beneficiaries, a new donor report was created for reporting the fiscal year end status of endowed gifts and magnitude of in-year spending on beneficiaries.

- The responsible investment program initiatives and developments are ongoing. Administration continued to review the expanding activities and provide support to the York University Advisory Committee on Responsible Investing.
- Review of the Committee's Terms of Reference, last revised in 1998, was initiated with an expected completion in 2016.

Board Investment Committee, May 30, 2016  
Board of Governors, June 28, 2016