



York University Board of Governors Notice of Meeting

Tuesday, October 8, 2019, 1:00 to 4:00 pm
5th Floor Kaneff Tower, Keele Campus

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 1:15pm approximately

1. Chair's Items (P. Tsaparis) *1:15 pm*
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis)
 - a. Action Taken On Behalf of the Board 1
3. President's Items (R. Lenton) *1:30 pm*
 - a. 2018-2019 Year-End Accomplishments; Key Initiatives for 2019-20; Transformative opportunity in Markham 2
 - b. Kudos Report..... 45
4. Academic Resources Committee (B. White) *2:00 pm*
 - a. President's Report on Appointments, Tenure and Promotion (For approval) 53
5. External Relations Committee (J. Lassonde) *2:10 pm*
 - a. Points of Pride 69
6. Finance and Audit Committee (W. Hatanaka) *2:20 pm*
 - a. York University Markham Centre Campus Business Plan (For approval) 70
 - b. York University Art Gallery Project (For approval) 77
 - c. Ross Podium (For approval)..... 80
 - d. Central Utilities Building and Electrical service renewal (For approval) 82
 - e. Appointment of the External Auditor (For approval)..... 84
7. Governance and Human Resources Committee (D. McFadden) *3:00 pm*
 - a. Policy on Sexual Violence: Revisions (For approval) 85

8. Investment Committee (J. Demers) <i>3:15 pm</i>	
a. Endowment Distribution Accrual Rate 2019-20 (For approval).....	115
9. Land and Property Committee (R. Williamson) <i>3:30 pm</i>	
10. Other Business	
11. In Camera Session <i>3:40 pm</i>	

CONSENT AGENDA

12. Minutes of the Meeting of June 25, 2019	119
13. Pension Fund Board of Trustees Re-appointment.....	127

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14. Annual Report on York University Pension Plan and Pension Fund	129
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Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 8 October 2019

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

The Executive Committee dealt with one item of business under Summer Authority. Pursuant to the authority accorded to it under Article VI.4.e, of the General Bylaws, the Executive Committee concurred with the following:

- the negotiated settlement for the renewal of the collective agreement with the Canadian Union of Public Employees (CUPE) Local 1356-2 for three years to 31 December 2021.

Additional information on this item can be provided upon request.

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York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been caretaken by the Anishinabek Nation, the Haudenosaunee Confederacy, the Huron-Wendat and the Métis. It is now home to many Indigenous Peoples. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish With One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.



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York University is committed to reducing its ecological footprint. This handbook has been printed on FSC-certified paper.

IMPACT

PRESIDENT'S ANNUAL REPORT 2018/2019

YORK
UNIVERSITÉ
UNIVERSITY 

York University is committed to giving a broad demographic of students **access to a high-quality, research-intensive university experience** committed to the public good.

Cover Photo: Students exploring the universe through York University's new one-metre telescope, the largest telescope on a Canadian university campus.



PRESIDENT'S MESSAGE

The students, faculty and staff of York have accomplished a great deal over the past year as we work together as a community to fulfill the priorities and objectives of our University Academic Plan (UAP). I am delighted to update our community and partners on our progress.

This report began with the shared vision that guides our work as a university. Underpinning that vision are four pillars: access, connectedness, excellence and impact. Our vision and pillars in turn inform our priorities as an institution, outlined in the UAP and operationalized through our Integrated Resource Planning (IRP) process. I am pleased to report that almost all of our actions are on track or have been completed as we approach the end of the current UAP in 2020.

York's strong planning culture enables continual progress towards our vision, and allows us to respond effectively to internal and external challenges. Over the past year, York has stayed focused on its priorities in an environment defined by uncertainty and rapid change. We have preserved and strengthened our unique role in Canada's higher education sector: a world-class, research-intensive university that emphasizes access for a diverse student body while building a sustained engagement with the local and international communities we serve. We combine these strengths to produce globally educated citizens ready to succeed in the global knowledge economy.

In these pages, you will see the progression from vision and pillars to concrete plans and extraordinary results. York University is a remarkable place; Times Higher Education recently ranked York 26th in the world in terms of the positive impact we are having locally and internationally. I have the great honour of being the President and Vice-Chancellor of this institution, and the unique privilege of sharing the story of our success with you.

Rhonda L. Lenton,
President & Vice-Chancellor

ACCESS



“I found a community at York that has changed the trajectory of my life and education.”

Since our founding in 1959, making higher education accessible has been a central part of York's mission. Students from a wide variety of backgrounds make up the diversity that defines our community.

Indigenous community members gather in York's tipi, a symbol of York's commitment to Indigenous Peoples, cultures and knowledge.

\$33M+scholarships
and bursaries awarded**1,847**

student jobs on campus

12,465

first-generation students

81%of students from
under-represented
groups graduate
within six years**11%**increase in Indigenous
students since 2017-18

Access is woven throughout the University Academic Plan (UAP), but is most evident in three key priorities: *Innovative, Quality Programs for Academic Excellence; A Student-Centred Approach and Enhanced Campus Experience.* While it is vital that we open the doors to higher education to more students, ensuring their success with flexible learning options, a supportive and caring community, and services geared to their unique needs is equally important if they are to realize the full benefits of a university education.

We prioritize access not only because of the benefits for individuals that come with a university degree, but also because of the implications for Canada - our society cannot afford to let any human potential go unfulfilled in a hyper-competitive global knowledge economy. The percentage of our population who have a university education and the diversity of that population matter to our future.

EMBRACING INDIGENOUS KNOWLEDGE, CULTURES AND PEOPLES

York is committed to putting Indigenous knowledge, cultures and Peoples at the core of our work as a university. The need for a university-wide Indigenization strategy was identified in the University Academic Plan, and in 2017, we launched the *Indigenous Framework for York University: A Guide to Action*. We have been making steady progress on fulfilling its principles with a host of initiatives across the University. In the fall of 2018, we launched our innovative Indigenous Studies program in the Department of Equity Studies in the Faculty of Liberal Arts & Professional Studies. Relying on theories developed by Indigenous scholars, the teachings of Elders, participation in ceremonies and a focus on treaty rights and relationships, York's program is unique in its additional focus on Metis identities, non-status and/or urban Native peoples, and Indigenous-Black relations.

In 2018 we announced the creation of Waaban Indigenous Teacher Education, a new degree program offered in partnership between our Faculty of Education and the Toronto District School Board. Waaban is an Anishinabe (Ojibwa) word meaning "it is tomorrow." Grounded in Indigenous knowledge and pedagogy, the program will educate a new generation of teachers to address the needs of First Nation, Métis and Inuit students, families and communities.

These new programs join long-standing initiatives like Osgoode Hall Law School's acclaimed Intensive Program in Aboriginal Lands, Resources & Governments, celebrating its 25th anniversary this year.

MENTAL HEALTH AND WELL-BEING

Students need access to mental health and wellness supports to achieve their maximum potential. Following the launch of York's Mental Health Strategy in 2016, we continue to work toward an overall Well-Being Strategy, a key objective of the University Academic Plan (Priority 6: *Enhanced Community Engagement*). In 2018-19, York International led a mental health awareness campaign to broaden awareness about mental health challenges faced by international students while introducing the international student body to the many services available at York. We also undertook a reorganization of our Learning Disability Services, Mental Health Disability Services and Physical, Sensory & Medical Disability Services into a single entity - Student Accessibility Services. This change is helping to provide consistent and transparent wellness services for students across our campuses.

SERVING OUR STUDENTS BETTER – WITH AI

Developed collaboratively by York and IBM, a new bilingual virtual student assistant was successfully piloted at the University. The new system provides students with support services designed to improve their university experience by delivering both academic and personal guidance in real time. The virtual assistant uses information about a student's program and year of study to respond to questions submitted in a free-form chat window. This is the first time that IBM AI technology has been used in this way at a Canadian university, and more than 100 York students are engaged in refining the system, helping the virtual assistant improve its ability to guide students to the right self-service or in-person contact for academic support or counselling in areas such as advising, campus involvement and career services.

CONNECTEDNESS



“If the university wants to be engaged with the community, the best way is to be in the community.”

At York, we understand the importance of fostering strong connections - to one another, to our neighbours and partners in the communities we serve, and to the world around us, creating new relationships across sectors and geographical boundaries.

Community members at the York University-TD Community Engagement Centre, located in the York Gate Mall.

7,975

international students
from 173 countries

300+

**international
university partners**

315,000+

alumni network

129

Employers have posted
opportunities through
the **ExperienceYU hub**

Priority 6 of the UAP, *Enhanced Community Engagement*, recognizes the importance of engaging with the local and global communities we serve. Universities have an important role to play in bringing together citizens, experts, employers and policymakers to tackle the complex social, scientific and technological challenges facing society. From climate change to poverty, healthcare to smart cities, York is embracing its role as a hub for multi-sector collaboration.

Connectedness supports many other priorities in the UAP. Aspirations to further advance our scholarship, research and creative activities, create innovative new programs, and enhance quality in teaching and learning all depend on our ability to engage with the communities around us. York believes experiential learning, where education is meaningfully connected to the labour market and future careers, is vital to the success of our graduates in the global knowledge economy. By building new relationships with employers, we are able to expand these learning opportunities for our students.

COMMUNITY-LED PARTNERSHIPS

The York University-TD Community Engagement Centre (CEC) is a satellite office of the University in the heart of the Black Creek community. The CEC contributes to York's efforts to build inclusive and sustainable communities by fostering collaborative research partnerships on issues important to residents, providing innovative experiential learning opportunities for students and fostering post-secondary attainment for members of the Black Creek community. The CEC also shares knowledge and resources to a wide variety of community groups and businesses. In 2019, we celebrated a decade of impact through the YU-TD CEC alongside the TD Bank Group's announcement of a new \$1 million contribution to support the continuing success of the CEC and the development of new programs focused on student mobility, career exploration, career training and reskilling.

BUILDING SMART CITIES

York Region has the fastest growing population rate of any large municipal jurisdiction in Ontario with an influx of more than 1.8 million people and 900,000 jobs expected within the next 25 years. As plans continue to evolve for a new Markham campus to meet the needs of the region, York has leveraged its academic and research resources to create a dynamic partnership with this emerging entrepreneurial hub. In 2019, we celebrated the first anniversary of YSpace, a 10,000-square-foot community innovation centre in Markham. YSpace supports entrepreneurs and innovators by providing dynamic co-working space, access to industry advisers, education, workshops and high-end technology. One year in, the innovation hub is already home to 22 start-up ventures and 11 entrepreneurs in residence, has created 63 jobs,

generated more than \$2.4 million of revenue and raised over \$1.1 million in venture funding. In addition to YSpace, the University continues to grow our relationship with York Region through our partnership with IBM's ventureLab. This fall, we will begin offering York courses at the IBM campus in a newly renovated space.

ACCOUNTABILITY IN SUSTAINABILITY

Professor Martin Bunch is spearheading York's research involvement in a major collaborative initiative with the Global Footprint Network. In 2019, York became the global data centre for the National Ecological Footprint Accounts, which are the foundation of the Global Footprint Network's ecological footprint calculator, the only metric that compares overall human demand on nature with biocapacity - what our planet can renew. Updated annually with UN data, the footprint helps determine the performance of more than 200 countries on environmental sustainability. The international hub at York not only updates the accounts, but is also building a network to coordinate methodological improvements to the ecological footprint metric among international research institutions. York is helping the National Ecological Footprint Accounts to become more dependable while showcasing the University's leadership as a global academic leader in sustainability.

EXCELLENCE



“I feel like I take away a lot more in learning from these courses than I would learning through a book or through a lecture because I actually get to apply it myself.”

At York, we strive to excel in our core academic activities of teaching and learning, scholarship, research and creative activities. By building excellence into the University Academic Plan, we keep ourselves accountable to our ambitious goals.

Students collaborating in the recording studio at the Accolade East building.

\$104 million

in research grants and awards

9,000+

students participating in an experiential learning opportunity

4 NEW

Canada Research Chairs appointed in 2018-19

#1

in Canada in publications with an international co-author

108

community-based research initiatives

We advance excellence through all seven priorities of the UAP, including the creation of innovative new academic programs responsive to labour market needs, the advancement of our research and creative activities, the continual enhancement of quality in teaching and learning, the improvement of our campus experience and the transformation of services that enable those plans. We ensure progress towards these objectives through our Integrated Resource Planning process.

The results are clear. Our researchers continue to push the frontiers of knowledge while garnering impressive awards and accolades, and we continue to enhance the infrastructure and facilities on our campuses. We have created hundreds of new experiential learning opportunities and launched programs that respond not only to the needs of our employers, but also to the communities we serve. Over the past year, we launched the Master of Management in AI at the Schulich School of Business, a BA in Indigenous Studies and Certificate in Black Studies in our Faculty of Liberal Arts & Professional Studies, and a new BSc in Neuroscience, a partnership between our Faculty of Health and Faculty of Science.

INNOVATION IN EXPERIENTIAL LEARNING

York is committed to enhancing the student learning experience through the advancement of technology-enhanced learning, international activities and experiential education. In the fall of 2018, we announced one of our most innovative offerings: DevDegree, a partnership between York's Lassonde School of Engineering and Canadian tech leader Shopify. This unique program embeds students directly into Shopify's development teams through a paid internship. Students split their time between Shopify's downtown offices and their coursework at Lassonde, and earn a unique honours Bachelor of Computer Science degree.

CREATING THE SPACE TO INNOVATE

Excellence in teaching and research requires extraordinary spaces. In January, we celebrated the opening of the Rob and Cheryl McEwen Graduate Study & Research Building at the Schulich School of Business, one of the most environmentally sustainable and socially responsible academic buildings in North America. Designed to bring industry into the classroom, this state-of-the-art facility is a space for interdisciplinary research in topics ranging from business ethics and big data to global enterprise and real estate. York also completed the revitalization of our Farquharson Life Sciences Building, providing students and researchers with modern lab spaces.

REALIZING THE POTENTIAL OF YORK RESEARCHERS

Research at York aspires to employ the knowledge we gain in the service of society, and this year our researchers achieved new levels of recognition. For the first time, York received more than \$100 million

in external research grants and awards. That figure includes Professor Carla Lipsig-Mummé, who was recognized with the prestigious Social Sciences and Humanities Research Council of Canada (SSHRC) Impact Award (Partnership Category) for her work on the social impacts of the workplace on climate change. Similarly, a team of researchers led by psychology Professor Rebecca Pillai Riddell, York's associate vice-president of research, was awarded a \$1.5 million grant from the Canadian Institutes of Health Research (CIHR), SSHRC, and the Natural Sciences & Engineering Research Council of Canada (NSERC) (plus \$387,000 in-kind contributions from community partners) to look at preterm infants' subjective experiences of pain. As a testament to their promising and innovative research in the sciences, engineering and health, York researchers were awarded 48 NSERC Discovery Grants, an investment of almost \$8.5 million.

SPACES AND SYSTEMS FOR SUCCESS

Over the past year, York has continued to build the systems and infrastructure needed to achieve the priorities and objectives outlined in the UAP. In 2018-19, we conducted a successful consultation process that engaged the York community on the University's 2019-20 budget. After two years of data collection, we are also launching a service transformation process that will help York become more agile and innovative. The transformation process is a collaborative partnership that uses a human-centred approach to involve community members in redesigning services and service structures to best meet the needs of users.

IMPACT



“*My humanitarian journey has followed the University’s motto of Tentanda Via: the way must be tried.*”

— Pernille Ironside, JD '99

Access, connectedness and excellence come together to allow York – its faculty, staff, students, alumni and supporters – to create positive change in the world.

Bryden award recipients from left to right: Paul Sanberg, BSc '76, Pernille Ironside, JD '99, Cheryl & Rob McEwen, CM, MBA '78, LLD '05, and Jamil Jivani, BA '10

4,790
entrepreneurs engaged

292
start-ups supported

11%
increase in media coverage
of York research

71%
of donations to
York are from alumni

That is what we mean by impact – tackling society’s most difficult challenges with a combination of innovative pedagogy, cutting-edge research and multi-sector collaboration and partnership. York’s Strategic Research Plan and University Academic Plan make research intensification, the growth of community partnerships, and the expansion of entrepreneurship and innovation key priorities for the university.

Our goal is to improve the competitiveness of our economy, enhance the inclusiveness and vitality of our local and global communities, and to ensure the environmental sustainability of our world.

INNOVATING SOLUTIONS TO YOUTH HOMELESSNESS

On any given night in Canada, there are at least 6,000 young people on the street, vulnerable to trauma, criminal exploitation, poor health and social and economic exclusion. The Making the Shift Youth Homelessness Social Innovation Lab (MtS), a new initiative jointly led by Faculty of Education Professor Stephen Gaetz, head of York’s Canadian Observatory on Homelessness, in partnership with the non-profit A Way Home Canada, is taking a groundbreaking and collaborative approach to youth homelessness. MtS’s mission is to conduct and mobilize quality research that supports governments, communities and service providers to “make the shift” from managing the crisis of youth homelessness to a focus on prevention and enabling sustainable exits from homelessness. This year, MtS received \$17.9 million through the Government of Canada’s Network of Centres of Excellence program to continue and expand their crucial work.

INNOVATION AND ENTREPRENEURSHIP

In addition to our successful YSpace incubator in Markham, we have also launched Glendon Entrepreneuriat et Innovation A L’international (GENIAL), a bilingual incubator and entrepreneurship training program at Glendon College, extending our support for innovators to the Francophone community. The new Bergeron Entrepreneurs in Science and Technology (BEST) program at the Lassonde School of Engineering combines experiential learning, international experience and a start-up incubator to train the next generation of tech leaders.

EXPERIMENTS IN SPACE, BENEFITS ON EARTH

When Canadian astronaut David St. Jacques blasted off to the International Space Station, he took a bit of York with him – an experiment designed by Faculty of Health Professor Laurence Harris and his team, Professors Michael Jenkin and Robert Allison from the Lassonde School of Engineering, as well as postdoctoral fellow Nils Bury and graduate student Meaghan McManus. The VECTION experiment is examining the effects of microgravity on astronauts’ perception of their motion. While it may seem literally out-of-this-world, VECTION could help develop potential treatments for diseases like Parkinson’s, enhance medical procedures and improve the quality of life for people who are ill. VECTION builds upon York’s leadership in vision science, through our Centre for Vision Research and the Vision: Science to Applications (VISTA) program, funded through a Canada First Research Excellence Fund (CFREF).

IMPACT THAT GETS NOTICED

This year, York ranked 5th in Canada and 26th in the world in the inaugural Times Higher Education Impact Rankings. Based on the United Nations’ Sustainable Development Goals, the ranking highlights how the higher education sector is contributing to international efforts to build a more socially, economically and environmentally sustainable world. York did even better on individual indicators measuring our ability to build sustainable cities and communities (12th in the world) and deliver on climate action (14th in the world). These are exactly the kinds of global challenges that universities are uniquely positioned to address, by bringing together experts, community leaders, policy-makers and leaders in the public and private sectors to collaborate on innovative solutions.

ACCOLADES



1



2



3



4



5



6



7



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9



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11



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13



14



15



16

- The President's University-Wide Teaching Award winners - **Russ Patrick Alcedo, Nicolette Richardson and Alistair Mapp** - were hailed for their commitment to pedagogical innovation.
- Alumna **Lilly Singh (BA '10)** has been named host of "A Little Late With Lilly Singh" on NBC, making her the first woman of colour to host a daily late-night show on a major US network.
- The University's newest members of the Royal Society of Canada are Professors **Wenona Giles, Joan Judge, Paul Sych and David Vaver**. Professor **John Moores** was named a member of the RSC's College of New Scholars, Artists and Scientists.
- Professors **Sunil Bisnath, John Moores and Gordon Shepherd**, from the Lassonde School's Department of Earth & Space Science & Engineering, have been chosen for the Canadian Space Agency's (CSA) Flights and Fieldwork for the Advancement of Science and Technology (FAST) funding initiative.
- Three faculty members were bestowed honorary professorships: the title of University Professor was awarded to **Avi Cohen** and **Kim Michasiw**, and the title of Distinguished Research Professor was awarded to **Stephanie Ben-Ishai**.
- Osgoode student and Osgoode Indigenous Students' Association co-chair **Alana Robert** received the prestigious Governor General's Award in Commemoration of the Persons Case for her focus on advancing the rights of marginalized groups in Canada.
- The York University English Language Institute (YUELI) was recognized as the 2018-19 World Language School of the Year - North America by iStudy Guide. The award is the highest recognition for a language institution.
- York's Lassonde School of Engineering welcomed **Satinder Brar** as the inaugural James and Joanne Love Chair in Environmental Engineering, whose role is to enrich faculty and student research, broaden and enliven the teaching, and inspire a deep sense of environmental stewardship in graduates.
- Faculty of Science mathematics Professor **Jianhong Wu**, a Canada Research Chair in Industrial and Applied Mathematics, is the winner of the 2019 Canadian Applied & Industrial Mathematics Society-Fields Industrial Mathematics Prize.
- The 2018 York Research Leaders were announced and recognized for leadership in their fields and a commitment to advancing innovative research. This year's President's Research Awards recipients were **Deanne Williams, Marcello Musto, Christine Till and Julia Creet**.
- Lassonde alumnus **Nima Shahbazi (PhD '18)** is a member of the computer science team that won the \$1 million Zillow Competition Prize for improving the Zestimate home valuation algorithm.
- This was another incredible year for the York Lions with the unveiling of a new logo and brand, and field team members **Pierce Lepage and Brittany Crew** being named both the 2019 U SPORTS field athletes of the year and the York University Athletes of the Year.
- York was named one of Canada's Greenest Employers for the seventh straight year.
- In partnership with the Carswell Family Foundation, York established the new Allan I. Carswell Chair for the Public Understanding of Astronomy in the Faculty of Science, and University Professor and Senior Lecturer **Paul Delaney** was appointed the first holder.
- Guggenheim Fellowships, which recognize individuals for productive scholarship or creative ability in the arts, were granted to Professors **Michael Helm and Mark Jurdjevic**.
- Sarah Cantrell**, assistant vice-president of institutional planning and analysis, was elected Chair of the Board of Directors of the Society of College and University Planning (SCUP). With more than 4,500 international members, SCUP ensures that post-secondary institutions thrive in increasingly complex environments through effective integrated planning practices.

ACCOLADES



Accountability

President's Annual Report 2018/2019



Understanding York's Planning and Accountability Continuum

York's vision - of providing a broad demographic of students access to a high-quality, research-intensive university experience - is at the core of all we do as an institution. We realize this vision through four pillars - Access, Connectedness, Excellence and Impact - which are in turn woven throughout the seven priorities contained within the University Academic Plan (UAP). These priorities are operationalized into concrete objectives and actions with clear and measurable outcomes in our Integrated Resource Plans (IRPs).

In this document, we have highlighted key achievements made during 2018-19. Each achievement is attached to their corresponding UAP Priority, and then organized into the relevant pillar (access, connectedness, excellence and impact).

As you review our progress, we hope you will get a clear sense of what we have accomplished over the past year, and how this fits with our institutional commitment to planning, goal-setting and performance.

For more information on York's UAP, please visit: <http://secretariat.info.yorku.ca/files/UAP-2015-2016-Final.pdf>.
For a complete account of progress on the 16 objectives and 60 actions overseen by the senior administration please see the PVP IRP Dashboard: <http://president.yorku.ca/irpdashboard/>

Access

The access pillar is supported by UAP Priority One (*Innovative, Quality Programs for Academic Excellence*) and UAP Priority Four (*A Student-Centred Approach*). Objectives within these priorities include the continued growth of overall enrolment and the increased participation of traditionally under-represented groups (first-generation students, Francophone students, Indigenous students, students with disabilities and new Canadians, among others). We are also working to increase opportunities for mature students and mid-career individuals through an expansion of our School of Continuing Studies. Alongside increased opportunities to pursue higher education, we are developing new programs in emerging and high-demand subjects while continuously improving student supports and the campus experience. This ensures that all students will be able to succeed and thrive throughout their education and into their careers.

PRIORITY 1

INNOVATIVE, QUALITY PROGRAMS FOR ACADEMIC EXCELLENCE

Encourage development of new programs in emerging high-need areas and increase interdisciplinarity

40% growth
in enrolment
in continuing studies
courses

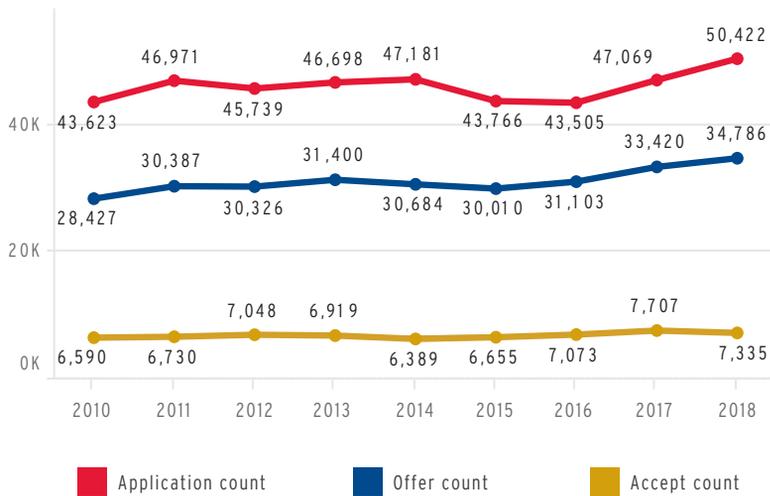
Launched 4 new
certificates:
Public Relations,
IT Audit Execution,
UX Design, Cloud
Computing Strategy

PRIORITY 4

A STUDENT-CENTRED APPROACH

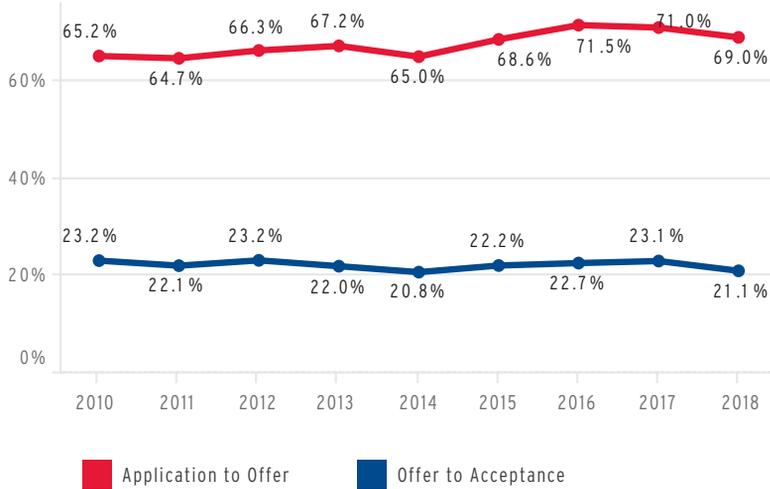
Foster innovation in student development, engagement and success as global leaders across a diverse student population

101 Application data for the fall term

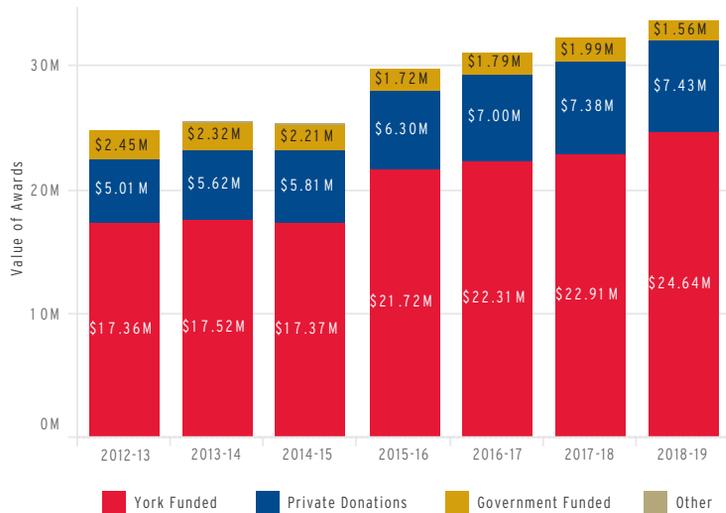


ACCESS

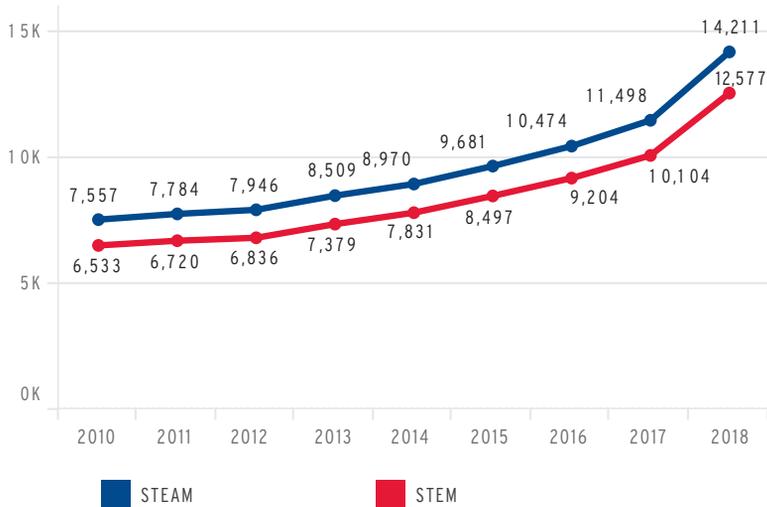
101 Conversion data for the fall term



Undergraduate bursaries and scholarships



Number of students registered in STEAM* & STEM programs

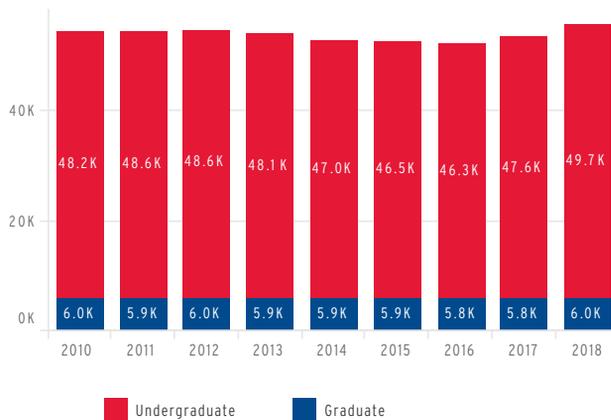


*STEAM numbers exclude programs in the Faculty of Health

11% increase in number of students from diverse backgrounds* graduating within six years

*Indigenous, first generation, students with disabilities, Francophone, mature students, students with a first language that is not English

Total number of undergraduate and graduate students



Connectedness

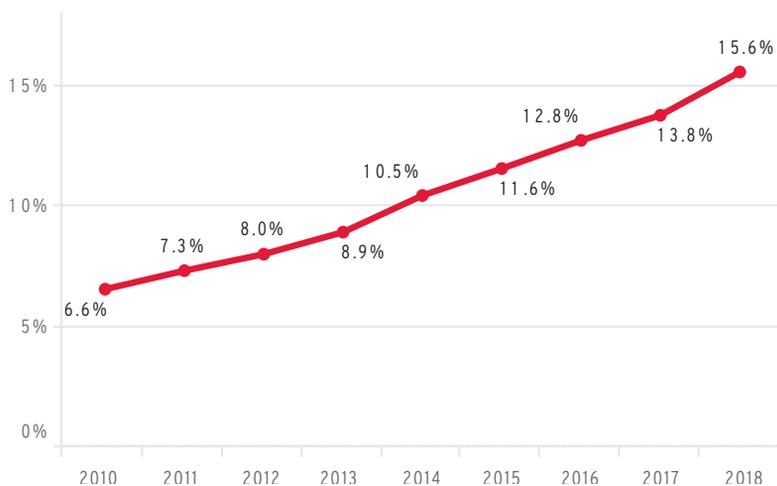
We are enhancing our connection to the local and global communities we serve through UAP Priority One (*Innovative, Quality Programs for Academic Excellence*) and UAP Priority Six (*Enhanced Community Engagement - Internal, External and our Alumni*). Key objectives within these priorities include connecting York to the world by attracting students from around the world; creating new international mobility opportunities for our students, and building new partnerships with institutions and organizations around the world; fostering employee engagement and strengthening our internal community; building strategic partnerships with our local communities; and continuing to grow and support our global alumni network.

PRIORITY 1

INNOVATIVE, QUALITY PROGRAMS FOR ACADEMIC EXCELLENCE

Encourage development of new programs in emerging high-need areas and increase interdisciplinarity

Percentage of visa students among total undergraduate population



Relaunched
Summer Study Abroad
programs in
Korea and Greece

34% increase
in students taking
advantage of an
international
opportunity

PRIORITY 6

ENHANCED COMMUNITY ENGAGEMENT

Strengthen labour relations and employee engagement

Listening to our community:

Two community
conversations engaged
200+ members
of the community

Successful
annual budget
consultations
across the
institution

Hiring of new
Vice-President Equity,
People & Culture
and creation of the
EPC Division

CONNECTEDNESS

PRIORITY 6

ENHANCED COMMUNITY ENGAGEMENT

Continue to Strengthen York as a Community Engagement Hub and advance cross-sector collaboration to support experiential education activities, student success and research, magnifying our impact many times over as a community/city builder

\$17.9 million
awarded to the
Making the Shift
Youth Homelessness Social
Innovation Lab
as a Network of Centres
for Excellence (NCE)
on homelessness

Engaged in
108
community-based
research
initiatives

PRIORITY 6

ENHANCED COMMUNITY ENGAGEMENT

Deepen alumni engagement to advance priorities

**485 active
alumni volunteers
bringing
York communities
together**

**More than 2,000
alumni participants
at dozens of events
in locations
all across the globe**

**106 networks
connecting
alumni with shared
interests**

Excellence

Excellence is woven through everything we do as a university and is reflected in all seven UAP priorities. York's senior leadership team is pursuing a number of specific objectives that will advance excellence in each priority area: supporting program innovation in high-demand areas; facilitating the intensification of scholarship, research and creative activities; increasing work-integrated learning, experiential education and work study across the institution; increasing the number of faculty engaged in teaching development programs; renewing teaching spaces, classrooms and laboratories; integrating all learning spaces with new technology and the best pedagogical practices; completing capital projects while renewing existing space and addressing deferred maintenance; implementing a faculty complement renewal strategy to enhance pedagogical innovation and advance scholarship, research and creative activities; and continuing to build and develop the senior leadership team. The scope of work is broad, but over the past year we have made significant progress in all of these areas.

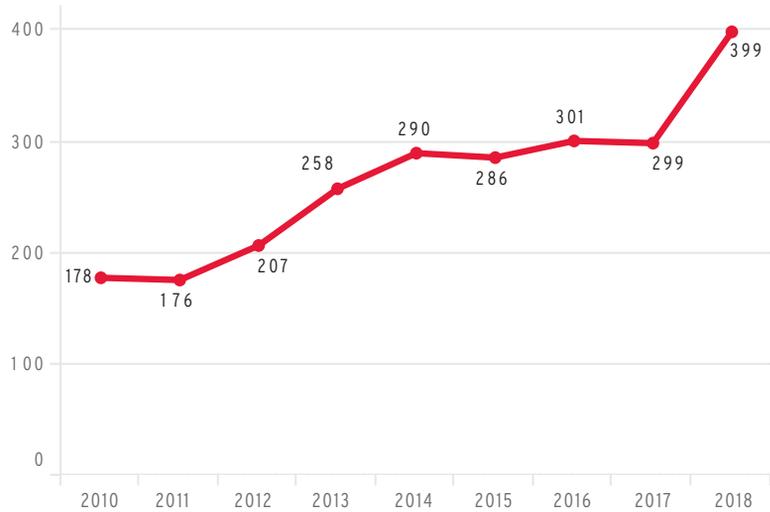
PRIORITY 1

INNOVATIVE, QUALITY PROGRAMS FOR ACADEMIC EXCELLENCE

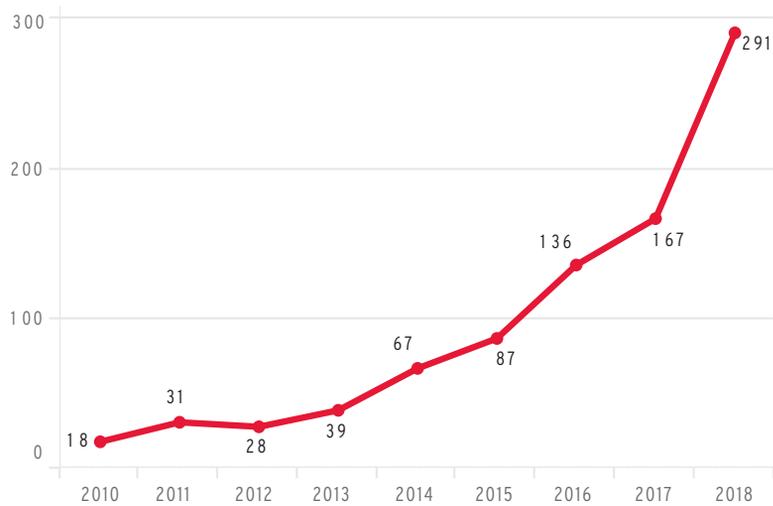
Encourage development of new programs in emerging high-need areas and increase interdisciplinarity

**Exceeded target:
number of students
graduating with a
combined credential
(degree + diploma
or certificate) -
Increased 4%
over 2017-18**

Online courses growth

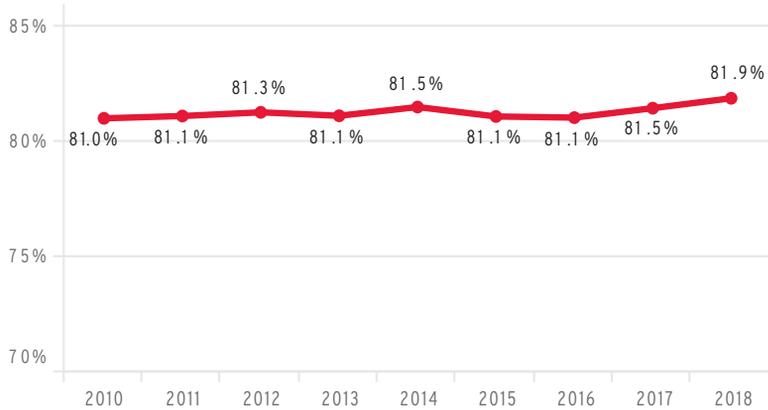


Blended courses growth



EXCELLENCE

Final student entering average



Innovative programs approved since July 2018

- Neuroscience (Health and Science)
- Cognitive Neuropsychology Stream in Psychology (Glendon)
- Financial Mathematics Stream in Specialized Honours Applied Mathematics (Science)
- Master of Science in Management Practice (Liberal Arts & Professional Studies)
- Master of Management in Artificial Intelligence (Schulich)

Graduate diplomas

- Culture, Communication and Leadership in Canadian Business (Schulich in India)
- Law for Law Enforcement Professionals (Osgoode)
- Management (Liberal Arts & Professional Studies)

PRIORITY 2

**ADVANCING EXPLORATION, INNOVATION AND ACHIEVEMENT
IN SCHOLARSHIP, RESEARCH AND RELATED CREATIVE ACTIVITIES**

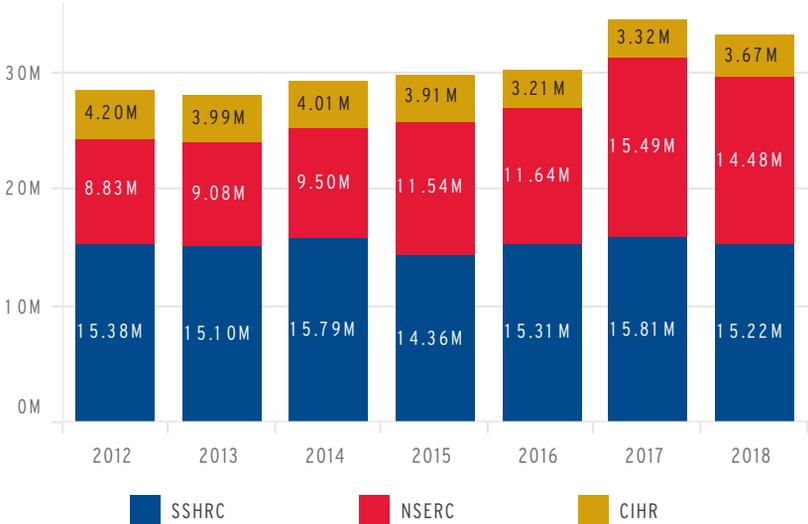
Facilitate and monitor progress of SRP intensification

Exceeded
\$100 million
in total research grants
for the first time -
\$104 million in 2018-19
over \$96 million
in 2017-18

Hired four new
Canada Research
and nine new
York Research Chairs,
bringing our active total to
30 and 40,
respectively

EXCELLENCE

Total tri-council funding



PRIORITY 3

ENHANCED QUALITY IN TEACHING AND STUDENT LEARNING

Increase and diversify pedagogical innovation

**34% increase
in international
experiential learning
opportunities**

**60% increase
in employers posting
jobs through our
YU Experience Hub**

**4.83% increase
in the number of
students
participating in an
experiential learning
opportunity**

**45% increase
in the number of
faculty engaged
in teaching
development
programs**

EXCELLENCE

PRIORITY 5

ENHANCED CAMPUS EXPERIENCE

Ensure York facilities and infrastructure adequately support priorities

**\$20 million,
five-year classroom
refresh project approved
as part of the
2019-20 budget**

**Number of filled
work/study experiences
increased by 168**

**Technology
refreshed in
39 classrooms
in 2018-19, with an
additional 45 planned
in 2019-20**

Met \$50 million fundraising goal, moving overall fundraising campaign to \$450 million

Detailed deferred maintenance plan has been developed and resourced for 2019-20

Two major capital projects completed: McEwen Graduate Study and Research Building (featured in the Toronto Star), and major renovations of the Farguharson Life Sciences Building

EXCELLENCE

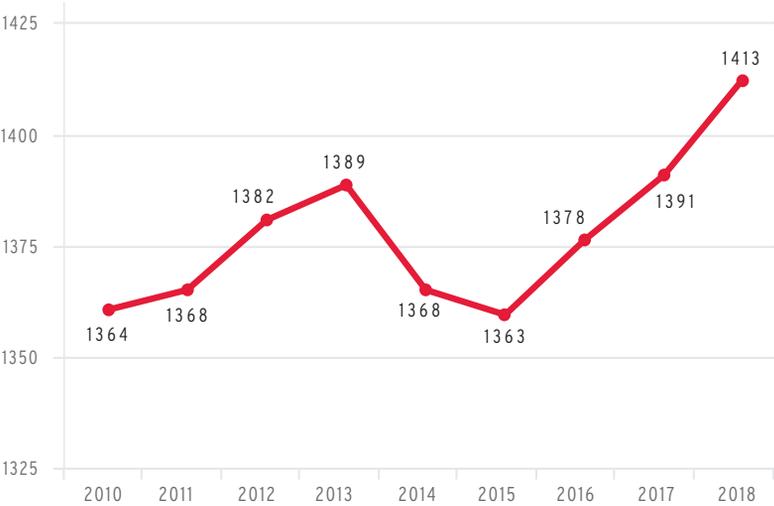
PRIORITY 6

ENHANCED COMMUNITY ENGAGEMENT

Strengthen labour relations and employee engagement

170+ hires made, including 65+ teaching appointments

Increase in tenure-track faculty complement



PRIORITY 6

ENHANCED COMMUNITY ENGAGEMENT

Build and develop leadership team

SENIOR LEADERSHIP APPOINTMENTS



Sheila Cote-Meek

VP of Equity, People and Culture



Mary Condon

Dean of Osgoode Hall Law School



Sarah Bay-Cheng

Dean of the School of the Arts, Media, Performance & Design

Gary Brewer

President, York University Development Corporation (YUDC)

Mary Catherine Masciangelo

Assistant Vice-President Human Resources

Louise Spencer

Assistant Vice-President, Development

Chuck Frosst

Assistant Vice-President, Shared Services

Darran Fernandez

University Registrar

Anthony Barbisan

Executive Director, Ancillary Services

Dan Bradshaw

Assistant Vice-President, Labour Relations

Vinitha Gengatharan

Executive Director, York International

Donald Ipperciel

Chief Information Officer

Marian MacGregor

Executive Director, Centre for Human Rights, Equity and Inclusion

BOARD APPOINTMENTS*

Francesca Accinelli

David Garg

Maxwell Gottlieb

Iana Lazar,
Student nominee

Carole Malo

Dee Patterson

Helen Polatajko

Anita Ramjattan,
Non-academic staff nominee

Kenneth Silver

Narendra Singh

George Tourlakis,
Senate nominee

*July 1, 2018 to June 30, 2019

Impact

The strength of the impact pillar is in many ways a result of our progress in access, connectedness and excellence. But it is also directly supported by UAP Priority Six (*Enhanced Community Engagement - Strengthen the reputation of York University*). Specifically, our objectives are to continue to improve our performance in key rankings - THE, QS and Maclean's - while growing our profile as an influencer and thought leader in higher education. As our key communication metrics demonstrate, we are doing better than ever at telling our unique story as a university to the world.

PRIORITY 2

ADVANCING EXPLORATION, INNOVATION AND ACHIEVEMENT IN SCHOLARSHIP, RESEARCH AND RELATED CREATIVE ACTIVITIES

Facilitate and monitor progress of SRP intensification

**Exceeded target:
40% increase
in number of start-ups
supported**

**Exceeded target:
29% increase in number
of community-based
research projects**

**Exceeded target:
84% growth
in number of
entrepreneurs
engaged**

PRIORITY 6

ENHANCED COMMUNITY ENGAGEMENT

Strengthen the reputation of York University by defining and communicating a distinct, persuasive and differentiated brand that sets York apart from the competition

York's social media channels outperformed the global higher education sector benchmark for engagement rate per post by 300%

Exceeded target: 44.5% increase in total media impression and 11% increase in number of stories featuring York Research

York ranked as "very high" in terms of research intensity relative to size in 2019 QS Rankings

York ranked 26th in the world and 5th in Canada in the inaugural THE Impact Rankings

12th Globally and 4th in Canada in Sustainable Cities and Communities

14th Globally and 4th in Canada in Climate Action

22nd Globally and 2nd in Canada in Responsible Consumption and Production

25th Globally and 2nd in Canada in Reduced Inequality

Financials

STATEMENT OF OPERATIONS AND CHANGES IN DEFICIT

(Thousands of dollars)

Year ended April 30	2019 \$	2018 \$
REVENUE		
Student fees	694,215	550,414
Grants and contracts	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income	33,141	20,987
Amortization of deferred capital contributions	17,467	15,247
Donations	8,496	15,005
Total revenue	1,279,127	1,093,404
EXPENSES		
Salaries and benefits	754,399	715,083
Operating costs	166,430	154,937
Scholarships and bursaries	84,139	85,682
Amortization of capital assets	46,133	43,426
Taxes and utilities	25,234	31,285
Interest on long-term debt	26,110	26,771
Cost of sales and services	12,350	13,600
Total expenses	1,114,795	1,070,784
Revenue over expenses for the year	164,332	22,620
Employee benefit plans – remeasurements	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets	(106,893)	81,171
Net transfers to internally restricted endowments	(1,493)	(251)
Change in unrestricted deficit in the year	2,689	3,386
Unrestricted deficit, beginning of year	(35,736)	(39,122)
Unrestricted deficit, end of year	(33,047)	(35,736)

BALANCE SHEET

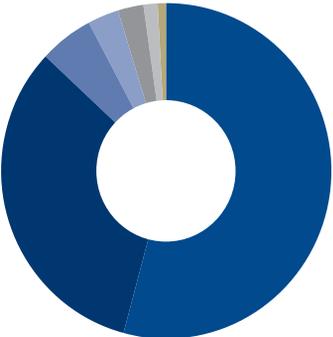
(Thousands of dollars)

As at April 30	2019 \$	2018 \$
ASSETS		
Current		
Cash and cash equivalents	123,959	157,413
Accounts receivable	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
Total current assets	232,229	295,182
Pension plan asset	58,589	107,201
Investments	1,196,931	997,472
Investment in lease	41,887	42,333
Capital assets, net	1,521,023	1,511,415
	3,050,659	2,953,603
LIABILITIES		
Current		
Accounts payable and accrued liabilities	131,567	136,484
Current portion of long-term debt	467	505
Deferred revenue	58,917	98,176
Total current liabilities	190,951	235,165
Deferred contributions	168,602	162,819
Long-term liabilities	148,447	143,545
Long-term debt	498,523	498,846
Deferred capital contributions	454,008	464,325
Total liabilities	1,460,531	1,504,700
NET ASSETS		
Unrestricted deficit	(33,047)	(35,736)
Internally restricted	1,140,048	1,033,108
Endowments	483,127	451,531
Total net assets	1,590,128	1,448,903
	3,050,659	2,953,603

FINANCIALS

SUMMARY OF REVENUE & EXPENSES - FISCAL YEAR 2019

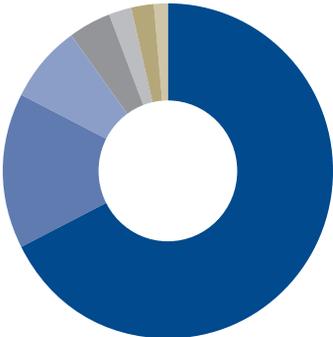
Revenue



TOTAL
\$1,279.1 million

- Student fees
- Grants and contracts
- Sales and services
- Fees, recoveries and other income
- Investment income
- Amortization of deferred capital contributions
- Donations

Expenses

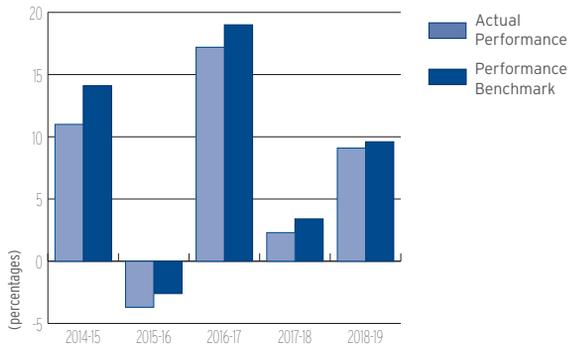


TOTAL
\$1,114.8 million

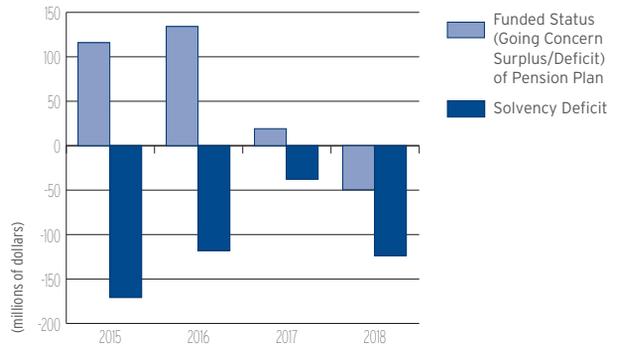
- Salaries and benefits
- Operating costs
- Scholarships and bursaries
- Amortization of capital assets
- Taxes and utilities
- Interest on long-term debt
- Cost of sales and services

ENDOWMENT PERFORMANCE & FINANCIAL STATUS OF PENSION PLAN

Investment Performance - Endowments

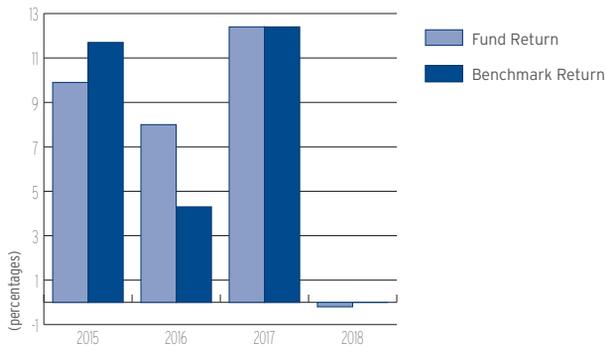


Pension Plan



Note: The most recent valuation filed with the provincial pension regulator (FSCO) was as at December 31, 2017.

Pension Investment Performance



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Strategic Mandate Agreement 2020-25 Information

On April 11, the Ontario government announced that the Ministry of Training, Colleges and Universities (TCU) will be implementing the Strategic Mandate Agreements 2020-25 (SMA3) and performance/outcomes-based funding. The SMA is a foundational agreement between the provincial government and each Ontario post-secondary institution, setting out:

1. Our enrolment corridor over the next five years of the agreement;
2. Program areas where we anticipate growing; and
3. Performance indicators that will inform government funding for the period of 2020-25.

Timeline



Metrics

TCU informed all Ontario universities that SMA3 will include 10 metrics which fall into the two broad categories of **Skills & Job Outcomes** and **Economic & Community Impact**.

10 Performance Metrics			
Priority Area	Metric Name	Data Source	Activation
Skills & Jobs Outcomes	Graduate Employment Rate in a related field	MTCU Ontario University Graduate Survey (OUGS)	Yr 1 (2020-21)
	Institutional Strength/Focus	University Statistical Enrolment Report (USER)	Yr 1 (2020-21)
	Graduation Rate	University Statistical Enrolment Report (USER) - Enrolment and Degrees Awarded data collections	Yr 1 (2020-21)
	Graduate Employment Earnings	Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada	Yr 2 (2021-22)
	Experiential Learning	Institutions	Yr 2 (2021-22)
	Skills & Competencies	Education and Skills Online Tool, Organisation for Economic Co-operation and Development (OECD)	Yr 3 (2022-23)
Economic & Community Impact	Community/Local Impact	University Statistical Enrolment Report (USER), Enrolment data collection; Census Data (Statistics Canada)	Yr 1 (2020-21)
	Institution-Specific (Economic Impact)	Institutions	Yr 1 (2020-21)
	Research Funding & Capacity: Federal Tri-Agency Funding Secured	Research Support Program, The Tri-Agency Institutional Programs Secretariat (TIPS)	Yr 1 (2020-21)
	Innovation: Research Revenue Attracted from Private Sector Sources	Canadian Association of University Business Officers (CAUBO)	Yr 2 (2021-22)
2 University Reporting Metrics			
Productivity, Accountability & Transparency	Faculty Compensation	Institutions	Yr 1 (2020-21)
	Faculty Workload	Institutions	Yr 1 (2020-21)

Principles for the Establishment and Implementation of SMA3 @ York University

Purpose

- To outline the principles that will guide decision-making in reaching agreement with the province on its next Strategic Mandate Agreement with York University (SMA3)
- To outline the principles that will inform the implementation of SMA3 and the University's collective approach to achieving our University Academic Plan priorities within the SMA3 context

Principles – Establishment of the SMA3

- York University will continue to pursue our priorities as set out in the University Academic Plan. We seek to position the University to demonstrate its strengths in a way that aligns with, and continues to advance, York's mission, vision, values and academic priorities in the SMA3 context.
- The weighting of SMA3 metrics will reflect University priorities while also mitigating risks of funding loss based on analysis of historical data, plans and projections for the future, and the University's ability to impact performance on specific metrics.

Example: Increasing experiential education (EE) opportunities for students is a UAP goal. Available data shows we have succeeded in growing EE in recent years, and that investments in curricular development, infrastructure and staff supports for EE have been effective in increasing the number of students benefiting from these opportunities. Continued investment and focus in these areas is likely to promote further steady growth over the SMA3 period. Based on the principles above, the EE metric is a good candidate for a heavier weighting.

Example: Tri-council income is only one of many measures of research success and intensification. While York's research income continues to grow overall, the tri-council component of our income can fluctuate from year to year based on researcher priorities, competition success rates, and broader shifts in the funding landscape. Full analysis of the university's track record relative to other Ontario universities will need to inform weighting of this metric.

- The definition of York's *Institution-specific Economic Impact Metric* will be based on analysis of data that is available or could be secured to demonstrate how the University's existing and planned future activities create economic benefits and opportunities, as well as other positive impacts, for people and communities in the province.

Principles – Implementation of the SMA3

- York University will continue to pursue our University Academic Plan. York's SMA3 should reflect, but not drive, internal decisions and expectations about the size and mix of academic program offerings and research activities at the University.
- The University will approach SMA3 implementation as a collective responsibility. Performance on metrics will be reported and assessed at an institutional level. It is understood that different areas of the University will contribute different strengths to the University's overall performance on metrics.
- The University will work proactively to maximize provincial grant funding and mitigate risk, in order to support the full breadth of important activities and programming that take place across our campuses.
- Should there be any reduction in York's government grant as a result of performance under SMA3 metrics, an analysis of root causes/factors will be completed. Any adjustments or additional resource support decision-making would first consider the University Academic Plan and/or other relevant institutional plans or strategic initiatives.

DRAFT document for discussion

http://vpap.info.yorku.ca/ppy_protected/strategic-mandate-agreements/



PRESIDENT'S KUDOS REPORT

SEPTEMBER 2019



The [Royal Society of Canada](#) (RSC) has elected three York University professors to its ranks as Fellows, and three professors as new members to the College of New Scholars, Artists & Scientists:

- Patrick Cavanagh, Glendon (Fellow);
- Jonathan Edmondson, LA&PS (Fellow);
- Anna Hudson, AMPD (Fellow);
- Rebecca Pillai Riddell, Faculty of Health (College of New Scholars, Artists & Scientists);
- Marlis Schweitzer, AMPD (College of New Scholars, Artists & Scientists); and
- Zheng Hong (George) Zhu, Lassonde School of Engineering (College of New Scholars, Artists & Scientists).



[Sarah Cantrell](#), assistant vice-president institutional planning and analysis in the Office of Institutional Planning & Analysis at York University, has been elected the incoming Chair of the Board of Directors of the [Society for College & University Planning \(SCUP\)](#).



Lassonde School of Engineering postdoctoral researcher [Christina L. Smith](#) has been selected as one of 12 participating scientists on NASA's Juno Mission to Jupiter.



[Three professors](#) have earned York-Massey appointments for the 2019-20 academic year:

- Richard Hornsey, Lassonde School of Engineering (York-Massey Fellowship);
- Andrew Dawson, Glendon Campus (York-Massey Visiting Scholarship); and
- Dayna Nadine Scott, Osgoode Hall Law School (York-Massey Visiting Scholarship).





York University researchers will receive more than \$700,000 in provincial funding for research projects and equipment through the [Early Researcher Award \(ERA\) program](#) and the [Ontario Research Fund \(ORF\)](#). Four researchers will receive ORF grants, and two researchers will receive ERAs:

- John Gales, Department of Civil Engineering, Lassonde School of Engineering - \$118,135 in ORF grants
- Cora Young, Department of Chemistry, Faculty of Science - \$138,555 in ORF grants
- Ryan Hili, Department of Chemistry, Faculty of Science - \$114,626 in ORF grants
- Lyndsay Hayhurst, School of Kinesiology & Health Science, Faculty of Health - \$49,664 in ORF grants
- Doug Van Nort, Department of Music, School of the Arts, Media, Performance & Design, Canada Research Chair in Digital Performance - \$140,000 ERA; and
- Pouya Rezai, Department of Mechanical Engineering, Lassonde School of Engineering - \$140,000 ERA.



The federal government, through the [Consortium national de formation en santé \(CNFS\)](#), announced new funding of \$1 million over five years to Glendon Campus to improve training in French language health services.



[Ten students](#) were honoured with the Robert J. Tiffin Student Leadership Award in recognition of their contributions to the growth, development and vitality of the York community through various endeavours undertaken during their studies:

- Alexia Brown, FGS;
- Lauren Dick, LA&PS;
- Maddisyn Fisher; AMPD;
- Shir Grunebaum, Health;
- Shalyn Isaacs, Health;
- Tiffany Joseph, Lassonde;
- Althea Parala, Health;
- Nathaniel Penhearow, Health;
- Abdeali Hatim Saherwala, FES;
- and Iris Yusupov, FGS.



[Ela Veresiu](#), a Schulich School of Business assistant professor of marketing, recently received the 2019 Sidney J. Levy Award for her research paper titled "Beyond Acculturation: Multiculturalism and the Institutional Shaping of an Ethnic Consumer Subject" at the annual Consumer Culture Theory Consortium.



As a result of a new partnership, Innovation York and the School of Continuing Studies have introduced [an entrepreneurship stream for the Certificate in Machine Learning](#), which will provide students the opportunity to gain support for their existing or planned machine learning start-ups in the final course of the program.



Faculty of Liberal Arts & Professional Studies [Associate Professor Eve Haque](#) has been awarded a [Distinguished Visiting Fellowship](#) at the Graduate School of the City University of New York's (CUNY's) Advanced Research Collaborative (ARC) for the Fall 2019 term.



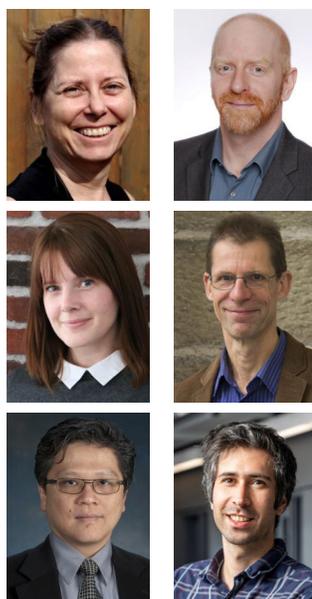
Atmospheric science [Professor Peter Taylor](#) and graduate student [Soudeh Afsharian](#)'s paper "On the Potential Impact of Lake Erie Wind Farms on Water Temperatures and Mixed-Layer Depths: Some Preliminary 1-D Modeling Using COHERENS" was featured on the front cover of the *Journal of Geophysical Research*'s March issue.



Professor and Chair of the Civil Engineering Department, [Dan Palermo](#) was recognized as one of the 2018 Outstanding Associate Editors for the Canadian Journal of Civil Engineering.



[Lions wrestlers Bailey Agard, Christelle Lans and Mary Adarkwa](#) all claimed a medal at the Ontario Cup event in Guelph, Ontario. The three podium performances also earned the team first place in the overall standings as they brought home the junior women's Ontario Cup title.



One renewed and five new [Canada Research Chairs \(CRCs\)](#) from York University were announced by the Government of Canada:

- Professor Mary Bunch, School of the Arts, Media, Performance & Design - Tier 2 Canada Research Chair in Vision, Disability and the Arts;
- Professor Theodore J. Noseworthy, Schulich School of Business - Tier 2 Canada Research Chair in Entrepreneurial Innovation and the Public Good (renewal);
- Professor Gillian Parekh, Faculty of Education - Tier 2 Canada Research Chair in Inclusion, Disability and Education;
- Professor Nikolaus Troje, Faculty of Science - Tier 1 Canada Research Chair in Reality Research;
- Professor Manus (Johnny) Rungtusanatham, Schulich School of Business - Tier 1 Canada Research Chair in Supply Chain Management; and
- Professor Joel Zylberberg, Faculty of Science - Tier 2 Canada Research Chair in Computational Neuroscience.

DARE U

Forty student researchers received the Dean's Award for Research Excellence (DARE), a program which provided students with \$5,000 in funding to work collaboratively with LA&PS faculty on a research project throughout the summer.



School of Continuing Studies students [Bavneet Singh Nagpal](#) and [Carina Matutina](#), together with their instructor [Dorjana Nano](#), earned the award for best paper at this year's Global Conference on Business Management and Economics (GCBME).



[Schulich students](#) [Abhishek Pandey](#) (MBA '20), [Raeanne Cardoza](#) (MMKG '19), [Naomi Huisman](#) (MMKG '19) and [Srikanth Raghava](#) (MBA '20) ranked third in the inaugural IE Global Innovation Challenge, hosted by IE Business School, in Madrid, Spain.



[Christopher McGoey](#) is the second place winner in the Insolvency Institute of Canada's 2019 Law Student Writing Awards Program.



Two Master of Business Analytics students, [Daniel Kur](#) (MBAN '20) and [Revthi Jayarajan Palangat](#) (MBAN '20), are the recipients for this year's Vector Scholarships in Artificial Intelligence (VSAI).



[Mitchell Palmer](#) received the Bergeron Medal, which is awarded annually to a top student graduating from the Lassonde School of Engineering in recognition of their academic and entrepreneurial achievements in the Bergeron Entrepreneurs in Science and Technology (BEST) program.



[Leeat Granek](#), an associate professor, will receive the Distinguished Early Career Contributions in Qualitative Inquiry Award at the annual American Psychological Association conference.

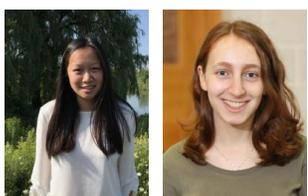


Long-serving staff member, Frances Chan, Director of Information Technology Services & Facilities for the Faculty of Environmental Studies was promoted to Lieutenant Commander (LCdr) with the Navy Reserve Division of HMCS YORK.



Seven faculty members from were recognized with Osgoode Hall Law School Teaching or Service Awards for the 2018-19 academic year:

- Osgoode Full-time Senior Faculty (10 years' or more teaching experience) Award - Professor Craig Scott;
- Osgoode Full-time Faculty (tenure/tenure stream with less than 10 years' teaching experience) Award - Professor Karen Drake;
- Osgoode Adjunct Faculty Award - Brad Ross and Sasha Baglay;
- Osgoode Professional Faculty Service Award - Professor Shelley Kierstead;
- Osgoode Professional Development Award - Adjunct Professor Leslie Macleod; and
- Osgoode Professional Development CLE Contribution Award - Patrick Case.



Two first-year students, [Kathryn Chin](#) and [Rivka Werner](#), were awarded Schulich Leader Scholarships to study at York University. The prestigious scholarships are awarded to select high school graduates with entrepreneurial talent who are enrolling in a science, technology, engineering or mathematics (STEM) program.



Chemical & Engineering News (C&EN), the weekly news magazine of the American Chemical Society (ACS), has named [Professor Cora Young](#) to its new Talented 12 list, which recognizes up-and-coming chemistry researchers and innovators who are tackling some of the world's most pressing issues.



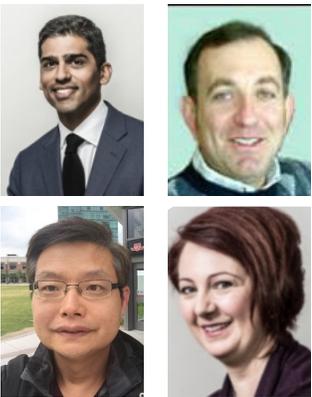
York University [Professor Joel Katz](#) has been recognized as a 'World Expert' in postoperative pain research by [Expertscape](#), an online database that works to objectively rank individuals and institutions by their expertise in more than 27,000 biomedical topics.



Touch MBA, an international website dedicated to helping students choose their Business School, has named [Schulich's MBA Program](#) and its specialization in Arts, Media & Entertainment Management one of the five best business school programs in North America for launching careers in the entertainment and media industries.



[Maria João Dodman](#), associate professor of Portuguese & Luso-Brazilian Studies, received the Insignia do Governo Regional dos Açores – Medal for Professional Merit, one of the most distinguished honours given by the government of the autonomous region of the Azores.



Innovation York announced the successful recipients of the third round of the National Research Council Canada's Industry Research Assistance Program (NRC-IRAP) [Artificial Intelligence Industry Partnership Fund](#). The following is a list of the successful projects and the partners:

- Civica Infrastructure and Professor Usman Khan;
- Mine Design Engineering and Professor Usman Khan;
- ThisFish Inc and Professor Peter Khaiter;
- Mero Technologies and Professor Michael Chen; and
- IT Universe Ltd and Professors Melanie Baljko and Vassilios Tzerpos.



The [School of Human Resource Management \(HRM\)](#), in the Faculty of Liberal Arts & Professional Studies, brought home all four Canadian HR Reporter Reader's Choice Awards for best education in Canada for the second consecutive year.



An article analyzing the history of college campus-based surveys of sexual assault, written by [Professor Alexandra Rutherford](#), received an honourable mention in a best article prize competition from the Forum for the History of the Human Sciences.



Graduating students [Kevin Joseph](#) and [Neil McCall](#) received Faculty of Science gold and silver medals, respectively, for their outstanding academic achievements and contributions to undergraduate student life.



Faculty of Science [Professor Jianhong Wu](#), a Canada Research Chair in Industrial and Applied Mathematics, is the winner of the 2019 CAIMS-Fields Industrial Mathematics Prize for his exceptional research in industrial mathematics.



[Professors Colin Coates and Duncan Appleton](#) were recognized with the 2019 Principal's Teaching Excellence Awards for their innovation and commitment to enhancing the quality of teaching and learning at Glendon.



[Six Kellogg-Schulich Executive MBA students](#) took home the grand prize of \$5,000 for the original idea they pitched in their New Venture Design course:

- Steven DeCaire;
- Sarah Jane Flynn;
- Josefina Harlow;
- Shajahan Abdul Kader;
- Alan Sarhan; and
- Denis Tondereau.



[Christine Silversides](#), interim general counsel at York University, has been elected president of the Canadian Association of University Solicitors (CAUS).



Faculty of Environmental Studies alumna [Tzeporah Berman](#) is the recipient of the global Climate Breakthrough Project award, which includes \$2 Million (USD) in funding and expert resources, to develop new global and high impact climate campaign strategies.



This year, the [York University English Language Institute \(YUELI\)](#) is the only Canadian institution nominated in the Language Educator of the Year category at the PIONEER Awards, which celebrate innovation and achievement across the international education industry.



[Dr. Rui Wang](#), who is currently serving as interim vice-president research and innovation, was appointed dean of the Faculty of Science. Dr. Wang will begin his five-year term on January 1, 2020



[Professor Aleksander Czekanski](#), from the Department of Mechanical Engineering at the Lassonde School of Engineering at York University, has been appointed president-elect of the Canadian Engineering Education Association (CEEA).



[Heidi Matthews](#), assistant professor at Osgoode Hall Law School, will join the *German Law Journal's* editorial board, which is expanding in North America. The *German Law Journal* is an open-access, peer-reviewed publication for translational and interdisciplinary encounters with German, European and international law.



[Professor Zheng Hong \(George\) Zhu](#) of the Lassonde School of Engineering has accepted the role of inaugural director of the Research Commons, a role in which he will lead the creation of the Research Commons and help evolve its mission and mandate.



[Professor Faisal Bhabha](#) was appointed to the Advisory Board for the Centre for Free Expression at Ryerson University, a hub for public education, research and advocacy on free expression and the public's right to know. Professor Bhabha was also appointed National Co-Rapporteur on Human Rights to the International Academy of Comparative Law Thematic Congress on Diversity and Plurality in Law.

Board of Governors

Memorandum

To: Board of Governors

From: Bobbi White, Chair, Academic Resources Committee

Date: 8 October 2019

Subject: October 2019 Report on Appointments, Tenure and Promotion

Motion and Rationale:

The Academic Resources Committee recommends that the Board of Governors approve the President's October 2019 report on appointments, tenure and promotion as set out in Appendix A and B.

This report covers appointments recommended since the Committee and Board met in June along with recent tenure and promotion decisions. The President has confirmed that the 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 (tenure and promotion) and Appendix B (appointments).

A summary of the number of tenure and promotions and appointment decisions taken in 2018-2019 has also been provided. See Appendix C.

Recommendations for Tenure and Promotion to Associate Professor

Appendix A

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Bell, S (F)	Liberal Arts and Professional Studies	Writing	PhD (Waterloo)	Writing and pedagogy
Bonnell, J (F)	Liberal Arts and Professional Studies	History	PhD (Toronto/ OISE)	Canadian, environmental and urban history. Public memory
Bucking, C (F)	Science	Biology	PhD (McMaster)	Physiology and neuroscience
Coburn, E (F)	Glendon	International Studies	PhD (Stanford)	Sociology
Coulter, N (F)	Liberal Arts and Professional Studies	Communication Studies	PhD (Simon Fraser)	Media, culture and society
Eldyasti, A (M)	Lassonde School of Engineering	Civil Engineering	PhD (Western)	Environmental engineering
Gordon, M (M)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD (York)	Air quality, turbulence and the atmospheric boundary layer
Krol, M (F)	Lassonde School of Engineering	Civil Engineering	PhD (Toronto)	Ground water remediation
Li, Z (M)	Schulich School of Business	Operations Management and Information Systems	PhD (Utah)	Information systems
Schotte, M (F)	Liberal Arts and Professional Studies	History	PhD (Princeton)	History of science and technology
Van Nort, D (M)	Arts, Media, Performance and Design	Computational Arts	PhD (McGill)	Music technology
Wakefield, G (M)	Arts, Media, Performance and Design	Computational Arts	PhD (California, Santa Barbara)	Media arts and technology
Wang, H (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Concordia)	Financial accounting
Whelan, J (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Western)	Marketing

Recommendations for Tenure at the rank of Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Bashir, R (M)	Lassonde School of Engineering	Civil Engineering	PhD (McMaster)	Geotechnical/ geoenvironmental engineering
Pisana, S (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (Cambridge)	Nanoelectronics

Recommendations for Tenure and Promotion to Associate Professor, Teaching Stream

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Metcalfe, R (F)	Science	Science and Technology Studies	PhD (York)	Physics and astronomy
Pavri, V (F)	Science	Science and Technology Studies	PhD (Toronto)	History of philosophy of science and technology

Table 1 2019-20 Recommendations for Appointment – Full-Time Faculty Members¹

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
AMPD						
Veninger, Ingrid	F	Cinema & Media Arts, Multi-Platform	Assistant Professor, PC1 (Teaching Stream)	MFA, Film (York, 2019)	Ms Veninger recently completed her MFA in Film Production at York University. She has taught courses in York's Department of Cinema & Media Arts and held the roles of Mentor in Residence at the Canadian Film Centre and Screenwriter-in-Residence at University of Toronto. Since 2008, she has produced, written and directed feature films and shorts for which she has received a Genie award for Best Feature Documentary among other awards.	Faculty Funded
GLENDON						
Audette, Marc	M	Multidisciplinary Studies	Assistant Professor, PC2 (Teaching Stream)	MA, Visual Arts (York, 1998)	This appointment was made through the CUPE Conversion Program. Mr. Audette has been teaching for the past 30 years at York University, the University of Quebec, Cégep de l'Outaouais, and the College des Grands Lacs, Toronto. He was the curator of Glendon Gallery from 2001 to 2014. His interests are in human interactions in nature through photography.	Faculty Funded
Lamaison, Catherine	F	Language Training Centre for Studies in French	Assistant Professor, PC1 (Teaching Stream)	PhD, Social Justice Education (Toronto, 2017)	Since 2017, Dr. Lamaison has taught part-time in the French Department at University of Toronto and also part-time as a Business French Instructor at the Language Advantage Inc. in Toronto. Dr. Lamaison has experience teaching courses with multiple sections of French and hybrid courses. She has an in-depth knowledge of technologies and digital tools for language teaching.	Faculty Funded

¹ All appointments effective July 1, 2019 except where indicated in the Name column.

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
Viswanathan, Usha	F	Language Training Centre for Studies in French	Assistant Professor, PC3 (Teaching Stream)	PhD, French Language Acquisition (Toronto, 2016)	Dr. Viswanathan recently held a contractually limited appointment at Glendon and held the role of Interim Director of the Language Training Centre for Studies in French. She has 11 years of experience teaching French as a Second Language at Glendon and at OISE and has five years of experience teaching FSL didactics at OISE.	Faculty Funded
HEALTH						
Aslam, Irfan	M	Nursing, Complex Nursing Skills & Assessment	Assistant Professor, PC1 (Teaching Stream)	MSc, Nursing (D'Youville, 2013)	Mr. Aslam has held the role of clinical course director with York's School of Nursing and has taught at George Brown College and Nipissing University. Since 2008 he has practiced at the University Health Network on the multi-organ transplant unit as well as part-time casual positions at Bridgeport, St. Michael's and SRT MedStaff.	Faculty Funded
Bertram, Mavoy	F	Nursing, Paediatrics	Assistant Professor, PC1 (Teaching Stream)	MA, Nursing (Toronto, 2011)	Ms Bertram has been a sessional instructor and clinical course director with York's School of Nursing since 2010. She also spent two years as a clinical educator at George Brown College. She has been a Registered Nurse in Ontario since 2004. Her extensive clinical experience includes 15 years at the Hospital for Sick Children in units concerned with critical care, respiratory medicine, and infectious disease.	Faculty Funded
Bowerman, Stephanie	F	Kinesiology, Inclusive and Adapted Physical Activity	Assistant Professor, PC1 (Teaching Stream)	PhD, Kinesiology (Texas Woman's University, 2010)	Since 2011, Dr. Bowerman has been a part-time course director with York's School of Kinesiology & Health Science and has also taught as a sessional contract professor at Seneca College since 2016. She has a wealth of experience teaching university level courses, curriculum development and experiential education programs.	Faculty Funded
Cleworth, Taylor	M	Kinesiology, Visuomotor	Assistant Professor, PC1	PhD, Kinesiology (British Columbia, 2018)	Dr. Cleworth comes to us from postdoctoral fellowship position in injury biomechanics and aging with the Research Institute for Aging at the University of Waterloo. His research is focused on visuomotor	Faculty Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
		Neuroscience of Aging	(Professorial Stream)		coordination and decline due to aging, with special concern for balance which is a significant issue for elderly populations.	
Dunwoody, Danielle	F	Nursing, Common & Complex Challenges	Assistant Professor, PC1 (Professorial Stream)	PhD, Nursing (Buffalo, 2018)	Dr. Dunwoody has over 15 years' experience as a Registered Nurse and she comes to us from her position as Clinical Nurse Specialist, Acute Pain Service at the Oakville Trafalgar Memorial Hospital. Her research interests include a focus on developing and testing a multi-dimensional tool for sedation assessment in the context of pain management.	Faculty Funded
Geer, Valini	F	Nursing, Health & Healing	Assistant Professor, PC1 (Teaching Stream)	MA, Nursing (Toronto, 1996)	Ms Geer's professional experience includes 17 years as a Public Health Nurse and Health Promotion Consultant at the Toronto Public Health Department and four additional years as a public health nurse at three other Ontario public health units. Ms Geer has been an Adjunct Professor at Nipissing University since 2011 and has five years of experience as a clinical course director with York's School of Nursing.	Faculty Funded
Gola, Monica	F	Nursing, Mental Health	Assistant Professor, PC1 (Teaching Stream)	MA, Nursing (Toronto, 2010)	Ms Gola has held a contractually limited appointment with York's School of Nursing since 2012 and served as undergraduate program director for several years. She has also held positions as a part-time instructor at George Brown College, Ryerson University and the University of Toronto. Ms Gola has been a registered nurse since 1997 and a public health nurse for the Region of Peel Public Health and the Toronto Public Health since 1999.	Faculty Funded
Moradian, Saeed	M	Nursing, Common & Complex Challenges	Assistant Professor, PC1 (Professorial Stream)	PhD, Nursing (Manchester, 2013)	Dr. Moradian recently completed a postdoctoral research fellowship at the University Health Network and with the Faculty of Nursing at the University of Toronto. His research is focused on the designing and testing of interventions to reduce the burden of complex cancer	Faculty Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
					symptoms and quality of self-management support in the cancer system.	
Oraziotti, Brenda	F	Nursing, Health Assessment	Assistant Professor, PC1 (Teaching Stream)	MA, Nursing (Aspen, 2020)	Ms Oraziotti is currently completing a Master's in Nursing Science at Aspen University and in 2007 obtained a Master's degree in Education at Nipissing University. She has held course directorships with York's School of Nursing, Ryerson University and Seneca, Humber and George Brown Colleges. Ms Oraziotti has over 30 years' clinical experience in intensive care, coronary intensive care, post anesthesia care and surgical care.	Faculty Funded
Paul, Archana	F	Nursing, Mental Health	Assistant Professor, PC1 (Teaching Stream)	MSc, Nursing (Christian Medical College, India, 2005)	Since 2011, Ms Paul has worked as a registered nurse at the William Osler Health System, at CAMH part-time in the emergency department and most recently at Humber River Hospital as a Clinical Practice Leader. Ms Paul has some prior teaching experience at two colleges in India and has clinical instructor at CAMH. Her interests are in mental health and addictions.	Faculty Funded
Pederal, Kristine (1-Jan-20)	F	Nursing, Client Centred Care	Assistant Professor, PC1 (Teaching Stream)	MSc, Nursing (York, 2012)	Ms Pederal has held a clinical course directorship position with York's School of Nursing since 2011. Her professional experience includes full and part-time appointments in nephrology and oncology at MacKenzie Health since 2010 as well as three years in respiratory and general medicine at York Central Hospital. Ms Pederal has developed an interest in narrative approaches to teaching and learning, in particular with storytelling as a teaching strategy to develop thinking, reflection and understanding of the human experience.	Faculty Funded
Phillips, Andria	F	Nursing, Common &	Assistant Professor, PC1	MSc, Nursing (York, 2010)	Ms Phillips has been teaching with York's School of Nursing as a course director since 2006 and most recently held a contractually limited appointment. She has taught a large number of courses using	Faculty Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
		Complex Health Challenges	(Teaching Stream)		both lecture and on-line formats. Ms Phillips has 11 years of relevant clinical experience in areas such as emergency medicine and mental health.	
Robbio, Ruth	F	Nursing, Common & Complex Health Challenges	Assistant Professor, PC1 (Teaching Stream)	PhD, Nursing (Toronto, 2018)	Dr. Robbio has been a sessional and contract instructor with York's School of Nursing since 2004. She has been a registered nurse since 1986 and has significant clinical experience in areas such as coronary care, critical care, and quality assurance. Dr. Robbio embraces nursing theories, health promotion, the human science paradigm, and experiential learning in her teaching, practice and scholarly research endeavours.	Faculty Funded
Skerratt, Sandra	F	Nursing, Primary Health Care	Assistant Professor, PC1 (Teaching Stream)	MA, Nursing (Toronto, 2004)	Ms Skerratt has held a contractually limited appointment in York's School of Nursing since 2012 and has also taught in the Global Health Program. She has played a significant role in developing several courses and introducing an array of pedagogical innovations. Ms Skerratt has over 15 years' professional experience as a Nurse Practitioner at the Southlake Regional Health Centre.	Faculty Funded
LA&PS						
Corbiere, Alan (1-Jan-20)	M	History, Indigenous	Lecturer/ Assistant Professor, PC1 (Professorial Stream)	PhD, History (York, 2019)	Mr. Corbiere is expected to complete his PhD in the Fall 2019. He will be nominated for a Tier 2 Canada Research Chair in Indigenous History of North America in the Fall competition. Mr. Corbiere has a long-established career as a community-engaged historian. He served as the executive director of the Ojibwe Cultural Foundation for five years and most recently an Adjunct Professor in the Department of English at Laurentian University. Mr. Corbiere specializes in Anishinaabe history and culture in the northern Great Lakes region in the 18 th and 19 th centuries.	Specially Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
Fanelli, Carlo	M	Social Science, Work & Labour Studies	Assistant Professor, PC1 (Professorial Stream)	PhD, Sociology and Political Economy (Carleton, 2013)	Since 2017, Dr. Fanelli has held a contractually limited appointment in the Work & Labour Studies program at York. He held a postdoctoral fellowship at Western and previously at Ryerson University. From 2014-15 he was a Scholar-in-Residence at the Global Labour Research Centre at York. Dr. Fanelli's research interests range across the key areas of Canadian labour relations, union responses to austerity, collective bargaining, labour law and labour market policy.	Faculty Funded
Jammal, Manar	F	School of Information Technology	Assistant Professor, PC1 (Professorial Stream)	PhD, Software Engineering (Western, 2017)	Dr. Jammal came to us from her postdoctoral associate position in the Electrical and Computer Engineering Department at Western University. She also worked for Data Infusion Intelligence Inc. in the role of Machine Learning Researcher & Consultant. Her interests are on machine learning and cloud computing in a virtualized environment.	Faculty Funded
Karimi, Sirvan	M	Public Policy and Administration	Assistant Professor, PC1 (Professorial Stream)	PhD, Political Science (York, 2012)	This appointment was made through the CUPE Conversion Program. Since 2017, Dr. Karimi has held a Long Service Teaching Appointment at York and previously a contractually limited appointment from 2013-2016. Dr. Karimi brings important teaching expertise in SPPA's courses in Canadian law and policy. He was the recipient of the Dean's Award of Excellence in Teaching in 2016. Dr. Karimi's research interests mainly focus on social policy with a specific focus on public pension policy.	Faculty Funded
Ojong, Nathanael	M	Social Science, International Development Studies	Assistant Professor, PC1 (Professorial Stream)	PhD, Development Studies (Geneva, 2013)	Dr. Ojong came to us from his position as Assistant Professor and Director, International Development Program at Tyndale University College. His research focuses on the impact of cultural and social factors on formal and informal financial practices and institutions, rural livelihoods and agricultural change, and the social economy.	Faculty Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
Pybus, Jennifer (1-Jul-20)	F	Politics, Democracy and Artificial Intelligence	Assistant Professor, PC2 (Professorial Stream)	PhD, English and Cultural Studies (McMaster, 2013)	Dr. Pybus will be nominated for a Tier 2 Canada Research Chair in Politics of Democracy and Artificial Intelligence in the October competition. Dr. Pybus comes to us from her position as Lecturer in Digital Culture and Society at King's College, London. She previously held the position of Senior Lecturer at the London College of Communication. Her research in artificial intelligence continues to investigate the technological components of datafication on mobile devices and algorithmic miscalculations.	Specially Funded
LASSONDE						
Fan, Jun (1-Jan-20)	F	Mechanical Engineering	Associate Professor with tenure	PhD, Mechanical and Aerospace Engineering (Princeton, 2011)	Dr. Fan will be nominated for a Tier 2 Canada Research Chair in Engineering in the Fall competition. Dr. Fan comes to us from her position as Associate Professor with the Department of Materials Science and Engineering at City University of Hong Kong. From 2010 to 2013, she held a postdoctoral fellow with the Department of Chemistry at The University of Chicago. Dr. Fan's research focus is on interactions of nanomaterials with biological systems, DNA sequencing and protein sequencing.	Specially Funded
Gora, Stephanie	F	Civil Engineering, Water Resources	Assistant Professor, PC1 (Professorial Stream)	PhD, Civil Engineering (Toronto, 2017)	Since graduating, Dr. Gora has held a Postdoctoral Fellowship and Sessional Instructor position with the Centre for Water Resources Studies at Dalhousie University. Her areas of expertise and research are in drinking water quality and treatment, photocatalysis and advanced oxidation processes and small and Arctic water systems.	Faculty Funded
Nourinejad, Mehdi (1-Jan-20)	M	Civil Engineering, Transportation	Assistant Professor, PC1 (Professorial Stream)	PhD, Civil Engineering (Toronto, 2017)	Since graduating, Dr. Nourinejad has held a Postdoctoral Fellowship in Operations Management at the Rotman School of Business, University of Toronto. Dr. Nourinejad's research is focused on intelligent transportations systems and impacts of autonomous vehicles in smart cities.	Faculty Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
LIBRARIES						
Joseph, Kris	M	Digital Scholarship	Assistant Librarian, PC1	MLIS (Alberta, 2019)	Mr. Joseph recently graduated from the University of Alberta. Mr. Joseph had served as a Student Public Services Assistant at the University of Alberta Libraries in 2017-18. He has 20 years of experience in information technologies working in the private sector and at the University of Alberta.	Faculty Funded
Mrozewski, Tomasz	M	Digital Publishing	Assistant Librarian, PC3	MLIS (Western Ontario, 2011)	Mr. Mrozewski came to us from his position as Assistant Librarian (Data, GIS and Government Documents) at the Laurentian University Library & Archives where he held the position since 2013. Mr. Mrozewski demonstrates exceptional knowledge in the area of rights management and fair dealing and has interest in Indigenous research.	Faculty Funded
SCIENCE						
Kong, Jude (1-Jan-20)	M	Mathematics & Statistics, Modelling Infectious Disease Data	Assistant Professor, PC1 (Professorial Stream)	PhD, Applied Mathematics (Alberta, 2017)	Dr. Kong is currently completing a Postdoctoral Fellowship at the Levin Lab at Princeton University. His research interests are in designing and analyzing infectious disease models, mathematical epidemiology and ecology. He has expertise in employing diverse tools such as regression analysis, data mining, machine learning and time series analysis.	Faculty Funded
Kovinich, Nik	M	Biology, Plant Systems	Assistant Professor, PC3 (Professorial Stream)	PhD, Biology (Carleton, 2011)	Dr. Kovinich came to us from his position of Assistant Professor of Genetics, Division of Plant and Soil Sciences at West Virginia University. He previously held a postdoctoral fellowship with the Department of Molecular Genetics at The Ohio State University. Dr. Kovinich is an active researcher in gene regulation networks that regulate phytoalexin biosynthesis in plants.	Faculty Funded

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

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
SCHULICH						
Foroughi, Pouyan	M	Finance	Assistant Professor, PC1 (Professorial Stream)	PhD, Finance (Boston College, 2017)	Dr. Foroughi came to us from his position as Lecturer in Finance at the UNSW Business School, School of Banking and Finance in Sydney, Australia. Dr. Foroughi's research interests focus on empirical corporate finance, corporate governance, financial institutions and social networks.	Faculty Funded
Rzeźnik, Aleksandra	F	Finance	Assistant Professor, PC1 (Professorial Stream)	PhD, Finance (Copenhagen, 2017)	Dr. Rzeźnik came to us from her position as Assistant Professor of Finance at the WU Vienna University of Economics and Business. She has been a visiting faculty member with the Rotman School of Management at the University of Toronto. Dr. Rzeźnik's research interests focus on empirical finance, liquidity, institutional investors, real estate and asset pricing.	Faculty Funded
Shen, Winny	F	Organization Studies	Associate Professor with tenure	PhD, Industrial/Organizational Psychology (Minnesota, 2011)	Dr. Shen came to us from her position as Associate Professor of Industrial/Organizational Psychology in the Department of Psychology at the University of Waterloo. Dr. Shen's research interests focus on individual and interpersonal phenomena specifically in relation to leadership, diversity and inclusion, and, occupational health psychology.	Faculty Funded

Table 2 Recommendations for Appointment – New Contactually Limited Appointments² (since meeting of June 24, 2019)

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
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² All appointments effective July 1, 2019 except where indicated in the Name column.

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

LA&PS						
Malik, Sadia	F	Economics, Theoretical/ Empirical	Sessional Assistant Professor	PhD, Economics (Kansas State, 2005)	Dr. Malik has worked in the non-profit sector as a researcher or research director and has been teaching on a contractually limited basis since 2011. Her research interests lie in the area of political economy, health economics, and human development.	1 year
Monti, Andrew	M	Communication Studies	Sessional Assistant Professor	PhD, Communication & Culture (York/Ryerson, 2018)	Dr. Monti came to us from Wilfred Laurier University where he held a Sessional Lecturer position. He has also taught at Ryerson University as well as at Humber and Conestoga Colleges. Dr. Monti's research interests involve a variety of qualitative and quantitative research methodologies.	1 year
Nastovski, Katherine	F	Social Science, Work & Labour Studies	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2016)	Dr. Nastovski came to us from McMaster University where she held the positions of Assistant Professor (Adjunct) in the Department of Political Science and Associate at the Institute on Globalization and Human Condition. Dr. Nastovski's research is in the area of labour transnationalism.	1 year
Qaiser, Shadab	F	Economics, Theoretical/ Empirical	Sessional Assistant Professor	PhD, Economics (Connecticut, 2010)	Dr. Qaiser has been a sessional faculty member and held a contractually limited appointment with York's Department of Economics. She has also held sessional faculty appointments at McMaster and Wilfrid Laurier. Dr. Qaiser's research interests are on asset development strategies and community economic impact development, issues of child poverty regional economic development and economic impact of clean energy technologies.	1 year
AMPD						
Jansen, David	M	Theatre, Performance Creation	Sessional Assistant Professor	PhD, Theatre (Toronto, 2017)	Dr. Jansen has held positions as Instructor and Workshop Leader at multiple universities since 2013. He is an accomplished actor, director and creator with strong teaching skills with research interests in ways in which German theatre might inform Canadian theatre practice.	10 months

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

Robertson-Palmer, Sean	M	Theatre, Performance Creation	Sessional Assistant Professor	PhD, Performance Studies (York, 2019)	Mr. Robertson-Palmer has held course directorships in Theatre at York University, Humber and Sheridan Colleges. He has extensive professional theatre practice. His research interests are in the fields of theatre, film, music, dance and media studies.	10 months
Health						
Ross, Grace	F	Nursing, Client Centred Community Care	Sessional Assistant Professor, Teaching Stream	MSc., Health Promotion (London, 1995)	Ms Ross has been a sessional faculty member and held a contractually limited appointment in with York’s School of Nursing. She has also held sessional and clinical instructor positions at McMaster, Western Ontario and the University of Toronto. Ms Ross also has more than 20 years of community health nursing experience and has interests in community mental health.	1 year

Note: “Specially funded” includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, 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.

Cumulative 2018-19 Tenure and Promotion Decisions

Faculty	Promotion to Full Professor	Tenure & Promotion to Associate Professor	Tenure & Promotion to Associate Professor, Teaching Stream	Tenure at the Rank of Associate Professor
Arts, Media, Performance & Design	2	2	0	0
Education	0	0	0	0
Glendon	0	4	0	0
Health	0	2	1	0
Liberal Arts & Professional Studies	4	7	0	0
Lassonde	0	5	0	3
Libraries	0	0	0	0
Osgoode	0	1	0	0
Science	3	3	2	0
Schulich	1	1	0	0
TOTAL	10	25	3	3

Cumulative 2018-19 Recommendations for Appointment – Full-Time Faculty Members

Faculty	Professorial Stream	Teaching Stream	Professional Librarians
Arts, Media, Performance & Design	2	8	
Education	2	3	
Glendon	7	2	
Health	17	17	
Liberal Arts & Professional Studies	25	14	
Lassonde	9	0	
Libraries	N/A	N/A	3
Osgoode	2	0	
Science	7	5	
Schulich	6	0	
TOTAL	77	49	3



POINTS OF PRIDE



York University is a world-class teaching, learning and research institution.

1 \$2.26 MILLION GIFT FROM PROFESSOR EMERITUS ALLAN CARSWELL WILL ESTABLISH RESEARCH CHAIR IN DEMENTIA CARE

Retired York University physics **Professor Allan Carswell and his wife, Helen, are longtime supporters.** Their recent gift is the most personal, as Helen has been living with Alzheimer's disease for two decades. In honour of Helen, York University and the Alzheimer Society of York Region will research the benefits of day programming for people with Alzheimer's and dementia.

2 ALUMNUS JESSE THISTLE'S MEMOIR, *FROM THE ASHES*, TOPS TORONTO STAR BESTSELLER LIST

The powerful memoir, *From the Ashes*, of the York University PhD student and assistant professor traces the Métis scholar's story of being addicted and homeless and finding his way. A Trudeau Scholar, Vanier Scholar and winner of the Governor General's Silver Medal, Jesse's work is revolutionizing the way Canadians and their governments think about the struggles that many Indigenous people face.

3 YORK OFFICIALLY HOME TO THE LARGEST TELESCOPE ON A CANADIAN UNIVERSITY CAMPUS

With the installation of the **new one-metre telescope at York's observatory,** students will benefit from enhanced hands-on learning experiences and undergraduate research opportunities. They share that knowledge and experience with the public, both online and during Wednesday night public viewings.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 8 October, 2019

Subject: Markham Centre Campus – Project Approval

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the Markham Centre Campus Project with a total project budget of \$275.5M.

Background and Rationale:

Capital funding for the Markham Centre Campus (MCC) was withdrawn by the Provincial Government on October 23, 2018. Since that date, the administration has been actively engaged in exploring various options to allow the University to continue with the project. At the time that the Province withdrew funding, it indicated that it would consider alternative strategies to advance the project without government capital funding. The University has developed a plan for the Markham Centre Campus responding to the opportunity presented by the Province. The important financial considerations of the MCC initiative have been considered by the Finance and Audit Committee and are summarized below.

The opportunity for the new campus in Markham remains a compelling one, for all the reasons that have been articulated going back to both the original bid book, and the project that was approved to start in 2018. The Markham Centre Campus remains a strategic initiative for the University to establish a significant presence in the rapidly expanding York Region.

The Markham Centre Campus has been identified as one of the three capital priorities for the University, which also include a second engineering/science building and renovations to the Scott Library.

Board of Governors

Financial Analysis of the Business Plan

1. Project Costs

The updated capital plan for the building reflects the original *iconic* building form, consisting of a 10-floor tower, and a lower podium level. The revised project cost is \$225.5 million (excluding the value of the land being contributed by Markham). As the result of an academic planning decision to defer significant portions of the Science programming that was initially planned for phase 1, some of the more capital intensive/expensive space in the previously approved project can be delayed. The deferral of these building elements will reduce the overall costs of the project, through the removal of the vivarium and by leaving the 9th and 10th floors in a shell and core condition.

The estimated capital cost of the Project is as follows:

Description	Cost (\$ millions)
Hard Construction Cost, including Site Development	\$178.0
Soft Cost, including Owner's Direct Costs, Consultants' Fees, Furniture, Fixtures and Equipment (FF+E)	\$47.5
Owner Ancillary Costs, including Testing and Inspections, Environmental, Geotechnical, Surveyor, Consultants, Municipal Permits, LEED Certification, Insurance, Commissioning Agent, Signage and Wayfinding, PM Services, Municipal Site Development, Escalation	\$21.1
FF+E, including Teaching and Office equipment, Information Technology (IT) and Communications, Audio and Visual (AV) equipment, Security	\$15.0
Professional Services & Disbursements - Including the Architect and various Subconsultant Costs	\$11.4
Total Building Project Cost	\$225.5
City of Markham - Value of Land	\$50.0
Total Project Cost	\$275.5

The project cost is based on a detailed costing prepared by Diamond & Schmitt Architects/Turner Townsend dated September 5, 2019. It reflects the previously approved overall building form as described above, with the adjustments to remove the dedicated Science-specific building elements associated with floors 9, 10, and the vivarium.

The costing includes applicable taxes and escalation factors. The estimates for "Soft Cost" elements shown in the table above are derived from the previously approved (2018) capital project budget, adjusted as appropriate for the current schedule and program assumptions. The value of the land at \$50M has been updated to reflect current estimates (which is significantly higher than the previous land value estimate of \$27.3M). The total project cost includes \$15.3 million of contingency amounts.

Board of Governors

At this point, the schedule indicates that a September 2023 opening date is achievable (which represents a two-year slip from the previously planned opening in September 2021). The schedule assumes full approval for the project by early 2020 at the latest, and reflects a Construction Management project delivery model. Critical next steps include completion of minor Design Development revisions by the end of 2019, and the procurement of the Construction Manager by year end 2019 or early 2020. Over the course of the Fall 2019, the University will be working with the City of Markham staff to advance the Site Plan and related municipal approval processes.

Description	Time (months)	2019				2020				2021				2022				2023			
		Q1	Q2	Q3	Q4																
Government & York University Board Approvals	8																				
York University Planning	11																				
Building Design Update	7																				
Procurement of Construction Manager	8																				
Municipal Approvals	9																				
Construction	36																				
York University Move In and Occupancy	6																				
First Academic Term	0																				

September 2023

2. Project Funding

The project will be funded as shown in the following table. The table also shows the previously funding plan for the Project as approved in November 2017:

Description	Previously Approved (\$M)	Oct 2019 Proposed (\$M)
Province of Ontario Capital Funding	\$135.6	
Region of York Financial Contribution	\$25.0	\$25.0
York University - New Debt Issue		\$100.0
York University - Working Capital	\$30.0	\$50.5
Fundraising	\$35.0	\$50.0
Subtotal	\$225.6	\$225.5
Land - City of Markham	\$27.3	\$50.0
TOTAL PROJECT VALUE	\$252.9	\$275.5

Given the University's requirement to contribute \$150.5M towards the capital construction, a long-range cash flow analysis was completed and discussed by the Finance and Audit Committee, which confirmed capacity to invest \$50.5M of working capital into the project, through internal reserves. The Board of Governors' retreat in May 2019 included a review and discussion of the University's financial capacity and possible sources of funding to enable its capital plans. The University maintains internal reserves/working capital balances that provide flexibility to internally fund the project, in conjunction with additional debt. The project funding plan contemplates that the University will borrow \$100M (with the final form and timing of the borrowing to be determined). Interest rates remain at historical lows. As an example, on June 26, 2019,

Board of Governors

McGill University issued a 30-year instrument for \$90M at 2.96% (+120 basis points to the underlying Government of Canada yield). (York's last debenture issued in 2016 carries an interest rate of 3.58%.)

The University has engaged with external consultants and with credit rating agencies as part of its due diligence on borrowing capacity and cost. We have concluded that the University's current financial position supports the ability to cover the anticipated incremental debt service requirements associated with an additional \$100M in long term debt, and that the impact on credit rating would be minimal, and within an acceptable range.

Notwithstanding the pressure on the University's credit rating that could occur with an additional \$100M debt issue, both external consultants and Royal Bank Capital Markets (RBCM) have expressed the view that there would be strong demand in financial markets for a long-term debenture issued by York University. RBCM, which was an underwriter on York's last debenture, have indicated that a reduction from an A (high) rating (York's current rating) to an A rating, as an example, would likely add a few basis points to York's borrowing costs. RBCM also confirmed that an indicative rate for York (as at September 9) would be in the area of 2.92% (or approximately 134 basis points above the underlying Government of Canada yield.)

The funding plan assumes that the University will raise \$50M in philanthropic gifts for the project, as part of its overall fundraising campaign. The University has secured a lead gift of \$10M as of September 2019 and the capital budget assumes another \$40M in gifts will be sourced over time.

The City of Markham will contribute land currently valued at \$50M and the Region has committed \$25M in cash.

3. Operating Budget

The University has prepared an Operating Budget as part of its due diligence on the plan for the Markham Centre Campus.

As with most academic initiatives, there are typically start-up investments required in the early years, until enrolments reach steady state. The Campus will incur early year losses of \$47.7M (cumulative) by the end of 2025-26, which will then be recovered over time as surpluses are generated starting in 2026-27. The overall budget is projected to break even by fiscal 2030-31.

The operating budget is based on an 80% domestic and 20% international mix of students. Enrolment projections for York University's new Markham Centre were developed using strategic enrolment intelligence related to demographic, student and regional university program needs and building on York University's strengths.

Board of Governors

a. Grant Funding

The operating budget assumes that the provincial government will be providing incremental operating grants for Markham enrolments.

b. Tuition Revenue

Tuition rates for domestic students are regulated by the province, under a tuition fee framework. It is assumed that tuition rates for domestic students will increase by 3% which has been the historical norm, notwithstanding the government's recent decision to roll back tuition rates. It is assumed that tuition rates for international students will increase by 10% per year through 2022-23, and by 5% annually thereafter. (By way of comparison, the assumption of 10% increases to international tuition fees through 2022-23 is consistent with the fee increase assumptions used in the University's most recent multi-year budget cycle).

c. Operating Expenses

When the University prepared budgets for the Markham Campus, before capital funding was cancelled by the Province, Faculties and administrative units submitted budgets for the new campus. The expense budget closely resembles the budgets originally prepared for the Campus in the fall of 2018.

4. Financial Resources committed to the Project

In addition to the \$100M debt the University will assume, the University will be financing its own initial working capital investment as well as the early year losses and possibly the typical timing lags in the receipt of donations in a fundraising campaign. The cash flow assumes that \$10M will be raised in donations by the time the Campus opens, and that the remainder (\$40M) will be received over time. The overall initial financial commitment to the Project can be summarized as follows (\$millions):

Working Capital Commitment	\$ 50.5
Early year losses (2021 to 2027)	47.7
Donation lag	40.0
Maximum internal financing	<u>\$ 138.2</u>

This overall financial commitment of \$138.2M will be financed through the University's working capital, and will be recovered over time as donations are received and as the Campus begins to generate surpluses. It should be noted in the table that the "donation lag" assumes no gifts in addition to the \$10M gift already secured would be received prior to 2027-28. Given the strong fundraising effort that will be associated with the Markham Centre Campus, and the unique opportunity it represents, we anticipate significant additional gifts will be received over the next several years, thereby reducing the potential draw on University working capital.

Board of Governors

5. Financial Risks

As with any project of this size, there will be financial risk associated with the Project.

The critical financial risks associated with the project are as follows:

- The capability to attract both domestic and international students to the Campus to meet budget targets.
- Construction risk of exceeding the capital budget.
- Financing and interest rate risk in obtaining the necessary and sustainable debt to fund the project.
- Donations not meeting fundraising targets.
- The ability of the University to finance and sustain the Project, in the event the Keele and Glendon Campus do not perform as expected, in future years.

Administration believes the above risks can be managed or mitigated, and has discussed specific strategies with the Finance and Audit Committee.

As the Business Plan suggests there will be significant growth projected in the 18-22 age group in York Region over the next number of decades. Nearly, 60 percent of York Region's 18-year old were enrolled at an Ontario university in the Fall of 2016. Moreover, students in York Region choose to attend York University more than any other institution. These statistics suggest that a new York University Campus in York Region will attract students in sufficient numbers to meet enrolment targets.

York's recent success in attracting international students also demonstrates the University's capability to mitigate revenue shortages. Revenue shortfalls can also be mitigated by generating revenue from continuing education programs, which is an area in which York University has demonstrated substantial success in recent years. The budget also contains significant contingencies beginning in 2027-28 which can be applied to any revenue shortfalls.

The engagement of external consultants confirms that York University has the capacity to finance this project at historically low long-term interest rates.

The risk that the capital budget is exceeded is mitigated by a number of factors, including the contingency built into the budget, the detailed costing that has been completed, and the fact that the project is well advanced with a conservative construction schedule which allows for some flexibility in planning to manage costs. In addition, the City of Markham (and its Planning staff) are highly motivated towards the

Board of Governors

success of the project, which helps address a potential source of risk that has been experienced with a number of recent major capital projects on the Keele campus

The University has secured a \$10M donation, which represents 20% of the fundraising goal for the Project and believes the \$50M target is achievable.

Summary

In conclusion, the University has identified the Markham Centre Campus as a critical strategic priority and Administration recommended to the Finance and Audit Committee that the Markham Campus Centre Project be approved, which was supported by the Committee.

York University has been heavily invested and engaged for nearly 5-years to achieve its aspiration of opening a new campus in York Region/City of Markham. It is important to recall that after a rigorous process that began in 2014, York was the only one of 19 university applicants selected by the former government to proceed with a new campus expansion in Markham Centre.

The University, along with its partners in York Region and the City of Markham, and many others from the private sector, is resolute in our conviction that proceeding with the Markham Centre Campus remains the right decision, and there is considerable urgency to proceeding as soon as possible. The business case is compelling, and demonstrates more clearly than ever how the new campus will address a multitude of pressing issues facing not only government, but also the business community, and growing university age population of the GTA and York Region.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 8 October 2019

Subject: York University Art Gallery Project

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a budget of \$8.0M, inclusive of HST, for the York University Art Gallery Project, to be funded by donations and the University Fund.

Background and Rationale:

In early 2019, a generous donor made a \$5M donation for the construction of a new, standalone art gallery building on campus. The \$5 million donation has been confirmed and York University has now received the full amount of the funds.

At its meeting on June 25, 2019, the Board of Governors approved the site for the new 8,000-10,000 sq. ft art gallery. The site for the art gallery building is between the East Accolade Building and Centre for Film and Theater Building, facing the Harry W. Arthurs Common. The new art gallery building will enable collaboration among the School of Arts Media Performance and Design, other Faculties, students, and the community at large. It will also provide new space for events and community activities.

The new art gallery building site is the last remaining undeveloped area around the Common. Filling in the site will complete the built form that surrounds the Common, and further enhance York University's most significant public space. The site was selected for its strategic location adjacent to the School of Arts, Media, Performance and Design and its proximity to the York University Subway Station.

Appendix A shows an artist's impressions of the approved site in the context of existing surrounding buildings.

Board of Governors

Funding:

This project will be funded by donations and the University Fund.

Fund raising efforts, including sourcing additional donor and government funding for this project are ongoing, with a view to minimizing the contribution required by York University.

Donation Received	\$5.0M
University Fund	<u>3.0M</u>
Total Project Budget	<u>\$8.0M</u>

Artist's Impression of Gallery Building

Figure 1. View of the Art Gallery from the Harry A. Common



Figure 2. View of the Art Gallery from Fine Arts Road



Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 8 October 2019

Subject: Renewal of Ross-Central Square Podium

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve an increase of \$1.3M to the \$6.4M Ross-Central Square Podium project for a total project budget of \$7.7M, inclusive of HST, to be funded from the University's Deferred Maintenance Reserve.

Background and Rationale:

In February 2012 the Board approved a project budget of \$6.4M for the restoration of the 50-year old roof of the Ross Building and Central Square, which is known as the "Podium". The scope of the project required the removal of all existing podium pavers prior to the removal of the failing membrane, installation of the new membrane, reinstatement of pavers and, as required, the repair and replacement of concrete and railings that were either damaged or no longer code compliant. As a result of its size and nature of the work, the project was undertaken in four phases, with the final phase now nearing completion.

The initial engineering analysis determined that the landscaping and other elements of the Podium required additional review to test the performance and structural integrity of the roof. The analysis identified critical elements that required attention, which in turn have added to the project's scope. A design study for the Podium, as well as its associated landscapes, was undertaken during the first phase of the project to validate the restoration process. This created a necessary delay to the waterproofing and repairs.

Board of Governors

Project Scope:

The project scope was expanded as a result of the aforementioned engineering analysis and design study. The expanded scope includes:

- additional waterproofing
- code compliance landscaping
- increased student amenities, including new seating around the Scott Religious Centre (SRC)
- replacement of the steel stairs connecting the Podium to the lower-level courtyard
- introduction of a green roof and new soffit for the SRC

The University will receive a \$100K rebate from the City of Toronto for the SCR green roof.

Funding

Project budget approved in February 2012	\$6.4M
Proposed budget adjustment	<u>1.3M</u>
Total project budget	<u>\$7.7M</u>

The \$1.3M total increase to the project budget includes HST, a 10% project escalation, and 30% contingency. The higher contingency is required because the cost of recreating the pavers is expected to increase. Funding for this additional scope is from the University's Deferred Maintenance Reserve

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 8 October 2019

Subject: Central Utilities Building and Electrical Service Renewal

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a budget of \$2.35M, inclusive of HST, for the renewal of electrical systems which service the Computer Methods International Building (CMiC), the Physical Resources Building (PRB), Kinsmen Building, and the Central Utilities Building (CUB), to be funded from the University's Deferred Maintenance Reserve.

Background and Rationale:

The CUB electrical system is integral to the functioning of the campus utility system. The entire complement of equipment in operation within the CUB is powered and controlled by the electrical system housed in the CUB electrical room. The electrical system was designed, built, and has been in operation since the mid-1960s. The electrical equipment is well past its designed life expectancy, operating at full loading capacity, and is no longer supported by the original equipment manufacturers (OEMs). It has seen multiple iterations of retrofits and repairs over the years; however, it requires a complete renewal to allow for continued and reliable operation. This project will also allow for additional emergency generator connections and the future installation of renewable technologies such as: heat-pumps, solar arrays, and electric vehicle chargers in the north-east quadrant of the campus that will reduce the University's carbon emissions.

This project will affect the entirety of the CUB, the Physical Resources Building (PRB), the Kinsmen Building, and CMiC, yielding the following benefits:

- Elimination of the overhead electrical pole line
- Consolidation of reliable and redundant electrical supplies to PRB, Kinsmen, and CMiC

Board of Governors

- Updated and renewed CUB electrical system
- Connectivity of the CUB electrical system to a back-up generator
- Electrical infrastructure to allow for the connection of renewable technologies and carbon footprint reduction
- Modernization of the electrical system to current standards to keep workers safe while performing maintenance tasks related to the high/medium voltage electrical systems.

Deferred Maintenance Scope

The project addresses multiple Deferred Maintenance (DM) items. The project plan is comprehensive and will be carried out in a way that allows for the continued operation of the campus utility system while the complete complement of electrical equipment that supports that system is changed out.

Funding

The total project budget of \$2.35M is based on related projects completed in the Keele Substation, Farquharson, Petrie, and Lumbers in 2017 and 2018. The budget includes a 15% contingency and will be funded as part of the Deferred Maintenance Plan.

Schedule

Planning and design work will start immediately following Board approval. The project will be tendered in late 2019 with construction anticipated to begin in spring 2020 with completion targeted for fall 2022.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 8 October 2019

Subject: Appointment of the External Auditor

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the appointment of Ernst and Young, Chartered Professional Accountants for 2019-2020.

Background and Rationale:

As requested by the Finance and Audit Committee, York University issued a Request for Proposals (the “RFP”) for Audit Services in 2018.

Ernst and Young was the successful proponent. The University recommends the appointment of Ernst and Young as auditors for York University, the York University Pension Plan, and the York University Development Corporation, consistent with the terms of the request for proposals, issued in 2018.

Board of Governors

Memorandum

To: Board of Governors

From: David McFadden, Chair, Governance and Human Resources

Date: 8 October 2019

Subject: Policy on Sexual Violence: Revisions

Recommendation:

That the Board of Governors approve the amended *Policy on Sexual Violence*, attached as Appendix B.

Background and Rationale:

In accordance with the Province's requirement for Ontario universities to have sexual violence policies in place by 1 January 2017, the Board of Governors approved the York University *Policy on Sexual Violence* (the "Policy") on 14 December 2016. The *Ministry of Training, Colleges and Universities Act* (the "Act") requires the review of the Policy at least once every three years.

In early 2019 a Sexual Violence Policy Advisory Committee was struck to undertake the policy review. The Advisory Committee is diverse in its membership with staff, faculty and students represented. The Committee met on 3 occasions to review the policy, along with similar policies from other Universities across Ontario and Canada, in an effort to ensure York's policy reflects best practices.

The majority of the amendments made by the Advisory Committee are minor and reflect updates to the current roles and responsibilities of the Centre for Sexual Violence Response, Support and Education ("The Centre") and/or similar housekeeping edits. The suggested major amendments are related to the scope of the Policy. These amendments are drafted to ensure that:

- "University Community Member" is comprehensively defined

- the policy applies to events that occur on the University premises or events sponsored by the University (on or off campus) as well as to virtual environments
- supports are available through the Centre for University Community Members who have experienced sexual violence regardless of when or where it took place
- internal investigations are only available when the complaint is made by one University Community member against another University Community Member

Appendix A provides a side-by-side review of the major revisions.

Appendix A

Current policy	Proposed Amendments
<p>1. Purpose</p> <p>1.1 This policy affirms York University’s ongoing commitment to foster a culture where attitudes and behaviors that perpetuate sexual violence are rejected, survivors are supported, and those who commit incidents of sexual violence are held accountable. It replaces the Policy on Sexual Assault Awareness, Prevention and Response and the Sexual Harassment Policy.</p> <p>2. Scope and Application</p> <p>2.1 This policy applies to York University community members including but not limited to students, staff, administrators, faculty, librarians, members of the Board of Governors and Senate, adjunct and visiting faculty, postdoctoral fellows, volunteers, contractors, and invited guests.</p> <p>2.2 Any community member who has experienced sexual violence may access supports through the Sexual Violence Response Office. Supports are available to community members regardless of where or when an incident has taken place. A formal complaint is not necessary in order to access support.</p>	<p>Purpose</p> <p>This policy affirms York University’s ongoing commitment to foster a culture that helps prevent sexual violence by:</p> <ul style="list-style-type: none"> a) rejecting attitudes and behaviors that perpetuate sexual violence, b) fostering a culture of consent, c) supporting survivors, d) educating community members about sexual violence, and e) ensuring those who commit incidents of sexual violence are held accountable. <p>1. Scope and Application</p> <p>1.1 It is a violation of this policy for a University Community Member to commit an act of sexual violence against another York Community Member.</p> <p>1.2 This policy applies to:</p> <ul style="list-style-type: none"> I. Those persons involved in conducting University affairs including <ul style="list-style-type: none"> a. All registered University students, b. University employees <u>including retired and emeritus employees</u> c. Volunteers, d. Contract workers, e. Emeritus workers, f. Members of the Board of Governors and the Senate, and g. Employees of organizations representing the University while they are either on or using University property or participating in University programs and activities, on or off University premises

2.3 The complaint process is available to all York community members whether the sexual violence occurred on campus, off campus or using social media.

2.4 It is a violation of this policy for a York community member to commit an act of sexual violence against another York community member.

2.5 Other University policies and procedures relevant to the subject of sexual violence include:

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

II. where a Member of the University Community experiences Sexual Violence by a non-member that is alleged to have occurred either on University premises or at a University related event on or off University premises; and

III. to virtual environments such as any form of electronic or social media.

1.3 Notwithstanding section 1.1 above, the University may respond to a complaint in accordance with this policy and associated procedures in any circumstance that the University determines may create a risk to the health or safety of any University Community Member or to public confidence in the University.

1.4 For the purposes of internal investigations, consequences and discipline, this policy applies only to Sexual Violence and Misconduct by a member of the University Community Member against another University Community Member that is reported to the Centre for Sexual Violence Response, Support and Education (“the Centre”) and that is alleged to have occurred.

1.5 Any University Community Member who has experienced sexual violence may access supports through the Centre. Supports are available to University Community Members regardless of where or when an incident has taken place. A formal complaint is not necessary in order to access support.

1.6 The complaint process is available whether the sexual violence occurred on campus, off campus or using social media.

2.6 In the event of any conflict between this policy and other University policies or procedures, this policy will prevail.

2.7 This policy is not intended to supersede or interfere with collective agreements or prevailing laws and does not preclude those experiencing sexual violence from seeking recourse through criminal or civil

3. Definitions

University Community Member:

A student, staff, administrator, faculty, librarian, member of the Board of Governors or Senate, adjunct or visiting faculty, postdoctoral fellow, volunteer, contractor or invited guest.

1.7 Other University policies and procedures relevant to the subject of sexual violence include:

- [Code of Student Rights and Responsibilities](#)
- [Healthy Workplace Policy](#)
- [Workplace Violence Prevention Policy and program](#)
- [Workplace Harassment Prevention Policy and program](#)
- Centre for Human Rights Equity and Inclusion (REI) Procedure for Dealing with Complaints of Harassment and Discrimination

1.8 Unless stated otherwise, in the event of any conflict between this policy and other University policies or procedures, this policy will prevail.

1.9 This policy does not and is not intended to replace or interfere with collective agreements or prevailing laws and does not preclude those experiencing sexual violence from seeking recourse through criminal or civil proceedings.

2. Definitions

University Community

Member/Community Member:

All registered university students, University employees including retired or emeritus employees, Volunteers, Contract workers, Members of the Board of Governors and the Senate, and employees of organizations representing the University while they are either on or using university property or participating in university programs and activities, on or off the University's premise

Revised: September 2019

Sexual Violence, Policy on

Legislative History: Approved by the Board of Governors, 12/14/2016

Approval Authority: Board of Governors

Signature: Rick Waugh

Description:

Purpose

This policy affirms York University's ongoing commitment to foster a culture that helps prevent sexual violence by:

- a. rejecting attitudes and behaviors that perpetuate sexual violence,
- b. fostering a culture of consent,
- c. supporting survivors,
- d. educating community members about sexual violence, and
- e. ensuring those who commit incidents of sexual violence are held accountable.

The policy outlines the supports and services available to those affected by sexual violence, the processes in place to address reports of sexual violence, the rights and obligations of community members regarding sexual violence, and affirms the University's commitment to procedural fairness.

Scope and Application

- 1.1 It is a violation of this policy for a university community member to commit an act of sexual violence against another university community member.
- 1.2 This policy applies to:
 - I. Those persons involved in conducting university affairs including:
 - a. All registered university students,
 - b. University employees including retired or emeritus employees
 - c. Volunteers,
 - d. Contract workers,
 - e. Members of the Board of Governors and the Senate, and
 - f. Employees of organizations representing the University while they are either on or using university property or participating in university programs and activities, on or off the University's premises

- II. where a University Community Member experiences sexual violence by a non-member that is alleged to have occurred either on university premises or at a university related event on or off university premises; and
- III. to virtual environments such as any form of electronic or social media.
- 1.3 Notwithstanding section 2.1 above, the University may respond to a complaint in accordance with this policy and associated procedures in any circumstance that the University determines may create a risk to the health or safety of any University Community Member, or to public confidence in the University.
- 1.4 For the purposes of internal investigations, consequences and discipline, this policy applies only to sexual violence and misconduct by a University Community Member against another University Community Member that is Reported to the Centre for Sexual Violence Response, Support and Education (“the Centre”) and that is alleged to have occurred.
- 1.5 Any University Community Member who has experienced sexual violence may access supports through the Centre. Supports are available to University Community Members regardless of where or when an incident took place. A formal complaint is not necessary in order to access support.
- 1.6 The complaint process is available whether the sexual violence occurred on campus, off campus or using social media.
- 1.7 Other university policies and procedures relevant to the subject of sexual violence include:
- [Code of Student Rights and Responsibilities](#)
 - [Healthy Workplace Policy](#)
 - [Workplace Violence Prevention Policy and program](#)
 - [Workplace Harassment Prevention Policy and program](#)
 - [Centre for Human Rights Equity and Inclusion \(REI\) Procedure for Dealing with Complaints of Harassment and Discrimination](#)
- 1.8 Unless stated otherwise, in the event of any conflict between this policy and other university policies or procedures, this policy will prevail.
- 1.9 This policy does not and is not intended to replace or interfere with collective agreements or prevailing laws and does not preclude those experiencing sexual violence from seeking recourse through criminal or civil proceedings.

2. Definitions

Centre for Sexual Violence Response, Support and Education (The Centre):

The Centre is the University office with primary responsibility to assist community members affected by sexual violence. The Centre coordinates supports and resources for those who have experienced sexual violence, receives disclosures and complaints, facilitates safety planning, and assists survivors through the complaint process.

Complaint:

A formal report of sexual violence filed with the Centre.

Complainant:

A University Community Member directly impacted by sexual violence or a university representative who has filed a report under this policy.

Consent:

- a. Consent means active, ongoing, informed, and voluntary agreement to engage in sexual activity; it cannot be implied or assumed.
- b. Consent cannot be given by someone who is incapacitated, unconscious, intoxicated, or otherwise incapable of consenting;
- c. Consent can be withdrawn at anytime;
- d. Consent cannot be obtained through threats, coercion, or other forms of control and intimidation, which includes coercion through abuse of a position of trust, power, or authority
- e. It is the responsibility of the person who wishes to initiate sexual activity to obtain consent from the other person(s) involved, and
- f. The definition of consent does not vary based on a person's sex, sexual orientation, gender identity, gender expression, race, ethnicity, age or abilities.

Disclosure:

When a community member who has experienced sexual violence confides in someone about their experience. Disclosure is presumed to be for the purpose of obtaining support and services and/or to learn about options to make a formal report, but is different from reporting.

Imminent Risk:

An assessment that an act of harm to a community member or members is about to occur or that there is a compelling likelihood that an act of harm will occur.

Rape Culture:

A culture which normalizes, trivializes, and excuses sexual violence or blames survivors for having experienced sexual violence; it can be expressed through dominant societal ideas, prevalent attitudes, social practices, media content, or through institutions which condone sexual violence either implicitly or explicitly.

Report:

When a community member who has experienced sexual violence informs the Centre about their experience through a formal process that involves an expectation that formal action will be taken against the respondent. A report includes particulars of the sexual violence (e.g. names, date, details of what occurred). Reports can be made internally to the University or externally to bodies such as police services, the Criminal Injuries Compensation Board, the Human Rights Commission, or through civil actions.

Respondent:

The community member whose actions are reported to constitute sexual violence.

Sexual Assault:

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

Sexual Harassment:

- a. Unwanted sexual attention of a persistent or abusive nature, made by a person who knows or ought reasonably to know that such attention is unwanted;
- b. The making of an implied or express promise of reward for complying with a sexually oriented request;
- c. The making of an implied or express threat of reprisal, in the form of actual reprisal or the denial of opportunity, for refusal to comply with a sexually oriented request; and/or
- d. Sexually oriented remarks and behaviour which may reasonably be perceived to create a negative psychological and emotional environment for work and study.

Sexual Violence:

Any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

Sexual Violence Response Team:

A group of university personnel that ensures appropriate support and services are provided and coordinates effective responses to incidents of sexual violence and conducts risk assessments related to sexual violence. The team may include representatives from the Centre, Community Safety Department, Office of Student Community Relations, Personal Counselling Services, Residence Life (in matters relating to residence) and, in cases involving faculty or staff, relevant Human Resources and/or Labour Relations representatives.

Support person:

A union representative, legal counsel, friend, relative or other person who accompanies an individual reporting sexual violence during the investigation and/or adjudication process.

Survivor:

Someone who has experienced sexual violence. Although the term survivor is used throughout the Policy, the individual who has experienced sexual violence has the right to determine how they choose to identify and recognize their own experience.

University Community Member/Community Member:

All registered university students, University employees including retired or emeritus employees, Volunteers, Contract workers, Members of the Board of Governors and the Senate, and employees of organizations representing the University while they are either on or using university property or participating in university programs and activities, on or off the University's premises

Workplace Sexual Harassment:

- a. engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, and/or
- b. making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

4. Commitment and Statement of Principles

- 4.1 York University recognizes that universities can play a significant role in preventing sexual violence, supporting survivors, and holding perpetrators accountable. York University is committed to providing and maintaining an environment in which sexual violence is recognized to be unacceptable and is not tolerated.
- 4.2 York University recognizes that anyone can experience sexual violence. Individuals may encounter increased vulnerabilities based on intersectional aspects of their identity or perceived identity including such factors as race,

Indigeneity, economic status, gender identity, gender expression, sexual orientation, language, age, ancestry, ethnicity, ability, faith and/or immigration status. Survivors can also experience many barriers to disclosing, reporting, and/or seeking support; barriers can differ based on the lived experience of the survivor. York University strives to reduce these barriers in order to better support survivors in the community. Some acts of sexual violence are motivated by sexism, racism, colonialism, ableism, homophobia and transphobia, as part of a wider societal context that includes patriarchy, whiteness, and colonization as contributors to acts of sexual violence. The Centre will work with survivors to determine the appropriate supports and accommodations required based on the individual survivor's experiences and expressed needs.

- 4.3 York University will provide a range of supports and services to community members affected by sexual violence regardless of where or when such incidents occur and will, to the extent possible, ensure survivors can self-determine the supports and services they wish to access and whether they wish to contact police.
- 4.4 York University will appropriately accommodate the needs of community members affected by sexual violence, relating to work, study, housing, or extra-curricular activities.
- 4.5 York University recognizes that confidentiality is key to create an environment and culture where survivors feel safe to disclose and seek support and accommodation.
- 4.6 York University is committed to providing on-going training, education, and initiatives aimed at changing attitudes and behaviors that perpetuate sexual violence. The University will support these initiatives through dedicated staff, programming, and related university resources. The University will broadly communicate these initiatives and effectively respond to the needs of the diverse members of the University community.
- 4.7 The University recognizes the extreme impact that rape culture has on society and will work collaboratively with its community to develop educational programs around this serious systemic issue.
- 4.8 Reports of sexual violence made pursuant to this policy will be dealt with through the University complaint procedures and any community member who is found to have committed sexual violence shall be held accountable and subject to sanctions and discipline up to and including notice of trespass, expulsion and/or termination of employment where appropriate.
- 4.9 All University employees in any way associated with the implementation of this policy are required to ensure timeliness of response in order to reduce the time required to access supports, services, and accommodations, as well as to ensure the timely resolution of complaints.

4.10 York is committed to ensuring that its processes for addressing sexual violence are designed to promote fair, just and timely resolution for complainants and respondents. Both parties will be provided with information explaining the process.

4.11 York University recognizes the traumatic effects of sexual violence and is committed to providing appropriate support and information about options available to survivors. York strives for survivors to:

- Be treated with compassion, dignity, and respect;
- Be provided with non-judgmental and empathic support;
- Have confidentiality maintained and any limits to confidentiality explained;
- Be informed of the procedures in place to address sexual violence;
- Be provided with timely safety planning assistance;
- Be informed about on and off-campus supports and services available to them; and to receive survivor-driven supports and services appropriate to their social identities including race, Indigeneity, economic status, gender identity, gender expression, sexual orientation, language, age, ancestry, ethnicity, ability, faith and/or immigration status;
- Be provided with necessary academic, workplace, extracurricular and/or housing/dining accommodations as appropriate;
- Decide whether to pursue criminal or non-criminal reporting options subject to the limits described in this policy;
- Determine what and how much they choose to disclose and to whom;
- Have reasonable and necessary actions taken to prevent further unwanted contact with the respondent;
- Have options for reporting and/or filing a complaint outlined clearly including the option to withdraw a complaint after commencing it or to decline to participate in the investigation of a complaint; and
- Wherever possible, retain control over the matter and any decisions pertaining to their experience including reporting to police.

5. Confidentiality

- 5.1 The University recognizes the importance of protecting confidentiality in order to provide an environment in which survivors can disclose sexual violence and obtain support and to ensure reports of sexual violence can be addressed in a fair manner.
- 5.2 The University will make every reasonable effort to maintain confidentiality when it becomes aware of an incident of sexual violence. It will limit disclosure of information to those within the University who need to know for the purposes of providing support and addressing incidents. This may include disclosing to university representatives responsible for ensuring compliance with a variety of student professional school policies (e.g. Varsity Athlete Code of Conduct, Bachelor of Science in Nursing (BScN) Student Professional Conduct policy or the Bachelor of Social Work Student Professional Behaviour policy).
- 5.3 Disclosures and reports of sexual violence made to the University are considered confidential and are treated in accordance with the *Freedom of Information and Protection of Privacy Act* and relevant collective agreements. Information regarding disclosures and reports will only be shared with those individuals who have a critical need to know to carry out functions appropriate to an individual's or unit's responsibility to properly address an incidence of sexual violence or as required by law.
- 5.4 To the extent possible, the identity of the survivor and the responding person will be anonymized.
- 5.5 The University may be unable to guarantee complete confidentiality if:
 - a. an individual is assessed to be at imminent risk of harm to self;
 - b. an individual is assessed to be at imminent risk of harming an identified person;
 - c. there is reason to believe that members of the University community or the broader community may be at imminent risk of harm; and/or
 - d. the University is obligated to investigate or some other reporting/action is required by law (e.g. incidents involving a minor, or requirements under occupational health and safety or human rights legislation).
- 5.6 This list is the exception to the foundational rule of confidentiality and is necessary to ensure the University can act in the interests of the safety of the community and to meet related legal obligations.
- 5.7 In cases where complete confidentiality cannot be maintained, the community member will be informed as soon as possible. Further, efforts will be made to limit the amount of information that is shared and the number of individuals with whom it is shared.

- 5.8 The University will treat complaints and their investigation as confidential and will not release any information unless required to do so by law or as indicated in this policy. Provision of information to witnesses during investigations will be limited to what is reasonably necessary to conduct a fair and thorough investigation. Participants in an investigation including witnesses and support persons will be advised of the need to maintain confidentiality to protect the integrity of the investigation and will be advised to refrain from discussing the matter during the investigation and adjudication process. The obligation to keep information confidential does not prevent a person from pursuing counselling and/or other support services, including personal support networks for either the complainant or respondent.
- 5.9 The University, through the Centre, will collect data with respect to the number and types of incidents of sexual violence and the supports and services sought for the purpose of developing best practices, compliance with statutory reporting requirements or similar purposes.

6. Supports and Services

6.1 For Those Affected by Sexual Violence

- 6.1.1 A number of supports and services are available to community members affected by sexual violence, irrespective of when or where the incident(s) occurred. The Centre will maintain an up-to-date list of supports and services offered by the University and in the community. The University will publicize the availability of this information broadly to members of the University community through <http://www.yorku.ca/sexual-violence-response>
- 6.1.2 A list of supports and services currently available at the University and in the community is found at Appendix A of this Policy.
- 6.1.3 It is not necessary to file a report or complaint in order to access the services provided by the University. Equally, accessing these services does not constitute filing a report or complaint to the University.

6.2 For Respondents

- 6.2.1 Supports and services are also available to respondents through the Office of Student Community Relations for students, and through the Employee Well Being Office for staff and faculty. Staff and faculty associations and/or unions are also available to provide supports, respectively.

7. Centre for Sexual Violence Response, Support and Education (“the Centre”)

- 7.1 The Centre for Sexual Violence Response, Support and Education (the Centre) facilitates support, services and accommodations based on the circumstances of the incident and the needs and wishes of the person disclosing and/or reporting. The Centre is available to:
- a. Facilitate referrals to University resources and community agencies;
 - b. Coordinate referral to medical services;
 - c. Coordinate academic/workplace accommodations through respective offices;
 - d. Coordinate housing relocation for students on campus;
 - e. Assist with the coordination of safety planning;
 - f. Coordinate access to emergency housing;
 - g. Coordinate emergency financial assistance;
 - h. Coordinate referrals to on and off campus trauma-informed counselling services;
 - i. Provide information about reporting options;
 - j. Assist with decision-making and navigating University processes;
 - k. Manage the flow of information among departments or offices where necessary;
 - l. Coordinate with other institutions where a student may be cross-registered to ensure access to supports and accommodations; and
 - m. Provide effective and ongoing support for survivors with respect to support, services, accommodations, and complaint procedures. Wherever needed, the Centre advocates on behalf of survivors to ensure the needs of survivors are met at all times.
- 7.2 The Centre can provide confidential assistance in a case where an individual has made a disclosure of sexual violence, but does not wish to file a report. The Centre is also responsible for receiving all reports by community members.
- 7.3 The Centre may decide to engage the Sexual Violence Response Team to:
- a. conduct a risk assessment;
 - b. assess the appropriate academic, employment and/or other accommodations the survivor may require;
 - c. assess whether interim measures should be pursued against the respondent; and/or
 - d. in situations where the person affected does not wish to pursue a complaint, determine whether there is an overriding safety or security reason for the University to pursue a complaint. In making this determination, the Sexual Violence Response Team will consider all relevant circumstances including, but not limited to:

- i. the severity of the incident and the harm inflicted,
- ii. the potential risk to other members of the community,
- iii. the location of and circumstances in which the incident took place, and
- iv. the likelihood of effective resolution without the involvement of the person who experienced sexual violence.

7.4 When the Sexual Violence Response Team determines the University will pursue a complaint, it is always the choice of the survivor whether to participate in any investigation or complaint process.

7.5 In making decisions with respect to staff or faculty, the Sexual Violence Response Team shall be cognizant of the various provisions of the respective collective agreement(s).

8. Disclosure

8.1 Disclosure occurs when an individual who has experienced sexual violence confides in someone about the experience. Disclosure can assist an individual in seeking out support and services and to learn about options available to assist them including options to make a formal report. Survivors determine when, what, and how much they choose to disclose.

8.2 Every survivor is entitled to decide whether or not to disclose or report an experience of sexual violence. Subject to the limits of confidentiality described in the Confidentiality section of this policy, the University will support a survivor's right to decide whether to pursue a complaint.

8.3 The University recognizes that some individuals may be hesitant to disclose or report sexual violence in cases where they have been drinking or using drugs while underage at the time the sexual violence took place. A survivor or community member acting in good faith who discloses or reports sexual violence will not be subject to actions for violations of the University's policies related to drug and alcohol use at the time that the sexual violence took place.

8.4 Disclosures may be made to any community member. Disclosures may relate to a respondent who is or is not a member of the University community and may relate to incidents that are current or that occurred at any time in the past.

8.5 All members of the University community to whom sexual violence is disclosed have a duty to advise the individual disclosing of this Policy and the existence of the Centre. Any community member other than a professional counsellor receiving a disclosure should contact the Centre to inform the office that they have received a disclosure and may do so without sharing the identity of the individual making the disclosure if they do not have the consent of the survivor. Centre can also provide support and resources to community members receiving a disclosure.

- 8.6 While disclosure may be made to any community member, survivors are encouraged to contact the Centre directly. The Centre will provide, on a confidential basis, assistance in obtaining supports and services as well as information regarding options for reporting the incident.

9. Reporting

9.1 Emergency Reporting

- 9.1.1 If someone is at **immediate risk** of harm, community members are encouraged to call emergency services at **911 immediately**, and **then contact Security Services at 416-736-5333 or ex. 33333**.
- 9.1.2 Security Services will inform the Centre of any incident reported to it and the Centre may follow-up with persons affected.
- 9.1.3 If Security Services is advised of an incident, they may report the matter to Police Services in circumstances of imminent risk of harm as described in Section 5 above. Persons affected may be contacted by police as part of their investigation into the matter.
- 9.1.4 The University may issue a Security Bulletin in accordance with the respective protocol to inform community members of an ongoing risk related to an incidence of sexual violence.

9.2 Reporting Generally

- 9.2.1 Reporting to the University occurs when a University community member who has experienced sexual violence pursues a formal process through the Centre that involves an expectation that action be taken against the respondent.
- 9.2.2 Reporting sexual violence to the University does not prevent a person from reporting through the criminal justice system (i.e. police) or through other available processes such as to the Human Rights Tribunal of Ontario, the Criminal Injuries Compensation Board or through the civil courts. Equally, reporting through police or other mechanisms does not prevent a person from also reporting to the University.
- 9.2.3 The decision to report sexual violence is the choice of the community member affected. In addition, a community member who files a complaint has the right to subsequently withdraw the complaint at any time and has the right not to participate in any University investigation. In such cases, the Sexual Violence Response Team will determine how to address the complaint in the interest of protecting the larger community. If a complaint is withdrawn, University supports and

accommodations are still available for both the complainant and respondent.

- 9.2.4 No one is entitled to either directly or indirectly intimidate, threaten, coerce, discriminate against, harass, retaliate, or engage in reprisals against an individual who is:
- a. reporting an incident of, or making a complaint about sexual violence, or
 - b. participating in or has co-operated with an investigation under this Policy.
- 9.2.5 The University may institute measures it considers appropriate to prevent reprisal such as separating the parties to a complaint in the academic, work or housing environment or prohibiting communication between the parties pending the complaint process. Anyone engaged in reprisal or who violates the University's direction may be subject to sanctions and/or discipline including possible termination or expulsion from the University.
- 9.2.6 Reporting to police services will only be made with the informed consent of the survivor, unless there has been an assessed imminent risk of harm as outlined in Section 5. Reporting to the police or to other external agencies (e.g. Ontario Human Rights Tribunal) is the only way to formally seek redress against a respondent who is not a member of the University community.
- 9.2.7 Those reporting will be provided with information regarding supports, services, safety planning, and accommodation, University complaints processes and other options for reporting having regard to the circumstances of the case. The Centre can facilitate making a complaint.

9.3 Informal Resolution

- 9.3.1 Many cases of sexual violence are not well suited to alternative or informal resolution. However, there are instances in which the complainant and respondent wish to pursue informal resolution through mediation/facilitation, restorative justice, or similar methods.
- 9.3.2 The Centre will provide information to the complainant regarding informal resolution options and the Office of Student Community Relations (OSCR) will provide information to the respondent regarding informal resolution options. Participation in informal resolution is voluntary and either party may withdraw from the process at any time.

10. Complaint Process

- 10.1 The Centre is responsible for receiving all non-emergency reports of sexual violence. Any community member who experienced sexual violence by another community member may commence the reporting process by contacting the Centre in person or [electronically](#).
- 10.2 A complaint is finalized on the date on which it is received by the University in writing and signed by the complainant. The complaint will include the following:
- a. name of the Complainant
 - b. name of the Respondent (if known); and
 - c. a description of the particulars including but not limited to date(s), time and location where the incident(s) occurred.
- 10.3 The Complainant will be provided with a copy of the complaint.
- 10.4 The University has the jurisdiction to investigate reports made against a community member and will do so as expeditiously as possible.
- 10.5 Complaints involving staff or faculty respondents will be processed in accordance with the applicable collective agreement and/or university policy or program.
- 10.6 Throughout the complaint process, complainants, and respondents have the right to be accompanied by a support person, who must also adhere to the confidentiality requirements of the process.
- 10.7 Complainants and respondents will be provided with appropriate procedural fairness throughout the process.
- 10.8 A complaint may be filed if the respondent is a community member at the time of the incident reported in the complaint. A complaint process may continue after the complainant's relationship to or with the University ends if the

respondent continues to be a member of the University community. If the respondent's relationship to or with the University ends before the complaint process has been completed, the process may be suspended. The process may resume if the respondent returns to the University at a future date.

- 10.9 The filing of a complaint under this Policy is independent of any criminal investigation or proceeding (i.e. a person may report an incident to both the University and the police). The University's investigation and decision-making may be suspended pending the outcome of the criminal proceeding. However, the University may take interim measures as it considers necessary to protect the complainant and/or the University community pending the outcome. Interim measures may include "no contact" orders, and/or changes in academic, extracurricular, housing, dining, employment or other arrangements.
- 10.10 A complainant may withdraw a complaint at any time throughout the complaints process. The complainant may choose not to participate in the complaint process. However, it is recognized that the University may determine that it must or should continue with the investigation and that the complainant's non-participation may impact the scope of the investigation.

11. Complaints Against Students

11.1 Preliminary Assessment

- 11.1.1 After a complaint is filed, it will be transmitted to the Sexual Violence Response Team for preliminary assessment. The Sexual Violence Response Team will assess whether the complaint falls within the jurisdiction of this policy. If the Sexual Violence Response Team determines that the complaint is outside the jurisdiction of the policy or that the matter should not be investigated, it will provide written notice of that decision and reasons for the decision to the complainant.
- 11.1.2 A Complainant may request reconsideration of a decision by the Sexual Violence Response Team that a complaint will not be investigated. A request for reconsideration must be made in writing within 45 calendar days of receipt of the written notice of decision and must be submitted to the Vice-Provost Students for decision.
- 11.1.3 Requests for reconsideration may be facilitated through the Centre.

11.2 Complaint Resolution

11.2.1 If the Sexual Violence Response Team determines that the complaint should be processed through the complaint procedure of this policy, it will refer the complaint to the Centre for Human Rights Equity and Inclusion (REI) to appoint an investigator.

11.2.2 The Sexual Violence Response Team may impose interim measures as it considers necessary to ensure safety of the person reporting or others in the community, to reduce contact between the parties, to prevent retaliation or to avoid a hostile environment. Interim measures may include “no contact” orders, and/or changes in academic, extracurricular, housing, dining, employment or other arrangements. Both the respondent and the complainant may request modifications to the interim measures and may make a written submission in support of their request. The SVRT will provide a written copy of the interim measures to the respondent and advise the complainant accordingly. Requests for modifications will be forwarded in a timely manner to the Sexual Violence Response Team for consideration.

11.2.3 Centre for Human Rights Equity and Inclusion (REI) will ensure a copy of the complaint is promptly forwarded to the respondent who will be provided with an opportunity to submit a written response.

11.3 Informal Resolution

11.3.1 Efforts to resolve a complaint informally may be undertaken at any time either before a complaint is filed or throughout the complaints process up to the point when a decision is rendered.

11.4 Formal Resolution

11.4.1 When a decision is made that formal resolution is the appropriate course of action the Centre for Human Rights Equity and Inclusion (REI) will appoint an investigator to conduct a full investigation. The investigator may be an individual internal to REI or an external person retained for this purpose. The investigator will be properly trained to conduct investigations into sexual violence complaints, trauma-informed investigations, and the potential impact of intersectional identities on how sexual violence is experienced. The complainant and the respondent will be informed that they may have a support person present during the investigation process.

11.4.2 The steps taken to investigate a complaint may vary but will generally involve the following:

- a. the complainant and the respondent are informed in writing that an investigation is being undertaken, describing the allegations and the possible sanctions.
- b. the respondent is given the opportunity to provide a written response to the complaint and the complainant has the opportunity to reply to the written response;
- c. the investigator conducts one or more separate interviews with the complainant and respondent to obtain any additional information, documents, names of witnesses and other evidence that may be considered relevant; both parties will never be interviewed at the same time;
- d. relevant documentary and other evidence are compiled; and
- e. interviews are conducted with witnesses or other individuals who may have relevant evidence.

11.4.3 Either party may decline to be interviewed by the investigator and/or to provide relevant evidence. The investigation report will reflect that a party was given the opportunity to participate in the investigation but did not do so.

11.4.4 During the course of investigation, the investigator will keep the parties apprised of the status of the investigation and the expected time to completion. While the time to investigate and complete an investigation report will vary depending on the circumstances of the case, it is expected that investigation reports will be finalized within 60 calendar days.

11.4.5 Following completion of the investigation, the investigator will prepare a written report containing a detailed summary of the facts and evidence gathered. A complete copy of the investigation report will be provided to the complainant and respondent.

11.4.6 The complainant and respondent will be provided an opportunity to make written submissions with respect to the investigation report. Any submissions received by either party will be disclosed to the other.

11.4.7 At any time prior to the investigation report being forwarded to the Vice-Provost Students, either party may request informal resolution. Once the report has been submitted to the Vice-Provost Students, requests for informal resolution must be submitted directly to the Vice-Provost Students.

11.4.8 The investigation report and the submissions of the parties will be presented to the Vice-Provost Students for a decision as to whether based on a balance of probabilities there has been a breach of the policy. The role of the Vice-Provost Students throughout this policy may be performed by a delegate appointed by the Vice-Provost Students.

11.4.9 Prior to a decision being made, oral submissions may be undertaken as follows:

- a. At the request of one or both of the parties or at the discretion of the Vice-Provost Students.
- b. If oral submissions occur, the parties will not be required to be in the same room together when making submissions if they elect to provide oral submissions.
- c. The parties may have a support person present.
- d. The Vice-Provost Students may request to meet with the investigator and/or any witnesses prior to making a decision.
- e. If either party declines to participate in an oral submission, they will be provided with questions in writing from the Vice-Provost Students and will have the opportunity to provide written answers.
- f. If any new evidence is presented either orally or in writing, both parties may be given the opportunity to respond in writing prior to a decision being rendered.

11.4.10 Based on the investigation report and the submissions of the parties, the Vice-Provost Students will make one of the following decisions on a balance of probabilities:

- a. That the evidence supports a finding that the respondent violated this policy and that a particular sanction or penalty is imposed; or
- b. That the evidence does not support a finding that the respondent violated the policy and the complaint is therefore dismissed.

11.4.11 The Vice-Provost Students will set out a decision, in writing including a summary of the information relied upon in making the decision and the reasons for the decision. This written decision will be provided to the complainant and respondent.

11.4.12 If the Vice-Provost Students determines that the policy has been breached and issues a penalty or sanction, the complainant will be provided with sufficient information regarding the precise nature of the penalty or sanction so as to maintain the complainant's ongoing safety and/or to reduce the possibility of contact between the parties.

12.Appeals of Decisions of the Vice-Provost Students

12.1 Grounds for Appeal

12.1.1 A respondent subject to sanctions following a decision under the policy may appeal the finding of breach of the policy and/or the sanctions imposed by the Vice-Provost Students if one or more of the following applies:

- a. A serious procedural error was made during processing of the complaint that caused prejudice to the respondent and/or might have affected the final outcome;
- b. The decision is clearly unreasonable or unsupportable on the evidence, and/or
- c. The sanction is unreasonable or unsupportable in the circumstances of the case.

12.1.2 A complainant may appeal a finding that no breach has occurred and/or the sanctions imposed by the Vice-Provost Students if one or both of the following applies:

- a. A serious procedural error was made during processing of the complaint that caused prejudice to the complainant and/or might have affected the final outcome; and/or
- b. The decision and/or sanction are clearly unreasonable or unsupportable on the evidence.

12.2 Appeal Panel and Hearing

12.2.1 An appeal of a decision under this part will be conducted by the University Tribunal in accordance with Part 11 of the Code of Student Rights and Responsibilities, save and except that the grounds for appeal listed in this policy shall supersede the grounds for appeal listed in Part 11(a)i-iv of the Code of Student Rights and Responsibilities.

- a. In general, appeals will be heard in writing and an oral hearing will proceed only in exceptional circumstances. Should a tribunal proceed with an oral hearing, the complainant may choose not to participate.
- b. The Appeal Panel will do a preliminary assessment of the written material before holding a hearing. If the Appeal Panel concludes that the appeal cannot succeed on any of the grounds provided in 12.1.1 or 12.1.2 above, the appeal may be dismissed without further processes such as either an oral hearing or further written hearing.

- c. An appeal hearing may be either a written or oral hearing at the determination of the Appeal Panel having regard to the circumstance in each particular appeal.
- d. If the Appeal Panel determines to proceed to an oral hearing, alternative methods of hearing testimony and asking questions will be used where potential traumatization of any party is a consideration.
- e. If any inconsistencies exist between this policy and the Student Code of Rights and Responsibility with respect to appeals, the provisions of this policy shall take precedence.

12.2.2 Tribunal members hearing complaints will be properly trained to conduct hearings into sexual violence matters.

13.Complaints Against Respondents Who are Both Students and Staff

13.1 In cases where the respondent is a student as well as a staff member (e.g. graduate student) and it is unclear what process applies, the Sexual Violence Response Team will determine if the complaint should be processed through the student complaint procedures or the employment complaint procedures having regard to the circumstances of the case and the interest in avoiding duplication of processes.

14.Complaints Against Staff or Faculty

14.1 In cases where the respondent is a faculty or staff member a complaint may be initiated through the Centre, which will ensure that the complaint is provided to the appropriate office under applicable collective agreements and University policies. The Centre will outline respective processes for the complainant.

15.Records of Investigations and Outcomes

15.1 Written records will be retained by the Centre with respect to a complaint investigation and its resolution. The University will comply with all criminal legal subpoenas, civil court ordered requests for records, or as required under FIPPA.

16.Training and Education

16.1 The University will offer training and education to the University community aimed at preventing sexual violence and improving supports to survivors. This will include:

- a. Training on the content of the Sexual Violence Policy, including processes for responding to and addressing sexual violence, for

members of the governing board and senior administrators; faculty, staff, other employees, contractors and for students.

- b. Education initiatives for the University community to promote a change in the attitudes and behaviours that perpetuate sexual violence and to create a more supportive environment for survivors. These initiatives will take an intersectional and anti-oppression approach to addressing the issue of sexual violence and recognize different experiences of violence. Programming will aim to address systemic issues contributing to sexual violence and aim to challenge rape culture and other forms of discrimination and hate.

17. Authority to Amend Policy and Create Procedures

17.1 The President or delegate is authorized to amend the following aspects of this policy without the prior approval of the Board:

- a. the supports and services available at the University or in the community;
- b. the identity of officials, offices and departments at the University who can provide supports, services and/or accommodation; and
- c. the identity of officials, offices and departments at the University to whom reports of sexual violence should be made or who are involved in each stage of the investigation and decision-making processes.

17.2 The President or delegate is authorized to establish and amend procedures, protocols, or guidelines pursuant to this policy.

18. Policy Review and Amendment

18.1 This policy will be reviewed at least once every three years commencing from the date of its approval.

18.2 The review and amendment process will include consultation with representatives of the University's elected student governments and with consideration of input from a diverse selection of students as well as input from faculty and staff, including staff and faculty associations.

APPENDIX A

Campus Supports and Services (Students / Staff / Faculty)

The Centre for Sexual Violence Response, Support and Education (The Centre)

416-736-5211 (24/7)
301 York Lanes
thecentre@yorku.ca
<http://thecentre.yorku.ca/>

Centre for Human Rights Equity and Inclusion (REI)

416-736-5682, Fax: 416-650-4823
2070 Victor Phillip Dahdaleh Building
rights@yorku.ca
www.yorku.ca/rights

goSAFE (Community Safety Department)

416-736-5454 or Ext. 55454
goSAFE@yorku.ca
<http://gosafe.info.yorku.ca/>

Security Services (Community Safety Department)

General Phone: 416-650-8000 or Ext. 58000
Urgent Phone: 416-736-5333 or Ext. 33333
228 William Small Centre
scc@yorku.ca
<http://security.info.yorku.ca/>

Supports and Services for Students

Office of Student Community Relations (The OSCR)

416-736-5231, Fax: 416-736-5565
W128 Bennett Centre for Student Services
oscr@yorku.ca
<http://oscr.students.yorku.ca/>

416-736-5297
Student Counselling and Support
N110 Bennett Centre for Student Services
<http://counselling.students.yorku.ca>

Sexual Assault Survivors' Support Line & Leadership (SASSL)

416-650-8056 (24/7 Peer Support)
416-736-2100 ext. 40345 (Office Line)
4th Floor of the Student Centre, Room B449
sassl@yorku.ca
<http://sassl.info.yorku.ca/#home>

Supports and Services for Staff / Faculty

Employee Assistance Program

1-800-268-5211, TTY: 1-800-363-6270

<http://hr.info.yorku.ca/>

Employee Wellbeing Office (Human Resources)

416-736-5491

Kinsmen Building, 8 Chimneystack Road

ewb@yorku.ca

<http://hr.info.yorku.ca/>

York University Psychology Clinic

416-650-8488

104 Behavioral Sciences Building

<http://www.yorku.ca/yupc/>

Union Supports and Services

To be added in final draft

External Support and Services

There are various supports and services available external to the York community.

Toronto Rape Crisis Centre/Multicultural Women Against Rape (TRCC/ MWAR)

416- 597-8808 (24/7 Crisis Line)

crisis@trccmwar.ca

<http://trccmwar.ca/>

Assaulted Women's Helpline

416-863-0511(24/7), TTY: 416-364-8762

Toll-Free: 1-866-863-0511, TTY: 1-866-863-7868

Fem'aide

1-877-336-2433

info@femaide.ca

<http://www.femaide.ca>

Good2Talk

1-866-925-5454

info@good2talk.ca

<http://www.good2talk.ca/>

Hassle Free Clinic

416-922-0566, Fax: 416-922-2018

66 Gerrard Street East, 2nd Floor, Toronto, ON

<http://hasslefreeclinic.org/>

Lesbian Gay Bi Trans Youth Line

1-800-268-9688, Text: 647-694-4275

<http://www.youthline.ca/>

Women's College Hospital Sexual Assault/Domestic Violence Care Centre (SA/DVCC)

416-323-6040, Fax: 416-323-6489

76 Grenville Street, Main floor, Toronto, ON

The Women's College Hospital SA/DV centre is located in the [Acute Ambulatory Care Unit \(AACU\)](#) on the 1st floor in Room 1305.

<http://www.womenscollegehospital.ca/programs-and-services/sexual-assault-domestic-violence-care-centre/>

Sunnybrook Hospital Bayview Campus

416-480-6100

2075 Bayview Avenue, Toronto, ON

York Central Hospital Domestic Abuse and Sexual Assault Care Centre (DASA)

905-883-1212

905-832-1406 – DASA ext. 2 (Information)

955 Major MacKenzie Dr, Richmond Hill, Ontario

<http://www.yorkcentral.com/main/contact.htm>

Independent Legal Advice for Sexual Assault Survivors Pilot Program

1-855-226-3904

<https://www.attorneygeneral.jus.gov.on.ca/english/ovss/ila.php>

Support Services for Male Survivors of Sexual Abuse Program

1-866-887-0015 – Information 1-888-579-2888

http://www.attorneygeneral.jus.gov.on.ca/english/ovss/male_support_services/

Oasis Centre des femmes (Francophone)

416-591-6565

services@oasisfemmes.org

<http://www.oasisfemmes.org/>

External Resources**Toronto Police Services**

416-808-2222

<http://www.torontopolice.on.ca/>

York Region Police Services

1-866-876-5423

<https://www.yrp.ca/en/index.asp>

For information about supports, resources, and services available, contact the The Centre for Sexual Violence Response, Support and Education (The Centre).

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 8 October 2019

Subject: Endowment Distribution Accrual Rate 2019-20

Recommendation

The Investment Committee recommends that the Board of Governors approve a 2019-20 distribution accrual rate of \$4.17 per unit, representing an increase of \$0.09 per unit over the 2018-19 distribution accrual rate of \$4.08 per unit.

Background

The York University Endowment Fund includes all endowed donations received by York University. The donations are generally for the awarding of scholarships and bursaries, research chairs, and other special projects. The endowed assets are invested in long-term investments in accordance with the Board approved Statement of Investment Policies and Procedures.

The University has adopted a Smoothed Banded Inflation (SBI) spending policy. Under the SBI approach, the distribution rate grows approximately at the rate of inflation, within a range of 3 to 6 percent.

Smoothed Banded Inflation Spending Formula

While the distribution rate is guided by the SBI formula, there are other factors considered in determining the recommended amount to be distributed each year:

- Fund performance represented by the 4-year rolling moving average unit value. The fund's unit value since fiscal 2014 and 4-year moving average is shown in Fig. 1.

Board of Governors

- Capacity of individual endowments to sustain the dual objectives of steady inflation-adjusted spending and maintenance of purchasing power of capital (currently all of the 2,135 endowment accounts have market values exceeding their book values).
- Ability of individual endowments to meet the expectations documented in donor agreements.

The SBI formula is $\$ \text{ Spending}_{(t)} = \$ \text{ Spending}_{(t-1)} \times (1 + \text{CPI}_{(t-1)})$

As the Consumer Price Index (CPI) for Toronto in 2018-19 was 2.19%, this suggests that the spending allotment for each unit is the expendable per unit for 2019-20 (\$4.08/unit) plus the CPI inflation rate of 2.19% which yields \$4.17/unit. CPI data for Toronto and Canada are shown in Fig. 2.

Other factors were taken into consideration to recommend a distribution rate of \$4.17/unit (as outlined by the SBI formula):

- The market value of each unit increased 5.25% Yr/Yr from \$109.6943 to \$115.4543. (See Table 1). This was due to a return for the Endowment Fund of 9.05% in fiscal 2018-19, which was sufficient to offset the distribution for the same year.
- In the interests of managing expectations, it is prudent to slowly grow distributions with regular and predictable growth to allow endowments to generate investment income, which will then allow for normal distributions in the event returns are negative over one or two years. This is particularly important for new endowments with less than two years invested.
- Many endowments have unspent distributions from prior years. As of April 30, 2019, approximately 730 of the University's 2100 endowments have unspent distributions from prior years of at least \$1000, 550 endowments have unspent distributions of at least \$2,000 and 400 endowments have unspent distributions of at least \$4,000. Treasury will be reviewing these endowments and determine whether the unspent distributions will be used in the foreseeable future or whether the unused distributions should be recapitalized and invested.

Proposed Distribution Accrual Rate 2019-20

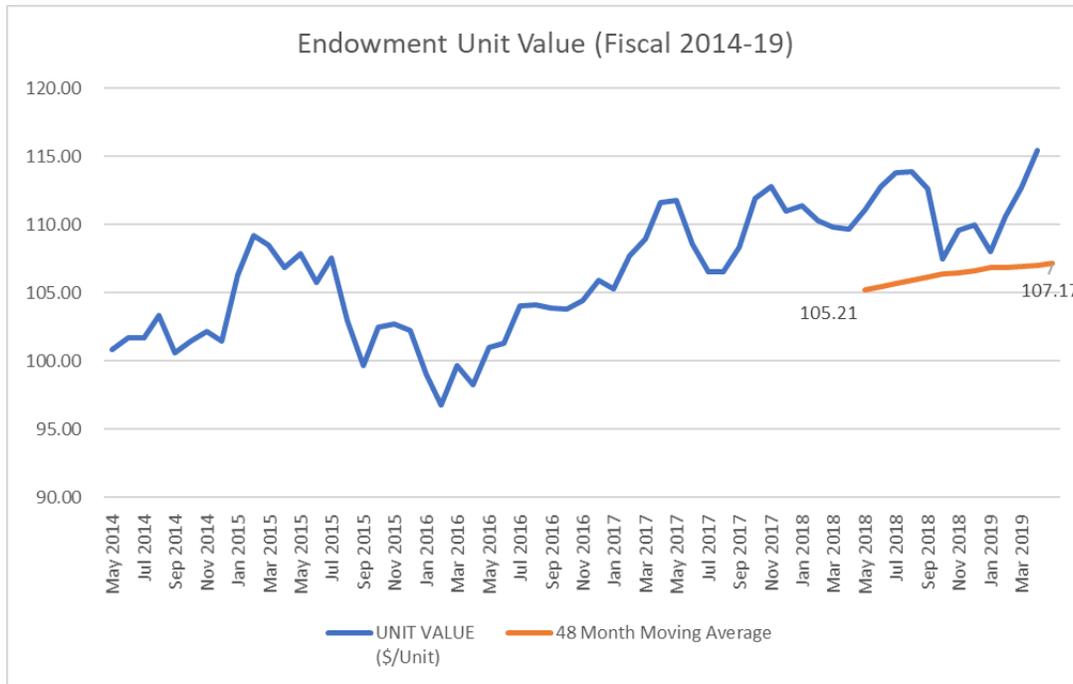
For the reasons outlined, a distribution accrual rate of **\$4.17 per unit** is proposed. The distribution accrual rate of \$4.17 per unit represents a yield of 3.61% of the unit value at 2019 FYE (Fiscal Year End). The proposed payout of \$4.17/unit represents a yield of 3.89% of the previous 4-year moving average of the unit values. Table 1 shows the actual (2014-18) and proposed yield based on unit distribution accrual rate.

Board of Governors

Table 1: Actual and Proposed Distribution Rates and Yields

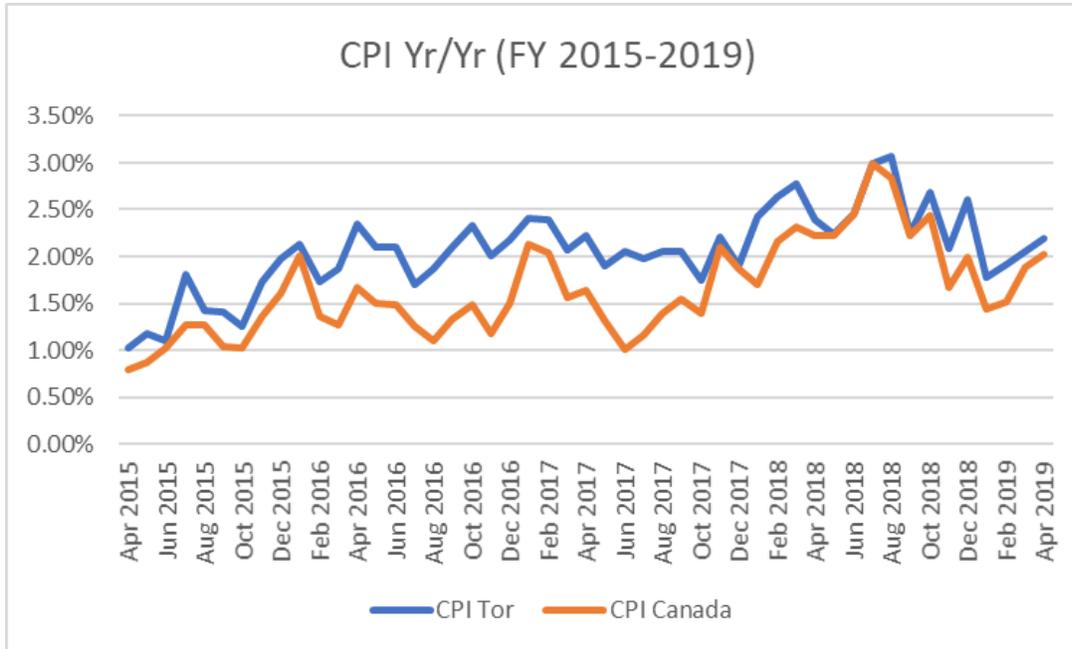
Fiscal Year End	Unit Vaue (FYE)	Accrual Distribution Rate	Yield
April 30, 2014	\$100.0000	\$3.90/unit	3.90%
April 30, 2015	\$106.8879	\$3.96/unit	3.70%
April 30, 2016	\$98.2817	\$3.96/unit	4.03%
April 30, 2017	\$111.6046	\$4.02/unit	3.60%
April 30, 2018	\$109.6943	\$4.08/unit	3.72%
April 30, 2019	\$115.4543	\$4.17/unit	3.61%
4 Year MV (FYE April 30, 2019) = 107.168521			
Yield for Proposed distribution: $\$4.17 \div \$107.1685 = 3.89\%$			

Figure 1: Endowment Fund Unit Value Since 2014 and Four-Year Moving Average



Board of Governors

Figure 2: Consumer Price Index Data for Toronto and Canada 2015-2019



York University Board of Governors - Minutes

Meeting: Open Session 25 June 2019 at 2:00 pm
 5th Floor Kaneff Tower, Keele Campus

Present:

Paul Tsaparis, Chair
 Jacques Demers
 Antonio Di Domenico
 Laura Formusa
 David Garg
 Bill Hatanaka
 Vijay Kanwar – by telephone
 Konata Lake
 Loretta Lam
 Julie Lassonde
 Rhonda Lenton
 Carole Malo
 David McFadden
 David Mutimer
 Dee Patterson
 Helen Polatajko
 Anita Ramjattan
 Joel Roberts
 Eugene Roman
 Ken Silver
 Narendra Singh
 Bobbi White
 Randy Williamson

Maureen Armstrong, Secretary
 Kathryn White, Assistant
 Secretary

Regrets:

Francesca Accinelli
 Max Gotlieb
 Ilana Lazar
 Earle Nestmann
 George Tourlakis
 Ajay Virmani

Others:

Kirsten Andersen – new
 student member
 Anthony Barbisan
 Gary Brewer
 Aldo DiMarcantonio
 Kate Duncan – new non-
 academic member
 Jose Etcheverry – new
 senate member
 Lesa Gleva
 Alice Hovorka
 Julie Lafford
 Ran Lewin
 Alex Matos
 Ijade Maxwell Rodrigues
 Carol McAulay
 Neville McGuire
 Jeff O'Hagan
 Lisa Philipps
 Brendan Schultz
 Christine Silversides
 Louise Spencer
 Rui Wang
 Susan Webb

Terry Carter, Secretariat
 Cheryl Underhill, Secretariat
 Elaine MacRae, Secretariat

I. Open Session

1. Chair's Items

Governors and community members were welcomed to the 460th meeting of the Board of Governors of York University.

Appreciation was extended to David Mutimer, Joel Roberts and Debbie Jamieson who are completing their two-year terms on the Board this month. Recognition was also given to departing external members, Laura Formusa and Ajay Virmani, who both

York University Board of Governors - Minutes

served for four years and were thoughtful contributors at the Board, External Relations, and Governance & Human Resources tables.

As an expression of thanks to all governors, a tree has been planted in the arboretum in honour of their commitment and contribution to the University this past year.

This being the final Board meeting for University Secretary and General Counsel Maureen Armstrong prior to her retirement, the Chair conveyed thanks for her support of the Board and its Committees. As announced earlier in June, the University Secretary and General Counsel functions will be separated into two distinct roles, with Cheryl Underhill serving as Interim University Secretary and Christine Silversides serving as Interim General Counsel while searches are in process.

a. Report on Items Decided in the Closed Session

The Chair reported the items decided in the Closed Session, set out below.

The following four-year re-appointments to the Board of Governors from 1 July 2019 to 30 June 2023:

- Jacques Demers
- Julie Lassonde

The following two-year appointments to the Board of Governors from 1 July 2019 to 30 June 2021:

- Jose Etcheverry, Senator nominee
- Kirsten Andersen, graduate student nominee
- Kate Duncan, non-academic staff nominee

The Chair welcomed the incoming governors to the Board.

b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 30 April 2019
- updates to the Banking Resolution reflecting changes within the administration

2. Executive Committee

The Chair advised that, in addition to dealing with nominations and appointments, the Executive Committee reviewed and approved the performance evaluation of the President and the Vice-Presidents for the 2018-2019 year, and received updates from all committee chairs.

York University Board of Governors - Minutes

a. Action Taken on Behalf of the Board

Referring to the written report circulated with the agenda, the decisions taken by the Executive Committee on time-sensitive matters were noted, specifically:

- the appointment of Dr. Sheila Cote-Meek as Vice-President Equity, People and Culture for a five-year term commencing July 01, 2019
- the appointment of Dr. Rui Wang as Dean, Faculty of Science, for a five-year term commencing January 1, 2020
- the negotiated settlement between the University and the International Union of Operating Engineers (IUOE) Local 772
- changes to the collection and distribution of non-tuition fees to satisfy the requirements of the provincial government's Student Choice Initiative, which will allow students to opt out of paying for ancillary services and/or programs that are deemed non-essential in accordance with the government's defined categories

3. President's Items

a. Year-End Retrospective

The President's *Year-End Retrospective* presentation was distributed to governors in the agenda. President Lenton spoke to the presentation, highlighting the many notable achievements from the year that contribute to the vision of the University as animated by the seven priorities defined in the 2015-2020 University Academic Plan. The University has regained momentum in advancing priorities following the 2018 labour disruption and exciting progress is being made to support student success, grow experiential education and work-integrated learning opportunities, engage in external collaboration and partnerships, enhance the campus experience, support program innovation, and intensify research and scholarship activities.

Looking ahead to 2019-2020 and beyond, a key priority is finalizing the University's strategic plan – layering together the University's academic, operational and capital plans, the vision and Strategic Mandate Agreement (SMA), and the external context – to serve as a foundation for the next five-year academic plan. Planning for a revised Markham Centre Campus has begun, with a proposal to come forward to the Board in the upcoming year. Other strategic opportunities, such as a collaboration on a health precinct in Vaughan, the strengthening of the sustainability of Glendon, and the development of the Lands for Learning, will continue to be explored.

b. Kudos Report

The report as distributed was noted.

York University Board of Governors - Minutes

c. Presentation: Student Representative Roundtable Annual Report

On behalf of the students serving on the Board, Mr Roberts delivered an engaging presentation, filed with these minutes, on the activities of the Student Representative Roundtable in 2018-2019. The Roundtable, an advisory forum to the Vice-Provost Students, comprises student representatives of the College Councils, Faculty Councils and the two student associations. The topics that engaged the Student Representative Roundtable this past year included the implementation of the Statement of Policy on Free Speech, the Student Choice Initiative, and the review of the Code of Student Rights & Responsibilities. The report stimulated discussion among governors about the supports available for international students on campus.

4. Academic Resources

On behalf of the Committee, Ms White provided a summary of key items of business discussed, including the status of faculty recruitment for 2019-2020, the preliminary enrolment outlook for 2019-2020, the draft Framework for Cross-Faculty Degree Programs, Markham Campus academic planning, Innovation York activities, and progress on the Canada Research Chairs Equity, Diversity and Inclusion Action Plan. The Committee also received a report from the Joint Sub-Committee on Quality Assurance advising that 13 Cyclical Program Reviews were fully completed, and of its ongoing work to enhance Quality Assurance processes.

a. President's Report on Appointments, Tenure and Promotion

Documentation was noted. It was duly *agreed that the Board of Governors concur with the President's June 2019 report on appointments, tenure and promotion.*

5. External Relations

On behalf of the Committee, Ms Lassonde shared the *Points of Pride* and reported on key items of business discussed, including the *Brand Differentiation Strategy* and the selection of Ogilvy Canada as the agency of record for the University, the latter of which is an approval item under the Finance and Audit Committee's report.

a. Advancement Update

Vice-President Advancement Jeff O'Hagan provided a brief advancement update in which he highlighted that the Impact Campaign exceeded its fundraising goal of \$50M for the year and that more than 4400 students received approximately \$8M in funding from donors in 2018-2019. A more detailed report will be provided to the Board in the fall.

6. Finance and Audit Committee

On behalf of the Committee, Mr Hatanaka reported that, in addition to reviewing the approval items on the agenda, the Committee received and discussed the Internal Audit

York University Board of Governors - Minutes

Status Report. Mr Hatanaka recognized the contributions of Director of Internal Audit Ran Lewin who is moving into the position of Director of Budgets and Planning.

a. Budget Plan and Financial Statements

Multi-Year Budget Plan

Referring to the documentation distributed with the agenda and a presentation, filed with these minutes, Vice-President Finance & Administration Carol McAulay spoke to the proposed Budget Plan for 2019-2020 to 2021-2022, highlighting the following:

- the four key messages from the budget: the University's budget position is fundamentally strong, investments are being made in strategic priorities, SMA3 negotiations provide an opportunity to balance growth with academic quality, and attention is being devoted to providing efficient, high quality services to support academic priorities
- the budget was developed based on several parameters, including the goal of achieving balanced divisional operating budgets over the three years and the budget cut to administrative/central units of 4.5% due to the tuition rollback
- the budget was developed in the context of recent provincial government announcements, such as the tuition rollback, cancellation of funding for Markham Centre Campus and the introduction of the Student Choice Initiative
- valuable input was provided during the University budget consultations, held over Fall 2018, and is manifested in the Budget Plan and related strategic investments
- the Budget Plan includes strategic investments in the areas of complement renewal, deferred maintenance, capital and other initiatives
- the major budget risks include possible future labour relations challenges, the changing political landscape, and enrolment, with 2019-2020 undergraduate applications 4.2% lower for domestic and international students on a year over year basis

After a brief discussion of some details, it was duly *agreed* **that the Board of Governors approve the Multi-Year Budget Plan for 2019-2020 to 2021-2022.**

Financial Statements for the Year Ended April 30, 2019

Drawing on the documentation, Vice-President McAulay provided a high-level overview of the financial statements, highlighting that a standard unqualified audit report was issued by the external auditors.

Following a brief discussion, it was duly *agreed* **that the Board of Governors approve the financial statements for the year ended 30 April 2019.**

b. Agency of Record for Advertising and Media Planning

York University Board of Governors - Minutes

Mr Hatanaka noted the documentation and advised that Ogilvy Canada was selected following the completion of an RFP process and evaluation by a pan-University selection committee.. It was duly *agreed* that the **Board of Governors approve entering into a 3-year agreement with Ogilvy Canada as agency of record for advertising and media planning on terms as set out in the RFP process.**

a. Tuition Fee – Master of Management in Artificial Intelligence

Noting the documentation, Mr Hatanaka indicated that the proposed fee rate is in compliance with the new 2019-2020 to 2020-2021 Provincial Tuition Fee Framework and that tuition fees require approval by the Ministry of Training, Colleges and Universities. Citing a conflict of interest, Mr Roman recused himself from voting on the item. It was duly *agreed* that the **Board of Governors approve the following tuition fees for a new Master of Management in Artificial Intelligence program, offered through the Schulich School of Business:**

- the domestic full-time tuition fee rate for 2019-2020 of \$17,518.50 per term (\$52,555.50 for 3 terms) and the part-time tuition fee rate of 40% of the full-time rate, effective Fall 2019 (excludes centrally collected ancillary fees and student referenda fees)
- the international full-time tuition fee rate for 2019-2020 of \$25,001.22 per term (\$75,003.66 for 3 terms) and the part-time tuition fee rate of 40% of the full-time rate, effective Fall 2019 (excludes centrally collected ancillary fees and student referenda fees)

b. Capital Project: Faculty Complement Renewal: Capital Needs

On the basis of the documentation, it was duly *agreed* that the **Board of Governors approve a \$9.6M budget, inclusive of HST, for the renovation of Farquharson Life Sciences, Leonard G. Lumbers, and Petrie Science & Engineering buildings to create new teaching and research wet laboratories to accommodate new faculty hires for the 2019-2020 academic year.**

2. Governance and Human Resources

On behalf of the Committee, Mr McFadden reported that, in addition to the nominations and appointments addressed earlier in the meeting, key items of business included:

- the Communications and Public Affairs plan to improve community awareness of the Board and its members, which will include the reframing of governors' biographies on the Board website
- a review of attendance for the meetings of the Board and its committees in 2018-2019

York University Board of Governors - Minutes

- the efforts of Senate to clarify that Senate nominations to the Board should be restricted to full-time faculty members
- a briefing on a discussion between the administration and YUFA regarding a provision in the collective agreement that exempts faculty members from the union while serving on the Board
- an update on labour relations which addressed the negotiations underway with YUSA Unit 2, representing part-time staff, and CUPE Local 1356-2, representing student employees performing parking services, CCTV monitoring and goSAFE work on a part-time basis, and the provincial government's proposed new legislation that will limit compensation increases for public sector employees over a three-year period
- the update issued by provincial government on 1 May 2019 about executive compensation in the broader public sector
- the York University Pension Valuation results as at 31 December 2019
- the 2018 Employment Equity Statistical Report, provided in the agenda as an information item

8. Investment

On behalf of the Committee, Mr Demers reported on the key items of business discussed, including an update on the implementation of the endowment portfolio restructuring approved by the Board at the meeting of 30 April 2019. The Committee also received standing summary reports on the investment performance of the endowment fund and a Treasury report. The Annual Investment Report for 2018 was conveyed to the Board as an information item in the agenda.

9. Land and Property

On behalf of the Committee, Mr Williamson advised that the key items of business included an update on plans for a revised Markham Centre Campus, a debrief on the Board Retreat discussion of the Lands for the Learning strategy, the plans for exterior enhancements to the Dahdaleh Building, the Capital Construction Report and the deferred maintenance plan for 2019-2024.

a. James Gillies Street: Relocation

Mr Williamson spoke to the documentation, noting that the current James Gillies Street was truncated due to the construction of the new McEwen Building and it is proposed to reassign the name of the street to a more substantial campus road. It was duly *agreed* **that the Board of Governors approve the reassignment of the name "James Gillies Street" to a newly reconfigured campus road adjacent to the McEwen**

York University Board of Governors - Minutes

Building and the renaming of the existing James Gillies Street once a suitable name is identified.

b. York University Art Gallery Building: Site Plan

Noting the documentation, Mr Williamson indicated that a donor has committed to support the construction of a new art gallery on campus and the approval of the site is the first step in the process. It was duly *agreed* **that the Board of Governors approve the site illustrated in the documentation for the construction of a new Art Gallery on the Keele Campus.**

10. Other Business

There was none.

11. *In Camera* session

An *in camera* session was held; no decisions were taken.

Paul Tsaparis, Chair _____

M. Armstrong, Secretary _____

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 8 October 2019

Subject: Pension Fund Board of Trustees Reappointment

Recommendation:

The Executive Committee recommends that the Board of Governors approve the reappointment below effective October 1, 2019 for a three-year term.

Nominee:

Robert Wai, as an Osgoode nominee

This is Robert Wai's third term as a member of the York University Pension Fund Board of Trustees, he was first appointed in 2013.

Professor Wai was appointed to the faculty at Osgoode Hall Law School of York University in 1998. His teaching includes Contracts, International Business Transactions and International Trade Regulation, and he has held a number of administrative positions including Associate Dean. Professor Wai's research focuses on international economic law, private international law, and transnational economic governance. He has been a visiting fellow or visiting professor at a number of leading global research institutions including the European University Institute, Sciences Po Law School, the London School of Economics, Brown University, and the University of Hong Kong. He was called to the bar in British Columbia in 1994 and in New York in 1996, is a graduate of McGill, UBC and Oxford University, and completed his doctorate at Harvard Law School.

Background:

The Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. Its Terms of

Board of Governors

Reference, approved by the Board of Governors, specify that various bodies recommend members. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

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

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 8 October 2019

Subject: Annual Report on York University Pension Plan and Fund

The York University Pension Plan continues to achieve its objective by providing its members with retirement income and generating positive returns over the long term.

The Pension Plan paid out over \$110M in 2018 (2017 - \$107M) in monthly pensions, termination benefits, and death benefits.

The valuation results at December 31, 2018 show a going concern deficit of \$48.1M compared to a surplus of \$20.3M at the end of 2017. This is due primarily to a negative return for the pension fund (-0.647% for calendar 2018 compared to 11.94% for calendar 2017). York's employer contribution requirements for 2019 are expected to be approximately \$39.5M, approximately the same as in 2018.

The long-term returns continue to be healthy at 9.5% net per year over the 10 years ending December 31, 2018. The market value of the Pension Fund was \$2.5B at the end of 2018.

The Fund's investment strategy has been successful over the years and the Fund has met its objectives over the long term. Looking to continue this success into the future, the investment policies continue to evolve to ensure risk is appropriately managed and the Fund remains well diversified as it grows. A project to restructure the Equity portfolio into a Global Core/Satellites manager structure was completed in 2018. This structure allows more flexibility for the best managers to invest in the best opportunities without regional restrictions. New investments also continue to be made in real estate and infrastructure.

In accordance with the York University Pension Plan and Fund Terms of Reference and Pension Reporting Policy, the attached report is comprised of the annual reporting

Board of Governors - Finance and Audit Committee

requirements for the Board of Governors from the Vice-President Finance and Administration and from the Pension Fund Board of Trustees.

Included in this report are the following documents:

- Annual Report from the Vice-President Finance and Administration, including:
 - Funding Valuation Summary as at December 31, 2018, prepared by the actuary
- Annual Report from the Pension Fund Board of Trustees, including:
 - Signing Authority Register
 - Statement of Investment Policies and Procedures



YORK UNIVERSITY

PENSION PLAN

2018 Annual Report

from the

Vice-President Finance & Administration

for the

Board of Governors

September 2019

Board of Governors - Finance and Audit Committee

Introduction

York University is both the Plan Sponsor and the legal Plan Administrator of the York University Pension Plan and acts as both employer and fiduciary with respect to the pension plan and is responsible for its overall management. To discharge its duties, the University acts through the Board of Governors which has delegated specific Plan administration tasks to the Vice-President Finance & Administration who, in turn, has delegated tasks to employees of the University and to various agents that have been retained to assist in carrying out duties in respect to the Plan.

Annual Report Requirements

This is the annual report from the Vice-President Finance & Administration to the Board of Governors as per the Pension Reporting Policy of the Terms of Reference for the York University Pension Plan & Fund. This report provides the required information to the Board of Governors to support the Board's monitoring and oversight responsibilities as outlined in the Terms of Reference.

Achievement of Plan Mission

The Plan Mission, as stated in the Terms of Reference for the York University Pension Plan & Fund, is:

“The York University Pension Plan was established by York University to provide pension benefits to its faculty and staff. The Plan's purpose is to provide a high standard of pension benefits, at a reasonable cost, as an essential element of the University's compensation policy. The Plan's assets provide security that benefit entitlements will be paid.”

In 2018 the pension plan provided \$110.6M in pension, death, and termination benefits (\$107.2 million in 2017). The University contributions into the pension fund totaled \$39.5M in 2018 (\$39.8M in 2017).

As of the end of 2018, the Plan had 4,435 active members (4,421 in 2017), 2,650 retirees (2,533 in 2017), and 1,723 terminated members (1,683 in 2017) with deferred pensions.

At the end of 2018, the market value of the York University Pension Fund was \$2.50B (\$2.55B at the end of 2017).

Actuarial Valuation Results, Assumptions, and Funded Status of the Plan

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every three years. In April 2018, the new Ontario Regulation 250/18 that modifies the funding rules for Ontario pension plans was released. This provided an opportunity to eliminate the special pension contributions that the University had been making for the last number of years. The actuarial valuation report at December 31, 2017 was filed with the regulators in July 2018.

For 2018, the small negative return generated by the pension fund and the revised regulation affecting pension plans in Ontario negatively impacted the going concern position of the Plan. The 2018 valuation resulted in a deficit of \$48.1M, down from a surplus of \$20.3M last year.

The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent and the pension plan is wound up) declined, with a deficit of \$122.1M (\$36.6M in 2017). The solvency ratio was reduced to 95% (2017 - 99%). As per the new regulations, if the solvency ratio is better than 85%, no special payments are required by the University.

The contribution requirements consistent with the valuation results from 2017 remain in effect, as the 2018 valuation was for internal/information purposes only and was not filed with the regulators.

For more details, see the attached Funding Valuation Summary as at December 31, 2018 prepared by Aon, the Plan actuary.

Board of Governors - Finance and Audit Committee

Summary of Contributions

The table below shows the actual contributions that were made into the Pension Fund for 2017 and 2018, and the estimated expected contributions for 2019:

	2019 (\$ millions est.)	2018	2017
Employer:			
Money purchase contributions	\$ 32.4	\$ 32.4	\$ 32.4
Minimum guarantee contributions	7.1	7.1	5.4
Special payments to fund deficit			2.0
Employees:			
Regular contributions	32.4	31.6	31.7
Additional voluntary contributions		.5	.5
Transfers in from other plans		3.8	2.8
Total	\$71.9	\$ 75.4	\$ 74.8

Changes to the Plan Text and Funding Policy

The pension plan text was amended effective January 1, 2017 to incorporate changes and legislative updates since January 1992. The restated pension plan text has been filed and approved by the regulators.

Legal and Regulatory Requirements

The Pension Plan has been administered in accordance with the terms of the Plan and legislative requirements.

Pension legislation requires the Plan Administrator to provide information to individual pension plan members as well as to the regulators. The legislation specifies the documents to be provided, the specific information to be provided in the documents, and the time frame in which these are to be provided.

Board of Governors - Finance and Audit Committee

Each plan member must receive an annual pension statement, and a statement in the event of a termination, death, retirement, or marriage breakdown. These statements have been provided in accordance with legislative requirements and within the specified time frames.

The legislation requires that the following documents be filed with the regulators:

- Annual Information Return
- Audited financial statements
- Income tax return
- Actuarial report at least every three years
- Plan registration, plan amendments, and notice of plan termination or wind-up, as applicable

The required documents have been filed in accordance with legislative requirements, including the required information and payments, as applicable, and within the specified time frames.

Employer and employee contributions have been remitted to the custodian as required and within the specified time frames.

York University Pension Plan

Funding Valuation Summary as at December 31, 2018 and Related Developments

Background

Last year, York University chose to file an expedited actuarial valuation of the plan as at December 31, 2017 reflecting the revised funding rules in Ontario.

- Actual minimum contribution requirements for 2018 to 2020 are based on this report until a new valuation report is filed.
- The next actuarial valuation required to be filed with the regulators is as at December 31, 2020.

Valuation Highlights

York University arranges for annual valuations to be performed. Therefore, an actuarial valuation of the plan was performed as at December 31, 2018.

- The results of the December 31, 2018 actuarial valuation of the plan will not be filed with regulatory authorities.
- Valuation results as at December 31, 2018 show a decline in the going-concern funded position mainly due to a unfavourable fund return (-0.6467% for 2018). The solvency position worsened as at December 31, 2018 primarily due to the same reason.
- Going concern funded status worsened from an excess of \$20.3 million at December 31, 2017 to a deficit of \$48.1 million at December 31, 2018.
- Solvency deficiency increased from \$36.6 million at December 31, 2017 to \$122.1 million at December 31, 2018.
- Based on the December 31, 2018 valuation results, the 2019 actuarial cost of benefits (excluding employee contributions) amount to \$40.5 million or 125% of employee contributions versus 121% of employee contributions for 2018 as per the last filed valuation as at December 31, 2017.
- The going concern assumptions as at December 31, 2018 were revised to increase the contribution for administrative expenses and include a higher Provision for Adverse Deviation (PfAD) of 8.6% (increased from 8%).

- For members who retired prior to January 1, 2015, the pensions payable were adjusted by 0.9164% effective January 1, 2019 based on a 4-year moving average of 6.9714%. For members retiring on or after January 1, 2015, the pensions payable were adjusted effective January 1, 2019 reflecting a 5-year moving average fund return incorporating backfill at 6% and, so, actual increases vary by cohort of retirees and beneficiaries. As at January 1, 2019, there is only 1 such cohort eligible for an increase. This is the cohort who retired during the 2015 plan year and they received an increase of 0.0863%.
- The active membership in the plan increased from 4,421 as at December 31, 2017 to 4,435 as at December 31, 2018.
- The number of retirees receiving pension benefits from the Plan increased by 117 to 2,645.
- The Pension Benefits Guarantee Fund (“PBGF”) Annual Assessment fee for 2019 is estimated to be \$644,400 based on the December 31, 2017 valuation report.

Developments

Three Ontario universities – the University of Toronto, Queen’s University and the University of Guelph – have banded together to create a University Pension Plan (UPP) with the backing of their faculty associations and unions including the United Steelworkers union. Regulatory notice consent period for active, former and retired members ended in June of 2019 with consent granted for joining the UPP.

Financial Position on Going Concern basis (000’s)

	December 31, 2018	December 31, 2017	December 31, 2016
Market Value of Assets	\$ 2,501,900	\$ 2,554,842	\$ 2,314,158
Money Purchase Accounts	<u>1,151,000</u>	<u>1,177,442</u>	<u>1,090,091</u>
Defined Benefit Assets	\$ 1,350,900	\$ 1,377,400	\$ 1,224,067
Pensioner Liability	1,246,619 ¹	1,223,871 ¹	991,338
Other Member Minimum Guarantee Liability	<u>152,381¹</u>	<u>133,181¹</u>	<u>93,262</u>
Excess/(Unfunded Liability)	\$ (48,100)	\$ 20,348	\$ 139,467

¹ Incorporates the PfAD under the revised Ontario funding rules (8.6% as at December 31, 2018; 8% as at December 31, 2017)

Significant Actuarial Assumptions on Going-Concern Basis

Interest Rate	5.75% per year (net of investment expenses only)
Salary Scale	Active Members: 4.00% per year Disabled Members: 2.00% per year Suspended Members: 0.00% per year
Increase in YMPE	3.00% per year
Increase in Maximum Pension Limits	Limits prescribed up to 2018 and indexed at 3.00% per year starting in 2019
Mortality	80% CPM2014 Public Sector Mortality Table with generational improvements using MI-2017 Scale
Retirement Age	Retirement rates for each age from 55 to 70 based on plan experience
Termination Rate	Based on 2004-2006 liability-weighted plan experience
Conversion Basis	90% CPM2014 Public Sector Mortality Table with generational improvements using CPM-B Scale (unisex 55% male and 45% female) with 6% interest rate
Administrative Expenses	\$1,200,000
Non-reduction Reserve	Post January 1, 1992 special non-reduction reserve contribution account plus further levy against money purchase accounts at retirement reduced by subsidized "excess interest" pension benefits
Deferred Indexing Reserve	Reflects projected future change in pension related to past returns for members who are retired
Retirement Reserve	Established to mitigate future retirement losses due to conversion basis different from valuation basis



YORK UNIVERSITY PENSION FUND

2018 Annual Report

from the

Pension Fund Board of Trustees

for the

Board of Governors

September 2019



2018 Annual Report from Pension Fund Board of Trustees to Board of Governors

Introduction

York University is both the Plan Sponsor and the Plan Administrator of the York University Pension Plan. The Board of Governors has appointed a Pension Fund Board of Trustees (BoT) to discharge the Fund investment duties. These Trustees are appointed following nominations from employee groups, the Administration, and the Board of Governors. The Trustees have delegated tasks to a Pension Fund Investment Committee (PFIC), to employees of the University, and to external professional service providers who have been retained to assist them in carrying out their duties in respect of the Fund.

Annual Report Requirements

This is the annual report from the Pension Fund Board of Trustees to the Board of Governors as per the Pension Reporting Policy that is part of the Terms of Reference for the York University Pension Plan & Fund. This report contributes to effective communication between the Pension Fund Board of Trustees and the Board of Governors.

In the Terms of Reference, the Pension Reporting Policy states that:

“Annually, the Board of Governors shall receive a written report from the Pension Fund Board of Trustees covering the following items:

- a) Achievement of the Fund objectives;
- b) Summary of approved changes to the Statement of Investment Policies and Procedures, other investment policies, and membership of the Pension Fund Board of Trustees and the PFIC made during the year, as applicable;
- c) Compliance of the Pension Fund Board of Trustees with the Trust Agreement and the Terms of Reference;
- d) The audited Financial Statements for the Pension Fund.”

Achievement of Fund Objectives

	<u>2018</u>	<u>4 years</u>	<u>5 years</u>	<u>10 years</u>
Gross Fund Return	-0.2%	7.4%	8.7%	10.0%
Net Fund Return	-0.6%	7.0%	8.3%	9.5%
Benchmark Return	0.0%	7.0%	8.2%	9.4%
CPI	2.0%	1.7%	1.7%	1.6%

2018 Annual Report from Pension Fund Board of Trustees to Board of Governors

The Return Considerations, as per Section V of the Statement of Investment Policies and Procedures, are as follows:

The Fund is expected to achieve over moving four to five-year periods a return, at least equal to a composite benchmark, rebalanced monthly, made of passive investments in appropriate market indices according to the Investment Policy Portfolio, plus an added value for active management where applicable.

This objective has been achieved: The Fund matched the benchmark return over the four-year period and out-performed the benchmark return over the five-year period ending December 31, 2018. The Fund achieved a net added value of 0.1% p.a. over the past 5 years.

Pension Fund Board of Trustees

Changes to the Membership, and Compliance with the Terms of Reference

Membership

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment, to a maximum term of 9 years. In 2018 the following people became new members or were re-appointed to the Pension Fund Board of Trustees:

<u>New/Reappointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Jacques Demers, Chair	Randy Williamson, Chair	Board of Governors
Ran Lewin	Aldo DiMarcantonio	President, CPM
Tammy Paglia	Vacant	YUSA
Jasmin Halsband	Sean Taylor	CUPE 1356-01
Sylvia Peacock	Reappointed	CUPE 3903
Bruno Bellissimo	Colin Deschamps	YURA

The membership of the Pension Fund Board of Trustees at the end of 2018 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Jacques Demers, Chair	Board of Governors
Vacant	Board of Governors
Vacant	Board of Governors
Christine Silversides	President
Dale Domian	President
Ran Lewin	President, CPM

2018 Annual Report from Pension Fund Board of Trustees to Board of Governors

Sonny Day	YUSA
Tammy Paglia	YUSA
Vacant	YUFA
Melanie Cao	YUFA
Robert Wai	OHFA
Walter Silva	CUPE 1356
Jasmin Halsband	CUPE 1356-01
Sylvia Peacock	CUPE 3903
Vacant	IUOE
Bruno Bellissimo	YURA

Officers

Randy Williamson resigned as Chair in June 2018; Jacques Demers was appointed as Chair in July and remained as Chair throughout the remainder of the year.

Vice-Chair position remained vacant throughout 2018.

Leona Fields, Director, Pension Fund continued as Secretary throughout 2018.

Meetings

The Pension Fund Board of Trustees met 4 times in 2018 on March 20, June 5, September 18 and December 4. A quorum was present at all meetings. An attendance summary is below. Minutes were recorded for all meetings and are available for viewing in the Office of the Vice President Finance & Administration.

Trustees	Meeting Attendance	
	No.	%
Randy Williamson, Chair	2 of 2	100
Jacques Demers, Chair	3 of 4	75
Christine Silversides	3 of 4	75
Dale Domian	4 of 4	100
Aldo DiMarcantonio	2 of 2	100
Ran Lewin	2 of 2	100
Sonny Day	3 of 4	75
Tammy Paglia	3 of 4	75
Amin Malwani	1 of 3	33
Melanie Cao	1 of 4	25
Robert Wai	4 of 4	100
Walter Silva	4 of 4	100
Sean Taylor	0 of 1	0
Jasmin Halsband	1 of 2	50
Sylvia Peacock	2 of 4	50
Bruno Bellissimo	4 of 4	100

Changes to the Membership of the Pension Fund Investment Committee (PFIC)

Guy Burry was reappointed as PFIC Chair in 2018. John Poos and Karen Coll resigned in 2018. Barbara Miazga was appointed to PFIC as of July 1, 2018, and Rick Waugh was appointed as of January 1, 2019. At the end of the year (Jan. 1, 2019), PFIC membership was as follows:

Guy Burry, Chair	External expert
Mary Condon	York University Law Professor
Jacques Demers	External expert, Chair Pension Fund Board of Trustees, Board of Governors
George Klar	York University Finance Professor
Barbara Miazga	External expert
Pauline Shum-Nolan	York University Finance Professor
Don Walcot	External expert
Rick Waugh	External expert, Past Chair Board of Governors

Changes to Statement of Investment Policies & Procedures (SIP&P) and Other Investment Policies

SIP&P

The SIP&P was last amended in 2015 and was confirmed with no changes in December 2018.

Other Approvals

Equity: The BoT approved a new Core / Satellite Equity manager structure in December 2016 and appointment of core managers in June 2017. In March 2018, the BoT approved the hiring of five new satellite managers, namely Baillie Gifford & Co., C Worldwide Asset Management, Harris Associates, Lazard Asset Management and Morgan Stanley Investment Management as Global Equity managers to complete the new Equity Manager Structure. The transition to the new manager structure was completed at the beginning of July 2018.

Global Fixed Income: In September 2018, following the GAM announcement that the Unconstrained Bond fund that the York Pension Fund is invested in would be liquidated, the BoT approved that the proceeds from the liquidation would be invested temporarily in the BlackRock Fixed Income Global Opportunities Fund (FIGO); and GAM International Management Ltd. would be terminated as an investment manager when all proceeds from the liquidation have been received.

2018 Annual Report from Pension Fund Board of Trustees to Board of Governors

Real Estate: In September 2018, the BoT approved an investment of USD 25 million to Almanac Realty Securities VIII through an investment corporation.

Signing Authority Register: In September 2018, the BoT approved the Signing Authority Register with no changes.

Pension Fund Financial Statements: In March 2018 the BoT approved the audited financial statements for the Pension Fund at December 31, 2017. In December 2018, the BoT approved the reappointment of Ernst & Young as the auditor for the Pension Fund.

PFIC Appointments: In June 2018, the BoT approved the appointment of Barbara Miazga to the PFIC and reconfirmed the appointment of Guy Burry as the Chair to PFIC. In December, the BoT approved the appointment of Rick Waugh to PFIC.

Name Change: In September 2018, the BoT approved for the name of the investment sub-committee to be changed from the Sub Committee on Investment Performance (SCIP) to the Pension Fund Investment Committee (PFIC).

Pension Fund Operating Budget: In December 2018 the BoT approved the 2019 Pension Fund operating budget for investment expenses.

Monitoring

During 2018, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2017 Annual Report from PFIC for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

Audited Financial Statements

The Financial Statements for the Pension Fund at December 31, 2018, audited by Ernst & Young, are attached.

Attachments

Statement of Investment Policies and Procedures as at December 31, 2018

Audited Financial Statements for the Pension Fund as at December 31, 2018

York University Pension Fund Signing Authority Register

June 2017

	Description	Approval Authority	Execution Signatories ¹
Payments from the Pension Fund			
Reimbursement to York University for pension expenses ²	Fees for investment management, custodial, consulting, legal, audit, and pension administration services; salaries and benefits for pension staff, annual regulatory filing fees, and other misc expenses	As per the Pension Fund Operating Budget approved annually by the Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Investment Instructions ³	Capital calls, rebalancing, currency hedging settlements, global markets documentation	As per the Statement of Investment Policies & Procedures and/or Manager Mandates	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Benefit Payments ⁴	Initial pension payment, lump sum payments	As per the terms in the Pension Plan text	Associate Director, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>and</u> Associate Director, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>or</u> Director, Pension Fund <u>or</u> Treasurer
Documents and Agreements⁵			
Investment Policy Documents	Statement of Investment Policies and Procedures, Investment Beliefs	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Director, Pension Fund
Pension Fund Financial Statements	Audited Financial Statements	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Vice President, Finance & Administration
Manager Mandates	Includes investment guidelines and constraints, performance expectations, reporting requirements	Sub Committee on Investment Performance	Chair, Sub-Committee on Investment Performance <u>and</u> Director, Pension Fund

cont'd...

York University Pension Fund Signing Authority Register

June 2017

New third party agreements with York University for pension investment services, under jurisdiction of Pension Fund Board of Trustees ⁶	Investment Management Agreements, other contracts	Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Vice-President, Finance & Administration
Contracts related to investments in private Limited Partnerships	Limited Partnership Agreements, Subscription Agreements, Side Letter Agreements, other related contracts	Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Vice-President, Finance & Administration

¹ Two different signatories are required for everything

² Expenses paid out of CIBC Mellon operating account

³ Transfers between CIBC Mellon investment manager accounts

⁴ Paid from CIBC Mellon operating account

⁵ Does not involve any payments out of the Pension Fund

⁶ Pursuant to Supply of Services Agreement between York University and the Pension Fund Board of Trustees (June 2010)



YORK UNIVERSITY PENSION FUND
Ontario PBA Reg. No. 0329763

STATEMENT OF INVESTMENT POLICIES
AND PROCEDURES

December 2015

Approved and adopted by York University Pension Fund Board of
Trustees on _____.

Randy Williamson
Chair, Pension Fund Board
Of Trustees

Leona Fields
Director, Pension Fund

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Section I – Introduction

- 1.1 This document constitutes the Statement of Investment Policies and Procedures (“the Policy”) applicable to the assets held in respect of the York University Pension Plan (“the Plan”). The Plan was established by York University (“the University”), to provide retirement benefits for the Members.
- 1.2 The purpose of this Policy is to formulate those investment policies, guidelines and monitoring procedures that are appropriate to the needs and objectives of the York University Pension Fund (“the Fund”), in a manner conforming to the rules in the Act. With regards to this Policy, references to the term “Act” mean the Pension Benefits Act, Ontario and related regulations.
- 1.3 This Policy may be changed or modified at any time by action of the York University Pension Fund Board of Trustees (“Board of Trustees”).
- 1.4 This Policy is augmented by other documents, including the Statement of Investment Principles, and the Terms of Reference & Pension Reporting Policy for the York University Pension Plan and Fund.

Section II – Overview of the Fund

- 2.1 The purpose of the Fund is to secure the pension benefits of the Plan's members.
- 2.2 The Plan is a defined contribution Plan with a defined benefit minimum guarantee. Pension benefits at retirement are determined by the contributions made by the member and on behalf of the member by the University, and the investment performance of the Fund over a member's working lifetime, with a minimum guaranteed benefit determined by a final average salary formula.
- 2.3 To the extent that the Fund does well, all Plan members benefit. If the fund performs poorly, then active members are protected through the minimum guarantee formula. Pensions in pay for retired members are adjusted annually by the excess of a moving average of Fund returns over 6%, and are protected through a guarantee that this adjusted pension will never be reduced.
- 2.4 Contributions into the Fund are made by the Plan members and the University. For the foreseeable future, the Fund is expected to experience net cash outflows greater than inflows. The current Fund investments provide sufficient liquidity to meet this cash requirement.

Section III – Governance and Administration

- 3.1 In fulfilling its responsibilities, the University acts through its Board of Governors. The Board of Governors may delegate to or otherwise utilize employees of the University where appropriate. The Board of Governors has appointed a Pension Fund Board of Trustees (the “Trustees”) to oversee the Fund. The Trustees have delegated tasks to a Sub Committee on Investment Performance (the “Committee”), to employees of the University, and to various agents that have been retained to assist them in carrying out their duties in respect of the Fund. The University shall retain responsibility and utilize suitable personnel for such activities and monitor the activities undertaken by the selected personnel.
- 3.2 The University may rely on independent experts for certain aspects of the Fund's operations where expert knowledge is required or where a perceived or actual conflict of interest exists.
- 3.3 Neither the Trustees, the Committee, nor any employee of the University shall select securities on behalf of the Fund. The Trustees will select Investment Managers (“Managers”), Pooled Funds, Segregated Funds, or short-term deposits for the Fund.
- 3.4 Particulars of the Manager Mandates, portfolios and performance objectives of the Managers are contained under separate cover.
- 3.5 To the extent the Fund invests in Pooled Funds, each Manager will provide a copy of the Manager’s own investment policy for their specific Pooled Funds. Amendments to the investment policies of the Pooled Funds, as made from time to time, are incorporated into this Policy.
- 3.6 The Trustees shall appoint one or more Custodians (the “Custodian”) for all or part of the Fund assets. Any Custodian shall be a trust company registered in Canada or an insurance company authorized to underwrite life insurance in Canada. All investments and assets of the Fund shall be held by a custodian.
- 3.7 The Fund’s financial statements shall be audited by an independent auditor at least annually.

Section IV – Asset Classes Eligible for Investment

4.1 From time to time, and subject to this Policy, the Fund may invest in any or all of the following asset categories and subcategories of investments either directly or through Pooled Funds or exchange traded funds that hold these investments:

(a) **“Equity”**

- Securities publicly traded and listed on recognised Canadian, foreign, and emerging markets stock exchanges including, but not limited to, common shares, convertibles, instalment receipts, depositary receipts, exchangeable shares, share purchase warrants, limited partnership units, income trusts, and preferred shares;
- Units in real estate investment trusts.

(b) **“Fixed Income”**

- Bonds, real return bonds, debentures, notes, or other debt instruments of domestic, and foreign issuers;
- Asset-backed securities;
- Mortgage-backed securities;
- Convertible or other hybrid debt instruments;
- Term deposits or similar instruments of licensed trust companies and banks.

(c) **“Real Assets (Real Estate or Infrastructure)”**

- Open or closed-end pooled funds structured as participating debentures, or shares of corporations or limited partnerships formed to invest in real assets
- Investments in securities of publicly traded real estate companies and publicly traded real estate investment trusts (“REITs”) or Infrastructure are considered Equity and not Real Assets.

(d) **“Cash and Cash Equivalentents”**

- Deposits with banks or trust companies with a term to maturity of one year or less;
- Money market securities with a term to maturity of one year or less;
- Floating rate notes.

(e) **“Derivatives”**

- May be used to hedge (i.e., reduce), fully or partly, any investment risk, including market, interest rate, credit, liquidity, and currency risk; or
- To replicate direct investments in the underlying assets or groups of assets (e.g., indices) so as to achieve some advantage of lower cost, transactional ease, or market exposure.

Section V – Return Considerations

- 5.1 The Fund is expected to achieve over moving four to five-year periods a return, at least equal to a composite benchmark, rebalanced monthly, made of passive investments in appropriate market indices according to the Investment Policy Portfolio, plus an added value for active management where applicable.

Section VI – Asset Allocation Guidelines

- 6.1 Over complete market cycles the allocation is expected to stay within the following ranges:

Asset Class	Investment Policy Portfolio (% of total fund)	Minimum	Maximum
Equity	50%	45%	65%
Total Equity¹	50%	45%	65%
Global Fixed Income ²	10%	0%	15%
Canadian Fixed Income	20%	15%	25%
Cash	0%	0%	10%
Total Debt	30%	25%	35%
Real Estate	10%	0%	15%
Infrastructure	10%	0%	15%
Total Real Assets³	20%	0%	30%

¹ Equity may include Canadian, US, International, and/or Global mandates

² Global Fixed Income funds valued in foreign currency will be 100% hedged to Canadian dollars

³ Real Asset funds valued in foreign currency will be 50% hedged to Canadian dollars

- 6.2 Cash and Cash Equivalents may also be held from time to time on a short-term, temporary basis or as defensive reserves within the portfolios for each asset class at the discretion of each Manager within the constraints prescribed by that Manager's mandate, and for the purposes of this section such Cash and Cash Equivalents shall be included in that respective asset class
- 6.3 The Fund's asset mix will be monitored on a frequent basis. Should the asset mix deviate outside the above ranges, corrective action will be taken to bring the asset mix back within the range as soon as practicable. Action may be taken to bring the asset mix closer to the Investment Policy Portfolio at any time. Real Assets are, by their nature, illiquid and may not be able to be rebalanced immediately; however, the objective remains to methodically move the allocations to within the investment policy ranges as soon as practicable.

Section VII – Portfolio Diversification and Constraints

- 7.1 The Committee shall ensure that the diversification requirements in each Manager’s Mandate or Investment Policy, in combination with the amount of assets allocated to each Manager or Pooled Fund, are consistent with the limits outlined in this Section.
- (a) Unless otherwise indicated, all percentages used in this Section shall be calculated by
 - (i) using market values at the time, and
 - (ii) including any exposure gained through the use of Derivatives.
- 7.2 The Fund shall comply with all quantitative constraints documented in the Act, and all investments shall be made in accordance with the Code of Ethics and Standards of Practice of the CFA Institute.
- 7.3 In respect of the Equity portfolios of the Fund:
- (a) All holdings shall be listed on a public exchange or convertible or exchangeable into such securities;
 - (b) Holdings shall be diversified by company, region, industry, currency and country; however, consideration may be given to the relative sizes of economic activity and stock market capitalization.
- 7.4 In respect of the Fixed Income portfolios of the Fund:
- (a) The duration of the Fixed Income allocation shall be maintained between 12 years and 18 years.
 - (b) The government Fixed Income allocation will be invested in issues of the Government of Canada, one of the provinces of Canada, or a high quality foreign government rated paper.
 - (c) The corporate Fixed Income allocation will be diversified by company, regions, industry and country: however, consideration may be given to the relative size of the opportunity set in different countries. To ensure liquidity, the corporate Fixed Income allocation will maintain an overall average credit quality of at least “A” with the underlying issues rated by a recognized agency or agencies.

7.5 In respect of the Real Asset portfolios of the Fund:

- (a) No direct holdings in real assets are permitted.
- (b) The portfolio will be diversified by industry, company, region and country; however, due to the illiquid nature of these asset classes it may take time to build out this diversification.

7.6 In respect of Cash and Cash Equivalents of the Fund or any Pooled Fund, deposits with banks or trust companies must be rated “A” or better or be with institutions that have a long-term rating of “A” or better.

7.7 In respect of Derivatives:

- (a) Any use of Derivatives must be in accordance with a policy that has been specifically considered and approved by the Trustees, whether done directly in a Segregated Fund or in a Pooled Fund.
- (b) Derivatives may be used only to:
 - (i) create an asset mix position within the ranges and among the asset classes set out in this Policy;
 - (ii) adjust the duration and/or credit exposure of the Fixed Income portfolio within the ranges set out in this Policy;
 - (iii) replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
 - (iv) create an exposure to securities that are otherwise permitted under this Policy;
 - (v) manage the currency exposure of foreign assets; or
 - (vi) reduce risk as part of a hedging strategy.
- (c) Derivatives may not be used to create exposures that would not otherwise be permitted under this Policy or which would be outside the limits under this Policy had the exposure been obtained in the cash markets.
- (d) All collateral held in connection with any Derivative shall comply with the requirements of this Policy for Cash and Cash Equivalents.
- (e) Any Manager investing in Derivatives must determine the market value of that Manager’s exposures on a daily basis.

- 7.8 Environmental, Social, and Governance (“ESG”) factors are incorporated into the investment policies.
- (a) The Fund’s Sustainable Investing Principle states: “Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that the Fund shall provide sustainable investment performance over the long term. The Fund will continue to monitor sustainable investing practices and evaluate whether an allocation or specific criteria are worthy of inclusion, considering potential return enhancement, cost, resource requirements and other relevant factors”.
 - (b) ESG factors encompass a broad range of issues in addition to traditional financial and risk analysis. ESG factors are applied within the Manager portfolios, however, the particular factors and risks assessed differ depending on the Mandate. The determination and evaluation of relevant ESG factors is delegated to the Fund’s Managers, to be used in the risk assessment and investment decision making process as deemed appropriate, considering their particular Manager Mandate. A description of each Manager’s approach to the integration of ESG factors has been documented and is contained under separate cover.

Section VIII – Loans and Borrowing

- 8.1 No part of the Fund assets shall be loaned to any party, with the exception of Security Lending as implemented within a Pooled Fund held by the Fund.
- 8.2 Money shall not be borrowed on behalf of the Fund and the Fund assets shall not be pledged or otherwise encumbered in respect thereof.
- 8.3 The Fund's Managers may use short-selling from time to time.

Section IX – Valuation of Investments

- 9.1 Investment in marketable securities shall be valued by the Custodian no less frequently than daily at their market value at that time.
- 9.2 The Fund's investments in Pooled Funds holding publicly traded securities shall be valued according to the unit values published by the Managers. The Custodian shall be responsible for requesting and recording the unit values on a timely basis.
- 9.3 If a market valuation of an investment is not readily available, an estimate of fair value shall be supplied by the Manager to the Custodian no less frequently than quarterly. Such fair value may be determined by reference to the most recent expert appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases the methodology should be applied consistently over time.

Section X – Conflicts of Interest & Related Parties

10.1 Conflicts of Interest

- (a) If a member of the Board of Trustees, Committee, any agent of or advisor to the Fund, or any person employed in the investment of the Fund assets has or acquires any material interest, direct or indirect, in any matter in which the Fund is concerned or may benefit materially from knowledge of, participation in, or by virtue of an investment decision or holding of the Fund, the person involved shall, as soon as practicable, disclose this conflict of interest to the Chair of the Board of Trustees or, if the Chair is involved, disclosure should be made to the Vice-Chair of the Board of Trustees. The Chair or Vice-Chair, as the case may be, shall then immediately advise all members of the Board of Trustees, and the Board of Trustees shall decide upon a course of action. Any such person will thereafter abstain from any decision making with respect to the area of conflict, unless otherwise determined by unanimous decision of the remaining members of the Board of Trustees.
- (b) Every disclosure of interest under this Section shall be recorded in the minutes of the relevant Board of Trustees meeting.
- (c) The failure of a person to comply with the procedures, described in this Section, shall not of itself invalidate any decision, contract or other matter.
- (d) The Board of Trustees shall satisfy itself that an appropriate policy regarding conflicts of interest exists and is followed by any Manager.

10.2 Related Party Transactions

- (a) Any transactions with a Related Party as defined by the Act, other than an investment in securities issued by the Related Party must be required for the operation or administration of the Fund and be on terms and conditions that are not less favourable to the Fund than market terms and conditions at the time of the transaction.
- (b) Securities issued by Related Parties may only be held if
 - (i) selected by a Manager acting independently within a Pooled Fund that complies with applicable requirements in the Act; and
 - (ii) such investments will be considered nominal or immaterial and constitute in the aggregate less than 5% of the market value of that Pooled Fund. In assessing whether the value of a transaction is nominal

or immaterial, two or more transactions with the same Related Party shall be considered as a single transaction.

- (c) Managers shall provide their internal policies and guidelines on Conflict of Interest and personal trading.

Section XI – Voting Rights

- 11.1 With the exception of the Canadian equity portfolios, the responsibility of exercising and directing voting rights acquired through the Fund’s investments shall normally be delegated to the Manager, who shall be required at all times act prudently and in the best interests of the beneficiaries. For the Canadian Equity portfolios, the responsibility to vote proxies is delegated to an independent professional proxy voting service provider (“Voting Agency”).
- 11.2 The Managers and the Voting Agency shall maintain a record of how the Fund’s voting rights have been exercised and provide a copy of such record annually.
- 11.3 The Managers shall be required to advise the Committee and provide details in advance of the vote when the Manager has acquired on behalf of himself and his clients securities to which are attached 10% or more of the voting rights of that class of securities.
- 11.4 The Committee reserves the right to direct, or override, the voting decisions of a Manager or the Voting Agency, if in its view such action is in the best interests of the Fund and its beneficiaries.
- 11.5 It is recognized, however, that the above constraints and policy on voting rights may not be enforceable to the extent that part of the Fund assets is invested in Pooled Funds. Nonetheless, the Manager of a Pooled Fund shall be required to act prudently and in the interests of such Pooled Fund and its investors, and shall be required to provide a copy of that Pooled Fund’s voting rights policy to the Committee.

Section XII – Monitoring

- 12.1 The Fund, Managers, and service providers shall be monitored on a regular basis, as defined in the Pension Reporting Policy and the Ongoing Monitoring Principles. These monitoring policies and principles are contained under separate cover.

Section XIII – Policy Review

- 13.1 This Policy will be reviewed and affirmed at least annually, and whenever a major change is apparent or necessary. Such review may be prompted by:
- (a) A change in the benefit design of the Plan;
 - (b) A revision to the expected long-term trade-off between risk and reward on key asset classes;
 - (c) A change in the funded status of the Plan, or the demographics of the Plan membership;
 - (d) A shift in the financial risk tolerance of the University;
 - (e) Shortcomings of the Policy that emerge in its practical operation;
 - (f) Changes in liquidity requirements, investment beliefs, available investment products, or governance;
 - (g) Changes in applicable legislation; or
 - (h) Any other developments considered relevant by the Trustees or the University.
- 13.2 Any amendment of this Policy will be filed with the Fund actuary within 60 days of such amendment.

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 8 October 2019

Subject: Board Evaluation Survey Results

Please find attached the results of the 2018-19 Board and Committee Assessment Surveys, including the questionnaire on the Board retreat. The response rate this past year was significantly improved over recent years, owing to the decision to conduct the survey by paper during the final meeting of the Board in June. A summary of the response rates from the past three years is provided for reference.

Board / Committee	2016-2017	2017-2018	2018-2019
Board	13/25	12/27	24/29 22 at meeting; 2 online)
Academic Resources	-*	3	10
Executive	-	3	8
External Relations	-	4	8
Finance & Audit	-	1	8
Governance & Human Resources	-	2	7
Investment	-	3	7
Land & Property	-	5	7

*The number of responses was negligible, and the results were not shared with the committees that year.

BOARD OF GOVERNORS EVALUATION SURVEY 2018-2019 – 24 responses

Board Roles and Responsibilities

1. I am satisfied that the Board:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has a clear understanding of its mandate and responsibilities.			1	1	3	15	3
b) demonstrates its awareness of the difference between the role of the Board and that of management.				1	1	16	6
c) understands the University's bicameral governance system and the role of the Senate.			2	2	7	10	3
d) understands the financial framework of the University.			1	1	2	13	7
e) effectively assesses and monitors risks that impact the University's overall effectiveness.					4	15	5
f) has an appropriate level of involvement in the University's strategic planning process.				1	3	15	5
g) is kept informed of all significant issues affecting the University.				1	3	11	9
h) is the right size for effective discussion and action.	1		1	4	3	10	5
i) has the right mix of experience, skills and competencies among Governors to guide the University toward achieving its goals.			1	1	3	12	7
j) reflects the diversity of the	1		3	3	1	10	6

BOARD OF GOVERNORS EVALUATION SURVEY 2018-2019 – 24 responses

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
community.							
k) has appropriately delegated authority to its committees			1	1	1	12	9

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
	1	2			15	6

3. Overall, the Board is functioning effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				4	17	3

Additional Comments:

- 1) Board is too big!
- 2) Highly effective board.
- 3) My scoring of "4" is a n/a due to my newness on the Board as can be said for my "5" rankings.
- 4) Good balance of committee and Board work.
- 5) As a new board member the following (*) was due to the absence of a formal orientation – not a criticism – but should be done in the next few months.
- 6) As a new board member – would appreciate additional detail on the bicameral governance system, the role of the Senate & the university's financial framework. An overall viewpoint would be great.
- 7) I still think it is important for the board to recruit members who have built their careers in non-profit, public sectors, journalism, mental health practitioners, indigenous rights advocates, members of the labour movement.

Board Procedures and Operations

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1		1	14	8

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				2	12	10

6. Discussions at Board meetings are fulsome and productive.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
	1	1	3	5	8	6

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1	1	15	7

BOARD OF GOVERNORS EVALUATION SURVEY 2018-2019 – 24 responses

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					5	19

9. The Board Chair encourages participation and discussion.

1. Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	4	19

10. The Board Chair runs meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					5	19

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1		2	12	9

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		13	10

Additional Comments:

- 1) Re Question 11 above: one week in advance would be better
- 2) Re Question 12 above: depends on the question.
- 3) Good participation overall but some members just mailing it in.
- 4) Paul does a great job, open leadership, inclusive & thoughtful
- 5) I think more frequent committee meetings would be useful, but understand that may not be possible
- 6) Regarding board packages – some material is better than others. Would prefer a few extra days to prepare for meeting. Would prefer a full day board meeting to ensure more topics are presented and discussed, especially as it relates to updates from committees.
- 7) I do believe that this will improve after a formal orientation
- 8) Having material further in advance would help be better prepared for board meetings. The material can be overwhelming and hard to keep up with sometimes.
- 9) The chair is doing an outstanding job of managing a large board and a complex organization. Communication style is extremely effective.
- 10) Information is very fulsome including committee reports
- 11) Board packages are long.
- 12) My responses are not intended as criticism, however as I am newer to the board some things are still unclear to me.
- 13) More work needs to be done on integrating student reps into the discussion.

Relationship with the President and Administration

13. I am satisfied that:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) the Board provides clear direction and support to the President.				1	1	14	8
b) the delineation between the Board's role and that of the President is well understood.				1	4	10	9
c) there is an effective working relationship between the Board and the President.						10	14
d) the President's performance is evaluated regularly against established goals and targets.		1		5		12	6

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
	1			3	9	11

Additional Comments:

1) Strong relationship building, respectful relationships.

Governor Self-evaluation

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				2	11	11

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1	2		11	10

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		11	12

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1	1	11	11

5. My talents and skills are put to effective use on the Board.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			2		11	11

BOARD OF GOVERNORS EVALUATION SURVEY 2018-2019 – 24 responses

6. I know whom to contact if I have questions about the work of the Board.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1	1	11	11

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1	7	1	10	5

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

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	8	15

Additional Comments:

- 1) A campus tour as part of orientation would have been helpful
- 2) Feel very comfortable in my role as governor due to my prior board experience
- 3) re question 7 above – too long ago to reasonably comment
- 4) re question 7 above – need the financial orientation
- 5) I enjoy serving the board and the university. I have learned much about our current state of affairs at York
- 6) Unfortunately time constraints did not facilitate an orientation process (which would have been useful re governance system and financial framework); however the strategic offsite was invaluable in terms of providing an overview of issues & strategic alternatives facing the university. It was also helpful in meeting other governors.
- 7) The university is fascinating, complex organization with an important role in our society. The board is well informed on a multitude of topics, grounded in a strong foundation of work/oversight done at the committee level.
- 8) The support from the senior management and board secretariat, the open and transparent discussions, the quality of the presentations have allowed me, as a new board member to quickly come up the learning curve and to understand the strategy and issues of York U. Thank you!
- 9) More education/fiduciary duties for some members required.
- 10) Did not receive orientation so I withhold judgement.

9. What do you think the Board of Governors does particularly well?

- 1) Covers a wide variety of topics effectively, prioritizes issues
- 2) Questioning the President and senior staff on strategic alternatives. The board supports the President and her senior staff.
- 3) Engages all areas when making decisions. The President is committed to the work. The Chair does a great job in facilitating decisions.
- 4) More time is required on the board.
- 5) Provides oversight & insight.
- 6) Encourages engagement
- 7) Good balance of oversight & insight
- 8) Very supportive and committed to success of York
- 9) Open and honest discussions
- 10) Exercises its responsibilities in relation to the financial well-being of the university
- 11) Open dialogue and respect for experts.
- 12) Good governance practices; respect for the processes in place; thoughtful advice & guidance to the President and her team.
- 13) Committee work is engaging and productive
- 14) Split between governance & management accountabilities. Effectively run meetings
- 15) I think the passion and commitment of the board members is exemplary.
- 16) Ascertain risk & foreshadow issues of concern/opportunities.
- 17) Provide oversight and insight in the operations of the management

10. What do you consider to be the Board's greatest opportunity for improvement?

- 1) Agendas are often too full which limits discussion;
- 2) Consider more flexible meeting alternatives; at Queens meetings are on weekends to facilitate work and life schedules
- 3) More time/opportunity for strategy/vision/major issues
- 4) Onboarding – whether in person or through documents/binders
- 5) More involvement of governors outside of meetings on university related issues.
- 6) More time is required on the board.
- 7) Better explore and leverage governors' human capital and insights.
- 8) More topics to engage full board.
- 9) Enhancing diversity of disciplinary background or knowledge.
- 10) Diversity among York and stakeholders must still be improved.
- 11) Getting to know each other better.
- 12) Broadening the membership to be more reflective of the nature of York and its both internal and external community.
- 13) Directors who do not participate fully should step aside
- 14) To help as ambassadors of the university; to help promote the York U brand
- 15) Engagement
- 16) Improve or develop relationship with external communities (excellent work is being planned)
- 17) More info on university events for those who want to get involved
- 18) I need more experience to answer. My first observation is that we talk little about academic outcomes/competitiveness with other universities.
- 19) Long term planning for university
- 20) Greater alignment of its membership with the shades of membership in the university at large
- 21) Increasing diversity of background/gender parity

11. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Board meeting?

- 1) Still not clear on how the university sets academic priorities in the context of long-term strategy and allocates resources accordingly.
- 2) The issued of “double dipping” and how this might be dealt with given provincial viewpoint.
- 3) The Markham campus – moving forward.
- 4) A competitive viewpoint – environmental scan with other universities and competition for environment.
- 5) Issues involving affirmative action and fairness in employment
- 6) Budget, Challenges; mitigating the next labour disruption
- 7) In view of the student/staff recruitment challenges, budget challenges, and competition among colleges and universities, what strategies and tactics will be adopted. Also like to see diversity strategy on staff and student recruitment.
- 8) Markham, strategic plan for university
- 9) Occasional deep dives on single issues where board input would be valuable – short presentations followed by targeted questions for board members to respond to.
- 10) Competitors status vis a vie us
- 11) Labour relations. The repetitive strikes are tremendously damaging, it is an issue clearly in the board’s ambit, and the more insight the better – perhaps even dedicate the next retreat to it.
- 12) Future digital strategy.
- 13) Experiential learning
- 14) Executive compensation; international student recruitment
- 15) Academic success of our students.
- 16) Long term planning for university
- 17) Government relations and budget issues as well as progress on how the university is viewed nationally and internationally.
- 18) Update on student mental health.

12. Kindly indicate if you joined the Board on or after January 1, 2018

Answer Choices	Responses
Yes	7
No	14

Committee Governance and Operation

1. I am satisfied that the Academic Resources Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.					1	5	4
b) meets all aspects of its mandate.					1	4	5
c) handles routine matters and forwards matters of significance to the Board with a recommendation.						4	6
d) has fulsome and productive discussions at its meetings.						3	7
e) is the right size for effective discussion and action.						4	6
f) has members with the right level and balance of expertise for effective discussion and decision-making.				1	1	5	3
g) maintains the appropriate number and length of meetings for its needs.			1		1	4	4

BOARD ACADEMIC RESOURCES COMMITTEE EVALUATION SURVEY 2018-2019 (10 responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				2	2	6

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		3	6

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	8

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	8

BOARD ACADEMIC RESOURCES COMMITTEE EVALUATION SURVEY 2018-2019 (10 responses)

6. The Committee Chair encourages participation and discussion. (2 skipped question)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		2	5

7. I receive Committee packages far enough in advance to allow for adequate review. (2 skipped question)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1			2	5

8. I receive Committee packages that are informative and have the appropriate amount of detail. (2 skipped question)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		4	3

9. Overall, the Committee is working effectively. (1 skipped question)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	2	5

10. What do you think the Committee does particularly well?

- 1) Effectively run
- 2) Diversity of team members
- 3) Understands its role vis-a-vis the Senate
- 4) Provides insightful views
- 5) Engages constructively with the issues brought by President and Provost
- 6) Input on opportunities
- 7) Excellent chair
- 8) Encourages discussion
- 9) Excellent chairperson who ensures excellent time management.
- 10) Keeps an eye on the interplay between policies and resources
- 11) Good interaction with VPs

11. What do you consider to be the Committee's greatest opportunity for improvement?

- 1) Materials 1 week in advance
- 2) Finding a way for greater input from the wider York community given the wide variation of views, attitudes, and needs across campus.
- 3) Important that ARC continue to have sufficient number of external members
- 4) Quality updates
- 5) There is much information provided on various aspects of the university – it would be helpful to get an executive summary, especially on the very large approvals.
- 6) Connecting new governors with the material at hand. Helping them to make better/fulsome decisions based on a good understanding of the material.
- 7) Must be more assertive on issues of quality
- 8) Less time for presentations already included in package

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Enrolment particularly in light of labour disruption
- 2) Complement Plan
- 3) University Academic Plan
- 4) Nature and (unintended) effects of the move to performance metrics.
- 5) Budget
- 6) It would be interesting for the board to hear from the deans of each program (once every year or two years) with respect to the functioning of the program and the vision
- 7) Online learning opportunities and developments

BOARD EXECUTIVE COMMITTEE EVALUATION SURVEY 2018-2019 (8 responses)

Committee Governance and Operation

1. I am satisfied that the Executive Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.						2	6
b) meets all aspects of its mandate.						2	6
c) handles routine matters and forwards matters of significance to the Board with a recommendation.						3	5
d) has fulsome and productive discussions at its meetings.						1	7
e) is the right size for effective discussion and action.						1	7
f) has members with the right level and balance of expertise for effective discussion and decision-making.						2	6
g) maintains the appropriate number and length of meetings for its needs.						2	6

BOARD EXECUTIVE COMMITTEE EVALUATION SURVEY 2018-2019 (8 responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

BOARD EXECUTIVE COMMITTEE EVALUATION SURVEY 2018-2019 (8 responses)

6. The Committee Chair encourages participation and discussion. (7 responses)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	5

7. I receive Committee packages far enough in advance to allow for adequate review.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					4	3

8. I receive Committee packages that are informative and have the appropriate amount of detail.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	5

9. Overall, the Committee is working effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	5

10. What do you think the Committee does particularly well?

- 1) Diversity
- 2) Effective discussions
- 3) Carves up any topic well – 36% perspective
- 4) Effective and efficient discussions!
- 5) Speak frankly with York leadership about issues.
- 6) Understands university issues
- 7) Great input for administration & support
- 8) Engagement
- 9) Deals with the “right” issues

11. What do you consider to be the Committee’s greatest opportunity for improvement?

- 1) Keep a line of sight on strategy throughout the year
- 2) Senior leadership performance evaluation – great improvement over past years

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Long term sustainability of York University
- 2) Student experience
- 3) Student experience as a strike mitigation
- 4) The final analysis for Go/No-Go decision on Markham versus other opportunities.
- 5) Markham
- 6) Strategic Plans – Capital Plan
- 7) Engineering Plan

BOARD EXTERNAL RELATIONS COMMITTEE EVALUATION SURVEY 2018-2019 (8 Responses)

Committee Governance and Operation

1. I am satisfied that the External Relations Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.					2	5	1
b) meets all aspects of its mandate.					3	5	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.					1	5	2
d) has fulsome and productive discussions at its meetings.						4	4
e) is the right size for effective discussion and action.						6	2
f) has members with the right level and balance of expertise for effective discussion and decision-making.				1	2	2	3
g) maintains the appropriate number and length of meetings for its needs.					1	4	3

BOARD EXTERNAL RELATIONS COMMITTEE EVALUATION SURVEY 2018-2019 (8 Responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1			3	4

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	3	4

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	3	4

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	4	3

BOARD EXTERNAL RELATIONS COMMITTEE EVALUATION SURVEY 2018-2019 (8 Responses)

6. The Committee Chair encourages participation and discussion.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
	1				3	4

7. I receive Committee packages far enough in advance to allow for adequate review.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
		1			3	4

8. I receive Committee packages that are informative and have the appropriate amount of detail.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	3	4

9. Overall, the Committee is working effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	3	4

BOARD EXTERNAL RELATIONS COMMITTEE EVALUATION SURVEY 2018-2019 (8 Responses)

10. What do you think the Committee does particularly well?

- 1) Helpful overview of key issues
- 2) Points of pride
- 3) Enough information is given beforehand to ensure engagement and a fruitful discussion.
- 4) Everyone is encouraged to provide input

11. What do you consider to be the Committee's greatest opportunity for improvement?

- 1) More integration vis-à-vis alumni issues, branding, community relations & external relations
- 2) Recent attendance of external relations VPs/executives have been very helpful
- 3) Assisting with Bryden Award recruitment, etc.
- 4) Better integration with S. Webb's group
- 5) Additional input from leadership team and better use of committee members' skill sets!
- 6) Contributing more to advancement
- 7) Further clarification on mandate especially re communications.
- 8) Earlier engagement on strategic decision – advertising; brand
- 9) To provide enough information and for the members to have further input – but be more specific about the question of direction
- 10) Sometimes the agenda can be quite large with presentations that go beyond the allotted time therefore limiting other presentations.

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Government strategy
- 2) Continue oversight of brand strategy
- 3) Branding!
- 4) Better understanding the communications partners' profile, role, expertise.
- 5) Short and long term plans be shared with performance metrics
- 6) Research on related subjects such as competitiveness
- 7) Plans on community relations.
- 8) A firm plan to mitigate or prevent the next labour disruption
- 9) Some more education on university budgets and a plan to align a strategic plan to SMA3

BOARD FINANCE AND AUDIT COMMITTEE EVALUATION SURVEY 2018-2019 – (8 Responses)

Committee Governance and Operation

1. I am satisfied that the Finance and Audit Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.						2	6
b) meets all aspects of its mandate.						1	7
c) handles routine matters and forwards matters of significance to the Board with a recommendation.						2	6
d) has fulsome and productive discussions at its meetings.						2	6
e) is the right size for effective discussion and action.						2	6
f) has members with the right level and balance of expertise for effective discussion and decision-making.						2	6
g) maintains the appropriate number and length of meetings for its needs.						1	7

BOARD FINANCE AND AUDIT COMMITTEE EVALUATION SURVEY 2018-2019 – (8 Responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	6

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

BOARD FINANCE AND AUDIT COMMITTEE EVALUATION SURVEY 2018-2019 – (8 Responses)

6. The Committee Chair encourages participation and discussion.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

7. I receive Committee packages far enough in advance to allow for adequate review.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	1	6

8. I receive Committee packages that are informative and have the appropriate amount of detail.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	1	6

9. Overall, the Committee is working effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	7

10. What do you think the Committee does particularly well?

- 1) Fulsome discussions
- 2) Open & honest feedback re financials
- 3) Focus on mandate
- 4) Fulsome dialog & seeks to understand the issues fully.
- 5) High functioning & knowledgeable committee
- 6) Excellent Chair

11. What do you consider to be the Committee's greatest opportunity for improvement?

- 1) Nothing comes to mind
- 2) Materials are lengthy so further ahead for delivery would be best
- 3) Not every committee member shows up
- 4) Capital planning input!

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Continuing exposure to how the financials all roll up
- 3) Cyber risk – top priority

BOARD GOVERNANCE AND HUMAN RESOURCES COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

Committee Governance and Operation

1. I am satisfied that the Governance and Human Resources Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.						2	5
b) meets all aspects of its mandate.						2	5
c) handles routine matters and forwards matters of significance to the Board with a recommendation.						2	5
d) has fulsome and productive discussions at its meetings.						2	5
e) is the right size for effective discussion and action.						3	4
f) has members with the right level and balance of expertise for effective discussion and decision-making.					1	2	4
g) maintains the appropriate number and length of meetings for its needs.						3	4

BOARD GOVERNANCE AND HUMAN RESOURCES COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

BOARD GOVERNANCE AND HUMAN RESOURCES COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

6. The Committee Chair encourages participation and discussion.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

7. I receive Committee packages far enough in advance to allow for adequate review.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	1	4

8. I receive Committee packages that are informative and have the appropriate amount of detail.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	2	4

9. Overall, the Committee is working effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

BOARD GOVERNANCE AND HUMAN RESOURCES COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

10. What do you think the Committee does particularly well?

- 1) Governor succession – great strides have been made over the last few years to build a pipeline.
- 2) Open dialog, fulsome discussions.
- 3) Fulsome discussions
- 4) Open & honest feedback re candidates
- 5) Key issues addressed
- 6) Discussion on our university, not afraid to deal with sensitive topics.

11. What do you consider to be the Committee's greatest opportunity for improvement?

- 1) Better attendance from all members.
- 2) Not every committee member shows up
- 3) May need to ensure that everyone, especially management, fully understands the role of board governance
- 4) Really seeking out diversity of disciplinary experience on board.
- 5) Labour relations strategy
- 6) New VP of HR alignment
- 7) Some balance of composition perhaps required

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Employee health and safety.
- 2) Mitigating labour risk
- 3) Double dipping by professors
- 4) Better understanding of the use of contract staff
- 5) None come to mind
- 6) Succession planning
- 7) The issue of academic staff and "double dipping" and whether anything can be done about this.

BOARD INVESTMENT COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

Committee Governance and Operation

1. I am satisfied that the Investment Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.				1		3	3
b) meets all aspects of its mandate.				1		3	3
c) handles routine matters and forwards matters of significance to the Board with a recommendation.						4	3
d) has fulsome and productive discussions at its meetings.						4	3
e) is the right size for effective discussion and action.						4	3
f) has members with the right level and balance of expertise for effective discussion and decision-making.					1	3	3
g) maintains the appropriate number and length of meetings for its needs.					1	3	3

BOARD INVESTMENT COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					4	3

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
				1	3	3

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		2	4

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					3	3

BOARD INVESTMENT COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

6. The Committee Chair encourages participation and discussion. (6 responses only)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		1	4

7. I receive Committee packages far enough in advance to allow for adequate review. (6 responses only)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					3	3

8. I receive Committee packages that are informative and have the appropriate amount of detail. (6 responses only)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					3	3

9. Overall, the Committee is working effectively. (6 responses only)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					3	3

BOARD INVESTMENT COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

10. What do you think the Committee does particularly well?

- 1) Chair is fantastic and a real asset to the committee
- 2) Really knowledgeable members and needed expertise.
- 3) Excellent chair
- 4) Communicates context and background for decision making

11. What do you consider to be the Committee's greatest opportunity for improvement?

- 1) Need more experience to answer
- 2) Sustainable investing strategy

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Need a better understanding of how the endowment fund will be utilized in budgets going forward.
- 2) Transition of manager update
- 3) Impact of ESG on performance
- 4) How to deal with university stakeholders on divestment issues.

BOARD LAND AND PROPERTY COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

Committee Governance and Operation

1. I am satisfied that the Land and Property Committee:

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
a) has clear and appropriate terms of reference.						2	5
b) meets all aspects of its mandate.						2	5
c) handles routine matters and forwards matters of significance to the Board with a recommendation.						1	6
d) has fulsome and productive discussions at its meetings.						2	5
e) is the right size for effective discussion and action.					1	1	5
f) has members with the right level and balance of expertise for effective discussion and decision-making.						2	5
g) maintains the appropriate number and length of meetings for its needs.						2	5

BOARD LAND AND PROPERTY COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

2. I am encouraged to actively contribute to Committee discussions.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

3. I am comfortable asking questions and contributing to the discussion during Committee meetings.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					1	6

4. The Committee Chair provides effective leadership to the Committee.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1			6

5. The Committee Chair runs our meetings effectively.

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1			6

BOARD LAND AND PROPERTY COMMITTEE EVALUATION SURVEY 2018-2019 (7 Responses)

6. The Committee Chair encourages participation and discussion. (5 responses)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
			1		1	4

7. I receive Committee packages far enough in advance to allow for adequate review. (5 responses)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	4

8. I receive Committee packages that are informative and have the appropriate amount of detail. (5 responses)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	4

9. Overall, the Committee is working effectively. (5 responses)

1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
					2	4

10. What do you think the Committee does particularly well?

- 1) Proves appropriate outside view of a large, complex real estate portfolio
- 2) Provide feedback to VPFA/President on issues they bring to us
- 3) Great committee, thoughtful, knowledge relevant expertise and experience.
- 4) Excellent chair
- 5) Primarily performs an oversight role; most of the “work” happens at YUDC board?
- 6) Examination of plans and issues from all angles

11. What do you consider to be the Committee’s greatest opportunity for improvement?

- 1) Integrate its work with financing aspects for optimal development and financing of long-life assets.
- 2) Ensure academic needs are driving development decisions
- 3) Overall real estate strategy/vision for the university.
- 4) Updates on fast-moving projects (e.g. Markham) between meetings.

12. What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

- 1) Life cycle issues, e.g. from ST, MT and LT maintenance
- 2) How best to contract/integrate construction and operations/maintenance.
- 3) Space needs of the complement strategy and plans
- 4) To understand better the role of YUDC in context of York’s property management, development/operation and overall stewardship.
- 5) Lands for learning strategy; Markham
- 6) Continuing evaluation of university strategy and how it is enabled by real estate.
- 7) Trends and plans for York sports teams

May 2019 BOARD OF GOVERNORS RETREAT – 23 responses

1. Please rank the following statements from 1 to 7, where 1 means “strongly disagree” and 7 means “strongly agree.”

	1 Strongly Disagree	2 Disagree	3 Slightly Disagree	4 Neither Agree nor Disagree (includes unable to comment)	5 Slightly Agree	6 Agree	7 Strongly Agree
The presentations from management provided the right level of information and detail to stimulate discussion of the key questions.				1	1	9	12
The facilitated discussions among Board members were engaging and productive.				1		8	14
Adequate time was allocated for the group discussions that enabled groups to thoughtfully consider the questions.				1	5	11	6
All Board members were encouraged to contribute to the group discussions and all views were considered and respected by other group members.				2		12	11
The dinner event provided a valuable opportunity for networking and informal conversation.			1	3		7	12
The location was convenient.		1	2	2	3	6	9
The meals and refreshments and service were suitable.				2	1	8	13
My participation in the Retreat enhanced my ability to fulfill my obligations as a Board member.				2		6	16

May 2019 BOARD OF GOVERNORS RETREAT – 23 responses

2. Please use the space below for any additional comments about your responses to question 1
 - 1) Fantastic experience for a new member like myself.
 - 2) Good thoughtful discussions.
 - 3) Great opportunity to get to know all Board members
 - 4) Exceptionally well done!
 - 5) We should always do a quick follow-up of items from previous retreat first and then go into new topics
 - 6) Free parking!
 - 7) In my time meeting to date, I have learned a lot;
 - 8) There is very effective engagement by the board with the information provided
 - 9) The offsite planning, important information & context not usually available at committees or Board meetings.
 - 10)The opportunity to meet staff & other board members is very valuable.
 - 11) No comment; unable to attend

3. What suggestions do you have for topics at future retreats?
 - 1) Any large transformational capital projects.
 - 2) More focus on academic success/progress.
 - 3) Key long-term strategic planning issues
 - 4) Where do we (York) want to be in 5, 10, 20, 30 years
 - 5) Building a digital capability for classrooms
 - 6) Labour relations
 - 7) A deep dive on one particular area of university
 - 8) Understanding our competition
 - 9) Understanding the political environment
 - 10)Key strategic or long leading issues where governors' various experience can offer useful perspectives to York and leaders.
 - 11)Strategic plan.
 - 12)It was an excellent retreat from many perspectives, especially for a new board member.
 - 13)Engage board members about suggestions for new and innovative programs.
 - 14)More “external scan”, e.g. How are universities evolving and responding to disruptive trends.
 - 15)Longer time horizon, more about vision, or how to bring the vision to life
 - 16) No comment

May 2019 BOARD OF GOVERNORS RETREAT – 23 responses

4. Going forward, how frequently do you think a Board Retreat should be held? (15 responses)

11 Once a year
- perhaps for now annually
- I thought this worked well, gave an opportunity to have dinner together

4 Every two years

1 Other, please comment – either once a year or every two years.

5. To assist with the scheduling of the next Retreat, which of the following would you prefer?

8 Half day Friday, half day Saturday

6 Full day during the week

2 Full day on weekend

1 Other, please comment - dinner on Friday to set the stage, with full day on Saturday

6. Any additional thoughts or observations?

- 1) Topics right level, directed, focused and engaging. Consider an external facilitated session in future to allow for full participation.
- 2) Fully support a retreat in whatever frequency or scheduling or location selected
- 3) Congratulate York and leadership planning; ran a fantastic retreat
- 4) Excellent engagement of members
- 5) I found the offsite informative but more importantly, energizing & exciting! Well done!