



# York University Board of Governors

## Notice of Meeting

Tuesday, May 1, 2018, 1:30 to 4:30 pm

5<sup>th</sup> Floor, Kaneff Tower, Keele Campus

PAGE

### I. CLOSED SESSION

### II. OPEN SESSION – 2:00 pm approximately

1. Chair's Items (R. Waugh)
  - a. Report on Items Decided in the Closed Session
  - b. Consent Agenda approval
2. Executive Committee (R. Waugh) *2:05 pm*
3. President's Items (R. Lenton) *2:15 pm*
  - a. Kudos Report..... 1
  - b. Strategic Research Plan Presentation (R. Haché)
4. Academic Resources (H. Wu) *3:00 pm*
5. External Relations (J. Lassonde) *3:10 pm*
  - a. Policy on the Acceptance of Gifts to the University: Amended (For approval).....8
6. Finance and Audit Committee (W. Hatanaka) *3:25 pm*
  - a. Capital Projects (For approval)
    - i. Osgoode Professional Development Site Project Budget Adjustment ..... 16
    - ii. Lassonde School of Engineering, Capacity Expansion Project Budget .....21
    - iii. Lease of Space at 4747 Keele Street.....23
      - New Leased Space for the Lassonde School of Engineering
      - Renewal of Leased Space for the Finance Division
    - iv. School of Continuing Studies Building: Budget Adjustment ..... 25
    - v. Atkinson Building Renovations: Phase II Budget .....27

7. Governance and Human Resources Committee (D. McFadden) <i>3:45 pm</i>	
a. Honorary Governors: Guidelines and Criteria (For approval) .....	29
8. Investment Committee (R. Williamson) <i>3:55 pm</i>	
a. Revised Statement of Investment Policies and Procedures (For approval).....	31
9. Land and Property Committee (P. Tsaparis) <i>4:05 pm</i>	
a. Continuing Studies Building: Concept Design (For approval).....	53
b. Pavilion for the Lassonde School of Engineering: Site location (For approval) .....	62
c. Quad Phase II: Concept Design (For approval).....	66
10. Other Business	
11. In Camera Session <i>4:15 pm</i>	

**CONSENT AGENDA**

1. Minutes of the Meeting of February 27, 2018 .....	85
2. Annual Policy Approvals .....	92
• Occupational Health and Safety	
• Workplace Violence	
• Workplace Harassment	
3. Change to effective date of 2018-2019 tuition fees for MBAN .....	100

# PRESIDENT'S KUDOS REPORT

APRIL 2018



York alumnus and honorary doctorate recipient [Matt Galloway](#) (BA '94, LLD '17), who hosts CBC's Metro Morning, will receive the prestigious Harry Jerome Award from the Black Business and Professional Association for his outstanding contributions to the media industry.



York University was awarded two [Smart Commute Workplace Designations](#) in recognition of its contributions to sustainable transportation in the Greater Toronto Area. Our Keele and Glendon campuses earned platinum and gold designations, respectively.



Annalise D'Souza, Victoria Larocca, and Mikhaela Gray took first, second and third place, respectively, in the annual [York University Three Minute Thesis competition](#). D'Souza advances to the provincial 3MT competition where she will represent York University.



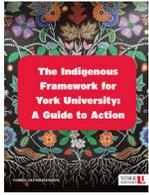
York University's [Kinesiology and Health Science](#) program in the Faculty of Health was ranked number one in Canada by ShanghaiRanking's 2017 Global Ranking of Sport Science Schools and Departments.



Professor [Pat Armstrong](#) has been named recipient of the YWCA Toronto's 2018 Women of Distinction Award in the category of Health & Education for her work on pay equity, women's studies, and gender in health care reform.



Two Schulich alumni, Akash Sidhu (BBA '17) and Joseph Truong (BBA '17), cohosted the 2018 [Hult Prize Regional Finals](#) held at York University. Two teams from York also competed in the Toronto regionals this year, with one, Team Lyofresh, placing in the top six.



Osgoode Hall Law School has announced that it will introduce an [Indigenous & Aboriginal Law Requirement](#) in its Juris Doctor degree program starting this fall. The new requirement is part of York University's commitment to Reconciliation and to expanding Indigenous curricular offerings in keeping with the principles set out in the Indigenous Framework.



Seven York University researchers were named recipients of the Ontario Ministry of Research, Innovation and Science's [2018 Early Researcher Awards](#), which will contribute to the establishment of new research teams on York campuses. The recipients are:

- Rebecca Bassett-Gunter, School of Kinesiology and Health Science
- Hany Farag, Department of Electrical Engineering and Computer Science
- Ryan Hili, Department of Chemistry
- Caroline Shenaz Hossein, Department of Social Science
- Amy Muise, Department of Psychology
- Jean-Paul Paluzzi, Department of Biology
- Christopher Perry, Department of Kinesiology and Health Science



Environmental Studies student and City Institute research assistant [Jamilla Mohamud](#) was a member of the team that won First Place in the 2018 CivicSpark Competition.



At the ninth biannual [Schulich Startup Night](#), alumna Jenise Lee (MBA '12) won first place in the "In Flight" category for her startup PurPicks, while undergraduate students Ali El-Shayeb and Mariam Walaa took home the top prize in the "Taking Off" category for their company Nugget AI.



York University students competing at the [36th Annual Ontario Japanese Speech Contest](#) were recognized for excellence in Japanese language speech delivery:

- Andrew Christensen - First Place, Beginner Category
- Gabby Ricker - First Place, Advanced Category
- Samsan Hassan - Special Effort Prize, Beginner Category
- Fernanda Cherini - Special Effort Prize, Advanced Category
- Hanisi Samuel - Special Effort Prize, Advanced Category



Film student [J. Connor Bjornson](#) has been named a finalist for the Canadian Society of Cinematographers' 2018 Student Cinematography award. His nominated short film, *The Fruit Machine*, features writing and acting from several other School of Arts, Media, Performance and Design students.



Social Science Professor [Caroline Shenaz Hossein](#) was awarded the W.E.B. DuBois Distinguished Book Award for her book *Politicized Microfinance: Money, Power and Violence in the Black Americas*.



Chief of Government and Community Relations Ijade Maxwell Rodrigues was recently awarded the [National Association of Presidential Assistants in Higher Education](#) (NAPAHE) Distinguished Service Award.



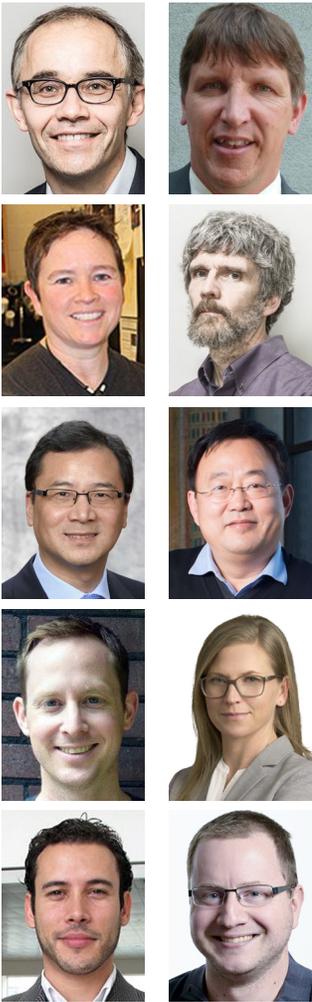
Schulich Professor [Markus Giesler](#) was the only Canadian faculty member named as an inaugural Marketing Science Institute Scholar. The aim of the program is to strengthen connections across marketing disciplines and cultivate rigorous research practices.



School of Administrative Studies students [Tiana Noce](#) and [Selina Cozzupoli](#) won third place in the Canada's Next Top Ad Executive competition, which works to bridge the gap between the marketing industry and universities. A second team of students Jenisha Pudaisini, Marta Michalek and Philip Gingras also qualified as [finalists](#).



A team of Schulich students enrolled in the Master of Real Estate and Infrastructure (MREI) program won first place in the eighth annual [Developers' Den](#) international case competition. Team members included Alannah Bird, Derek Wei, Jordan Trinder and Bao Nguyen.



Ten emerging and established researchers across the University will join the [York Research Chairs program](#), York University's internal counterpart to the national Canada Research Chairs program, which recognizes outstanding researchers. Researchers include:

- James Elder, Professor, Department of Electrical Engineering and Computer Science; Professor, Psychology
- Lesley Jacobs, Professor, Faculty of Liberal Arts and Professional Studies; Professor, Osgoode Hall Law School; Director, Institute for Social Research at York University
- Lauren Sergio, Professor, School of Kinesiology and Health Science
- Richard Wildes, Professor, Department of Electrical Engineering and Computer Science; Associate Director, Vista: Science to Applications (VISTA)
- Dan Zhang, Professor and Kaneff Research Chair in Advanced Robotics and Mechatronics, Department of Mechanical Engineering
- Huaiping Zhu, Professor, Department of Mathematics
- Jacob Beck, Professor, Department of Philosophy
- Dayna Nadine Scott, Professor, Osgoode Hall Law School; co-director, Osgoode Environmental Justice and Sustainability Clinic
- Jonathan Weiss, Professor, Department of Psychology
- Derek Wilson, Professor, Department of Chemistry



York University recognized the achievements of student-athletes and coaches at the York Lions' [50th Annual Varsity Banquet](#), where award recipients were celebrated for their dedication & excellence, including:

- Kayden Johnson - Male Athlete of the Year
- Holly Pitters - Female Athlete of the Year
- Tim Jensen - Lions Legacy Award; Outstanding Male Graduate Award
- Tamara Orlando - Lions Legacy Award
- Shayne Rover - Lions Legacy Award
- Rebecca Titus - Lions Legacy Award; Bruce M. Taylor Award
- Alexandria Town - Lions Legacy Award
- Joey Cicchillo - Charles Saundercook Memorial Trophy
- Zeeshan Minhas - Coach of the Year
- Andrew Tauhid - Male Rookie of the Year
- Jaslan Stirling - Female Rookie of the Year



Longtime York University head football coach [Frank Cosentino](#) will be inducted into the Canadian Football Hall of Fame in the builder category. He was inducted into the York Sport Hall of Fame this past fall.



Three faculty members from York University's [School of Nursing](#) have earned recognition for achievements in teaching from the Council of Ontario University Programs in Nursing:

- Claire Mallette, along with Don Rose of Ryerson University, has jointly won the COUPN-AMS Quality Compassionate Caring Award
- Shelley Walkerley has won the 2018 COUPN Excellence in Teaching Award
- Gemma Percival has won the 2018 COUPN Clinical Instructor Award.



York University Lions men's volleyball coaches [Michael Wahbi](#) and [David Ta](#) were named the head coaches of the Region 5 A and B teams, respectively, for the 2018 Ontario Summer Games.



York University Lions wrestler [Alexandria Town](#) won the gold medal in the 57kg weight class at the Canadian senior national championships and received the outstanding senior women's wrestler award in Montreal.



York University Faculty of Education teacher candidate [Kara Nagel](#) was awarded the Ontario College of Teachers Intermediate/Senior Scholarship for demonstrating a high level of preparedness for teacher education through community involvement and scholarly excellence.



York University student [You Jin "Jenny" Seo](#) was awarded third place at the 17th "Chinese Bridge" Chinese Proficiency Competition's Toronto final.



Two Osgoode Hall Law School Professors were awarded [SHHRC Connection Grants](#) valued at \$25k each to host law conferences:

- Professor Philip Girard and co-applicant Osgoode Visiting Professor David Sandomierki will host "Beyond Harvard: Transplanting Legal Education International Conference"
- Professor Jamie Cameron, co-applicant Professor Hilary Young of the University of New Brunswick, and community partner, the Law Commission of Ontario, will host "Defamation Law and the Internet: Where Do We Go From Here?".



A team of students from York University's Osgoode Hall Law School won the [2018 Cassels Brock Cup](#), a competitive moot exclusively for first-year students. In addition to taking home the Cassels Brock Cup, prize winners also included:

- Luiza Nazarenko - runner-up Top Oralist
- Emraan Dharsi and Awale Deria - runner-up Respondent Team
- Katherina Grubisic and Harris Khan - runner-up Appellate



MIT named the [Lassonde School of Engineering](#) as one of the top 10 emerging leaders in engineering education in its report, *Global state of the art in engineering education*, citing its blend of off-campus personalized learning and experiential learning opportunities.



[Murette Abdelmaseh](#) won the Richard Goranson Memorial Psychology Honours Poster Award at the Psychology Honours Thesis Poster Day.



York University President Emeritus and former Chair of Hockey Canada [H. Ian Macdonald](#) dropped the puck at the opening ceremony for the 100th anniversary of the Oxford-Cambridge Ice Hockey Varsity Match, the first international hockey game played in Europe.



The [Investor Protection Clinic](#) at York University's Osgoode Hall Law School is the recipient of an \$80,000 cy-près award from a class action settlement, which will assist with the ongoing operation of the community clinic including the hiring of four Osgoode students to work part-time at the clinic over the summer as interns.



The recipients of the [2017 President's Staff Recognition Awards](#) were announced. The Awards recognize and celebrate the excellence that our dedicated staff members demonstrate and the meaningful impact they are making at the University and beyond. This 2017 winners are:

- Suzette Aleung, Senior Academic Advisor, Academic Advising, Faculty of LA&PS - The Ronald Kent Medal
- Randy Pitawanakwat, coordinator, Aboriginal Student Services - The Deborah Hobson York Citizenship Award
- Sarah Howe, Director, Innovation York - The President's Leadership Award
- Shaila Khan, Coordinator, Student Transition Programs, Student Engagement & First Year Experience - The President's Voice of York Award
- Tom Hammond, Custodian, York Apartments, Housing Services - The Phyllis Clark Campus Service Award
- Lisa Rumiel, Manager, Research Priorities & Strategic Partnerships, Office of the Associate Dean, Graduate Studies & Research - The Gary Brewer Emerging Leader Award



- Information Technology Services, Glendon Campus - The Harriet Lewis Team Award for Service Excellence
  - Aladin Alaily, Director; Duncan Appleton, Media Technologist
  - Kevin James Friedberg, Operations and Events Technician
  - Mireille Kasembe Nyindu, Administrative Coordinator
  - Luc Mallet, Systems Administrator
  - Johanna Parrales, Web Programmer
  - Patrick Thibaudeau, Manager, Information Systems & Technology Enhanced Learning

## Board of Governors

### Memorandum

To: Board of Governors

From: Julie Lassonde, Chair, External Relations Committee

Date: May 1, 2018

Subject: Policy on the Acceptance of Gifts to the University: Amendments

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### Recommendation:

**External Relations Committee recommends that the Board of Governors approve the amended Policy on the Acceptance of Gifts to the University as set out in Appendix A attached.**

### Rationale:

The Policy on the Acceptance of Gifts to the University has not been updated since 2006. The policy needs to be amended to ensure that it reflects our current practices, which are in line with industry standards.

A review of our practices as well as policies and practices of other Universities has been undertaken, and the policy has been amended to reflect the key principles that are to be followed with respect to donations to the University. This includes the types of gifts that will be accepted, and the University's relationship with donors.

Additionally, the policy describes how gifts are valued for receipting purposes, and the authorizations that are required to ensure all Canada Revenue Agency and other regulations and procedures are followed.

The revised policy may be found at Appendix A and the current policy at Appendix B.

## ACCEPTANCE OF GIFTS POLICY

**Legislative History:** Approved by the Board of Governors: 1995/06/26; Date Effective: 1995/06/26, Amended: 2006/12/04, Amended: 2018/

**Approval Authority:** Board of Governors

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### 1. Purpose and Summary

This policy is intended to guide the acceptance of gifts made to York University including how gifts are valued and receipted.

### 2. Scope

This policy applies to all persons, including students, involved in any aspect of fundraising on behalf of York University. It applies to all gifts from donors.

### 3. Definitions

**Gift:** a gift of money or other property irrevocably given to the University without any expectation of advantage to the donor or any third party designated by the donor.

**Expendable Gift:** a gift which will be spent in its entirety over a period of time, in accordance with an established schedule or at the University's discretion.

**Endowed Gift:** a gift to be invested permanently to produce an income either for the general benefit of the University or for a specific purpose. Only income generated from the gift is spent, not the original funds provided by the donor.

**Restricted Gift:** a gift for which the donor has identified a specific purpose for its use.

**Unrestricted Gift:** a gift for which the donor intends the University to decide how to use the funds.

### 4. Principles

York University welcomes gifts from individuals, organizations, corporations, foundations and governments to help us achieve our academic mission, to enhance our programs and support our students.

The University values and will protect its integrity, autonomy and academic freedom. It will not accept gifts when a condition of such acceptance would result in an abridgement of its academic freedom or its integrity.

Acceptance of gifts will be done in a manner that respects the responsibility of the Board of Governors for the financial affairs of the University and the responsibility of Senate for academic policy matters including establishing academic programs and awarding scholarships.

## **5. Gift Acceptance**

The University may receive the following types of gifts consistent with requirements of the Canada Revenue Agency and the laws of the Province of Ontario:

- a. Cash and cash equivalents
- b. Personal or real property
- c. Bequests
- d. Publicly traded securities
- e. Gifts-in-kind
- f. Gifts of life insurance
- g. Charitable gift annuities
- h. Charitable trusts
- i. Gifts of residual interest

The University may accept or decline to accept any gift or donation and will make its decision to do so on the basis of what is in the best interest of the University in the circumstances.

Unless subject to an agreement to use the gift for a specific purpose (i.e. restricted), gifts are received unconditionally and may be used for such purposes as the University determines are most appropriate (i.e. unrestricted).

It is not the practice of the University to manage gift annuities, but rather to purchase reinsured gift annuities from life insurance companies.

The University will not serve as a trustee of charitable remainder trusts.

All financial assets held by the University are invested in accordance with policies established and approved by the Board.

All donors may choose to have their gift fully expended or, if the gift is \$25,000 or more, to have it endowed. All donors may direct their gift to a specific faculty/department or approved project.

Ownership of all gifts vests in York University whether or not they are for the benefit of the University generally or for some specific purpose in it.

In appropriate circumstances, the University may involve a donor in providing advice on the program or project being funded where such involvement is consistent with the principles identified in section 4 of this policy.

## **6. Relationship with Donors**

All University representatives engaged in fundraising will conduct themselves in accordance with accepted professional standards. They will inform, serve, guide and otherwise assist donors who wish to support York's activities but will not pressure or unduly persuade donors.

All University representatives are required to declare any potential conflict of interest, real or perceived, they may have in engaging in fundraising activities with a specific donor or group of donors. The Vice-President, Advancement or delegate will consider the potential conflict of interest and determine what action, if any, should be taken.

The University does not provide any legal, accounting, tax or financial advice to donors with respect to gifts to the University. Donors are encouraged to seek independent legal, accounting, tax or financial advice from professionals and are responsible for all costs incurred in relation to obtaining such advice.

## **7. Gift Valuation and Receipting**

In all cases, the University will value and receipt gifts in a fair and equitable manner and based on Canada Revenue Agency guidelines.

### Cash Gifts

Receipts will be issued for gifts of cash based on the amount received. Year-end gifts will qualify for current tax year receipts if they are post marked in the current year or officially received at York in the current year.

### Gifts of Publicly Traded Securities

Receipts for gifts of publicly traded securities which are electronically transferred from a donor's broker to the University's broker will be issued based on the closing value of the security on the day it is received in the University's brokerage account.

Under exceptional circumstances, such as a gift of illiquid securities, the University reserves the right to assess the fair market value of the securities and issue a receipt that best reflects the true value of the securities under normal and active market trading, as provided for by Canada Revenue Agency guidelines.

It is the University's general practice to sell securities immediately upon receipt. The University reserves the right, on a case by case basis, to sell securities over a period of days, weeks or months when it is determined that the regular trading volume is not sufficient to absorb the securities without significantly and adversely affecting their value.

The University also reserves the right to refuse to accept a gift of securities that has negligible value in normal and active market trading.

### Gifts-in-Kind

Non-cash gifts will be valued and receipted based on appraisals obtained by the donor and the University. It is the University's practice to have the donor pay for appraisals. The University reserves the right to obtain, at its expense, its own appraisal in addition to the donor's appraisal.

For gifts-in-kind or gifts-in-purchase-discount of a company's products or services, it is the University's practice to value such gifts based on the difference between the actual amount paid (if any) and the lower of the public sector discounted price and retail price.

### Corporate Sponsorships

Receipts for cash sponsorships will be issued based on the amount received. For sponsorships of products and services and other in-kind support, valuation will be in accordance with the "Gifts-in-Kind" section of this policy. The University issues business receipts, not official charitable tax receipts, for corporate sponsorships.

## Gifts of Cultural Property

York University will accept gifts of cultural property and shall follow the procedures for application, valuation and receipting as prescribed by Heritage Canada, the Canadian Cultural Property Export Review Board and Canada Revenue Agency as they may from time to time change.

## Planned Gifts

Gifts such as life insurance policies, gifts of residual interests, charitable remainder trusts, charitable gift annuities, gifts of retirement benefits, and other planned gift vehicles will be valued and receipted using the formulas employed by recognized bodies such as the Canadian Association of Gift Planners and approved by Canada Revenue Agency as they may from time to time change.

## **8. Authorization**

As delegated by the President, the Vice-President (Advancement) is responsible for ensuring that York University's gift acceptance process is compliant with this policy and that the highest standards of professionalism are followed in the solicitation of gifts and in working with donors. The Vice-President (Advancement) may authorize staff within the Office of the Vice-President (Advancement) or in other areas of the university to negotiate gifts and prepare gift agreements with prospective donors.

All gift agreements must receive the appropriate internal approvals, consistent with the York University Signing Authority Register. The Vice-President (Advancement) will be responsible for ensuring the proper approval and execution of each gift agreement is completed and will attest to this by signing every gift agreement.

Only the Office of the Vice-President (Advancement) is authorized to issue charitable receipts and will do so in accordance with the requirements of the Canada Revenue Agency.

The Vice-President (Advancement) or his/her designate will develop guidelines for documentation of gifts and their designation to ensure that the donor's wishes are articulated and met.

## Acceptance of Gifts Policy

### Legislative History:

Approved by UEC: 1995/06/19; Approved by BPC: 1995/06/21; Approved by the Board of Governors: 1995/06/26; Date Effective: 1995/06/26, Amended: 2006/12/04.

**Approval Authority:** Board of Governors

**Signature:** Marshall Cohen, William A. Dimma

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**Description:** Deals with the acceptance of gifts / donations / monies received by the University.

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## Preamble

Gifts from individuals, organizations, corporations, foundations and governments have been an important source of funds to York as to all Universities.

York has established the York University Foundation to carry out fundraising on its behalf, and it is desirable to set out principles and procedures which enable the University to review donations and proposed donations to York through the Foundation and from others in order to determine whether it is appropriate to accept them.

The review may involve confidential information and limited disclosure of that information to and by persons both within and outside of the University.

Under the York University Act, while the responsibility for the financial affairs of the University (including the decision to accept donations) is vested in the Board of Governors, and is delegated to the administration, the Senate is given the authority to recommend Chairs, establish academic programs and award scholarships. To the extent that any gift is given for academic purposes, considerations as to the terms and conditions under which it shall be awarded must be taken into account and Senate's guidelines and procedures respected.

## Policy

1. The University may accept or decline to accept any gift or donation and will make its decision to do so on the basis of what is in the best interest of the University in the circumstances.

2. Unless subject to an agreement to use the gift for a specific purpose, gifts are received unconditionally and may be used for such purposes as the University determines are most appropriate.
3. The University will not accept gifts when a condition of such acceptance results in an abridgement of its academic freedom or its integrity.

In appropriate circumstances, the University will involve a donor in providing advice on the program or project being funded.

# Board of Governors

## Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 1 May, 2018

Subject: Osgoode Professional Development (OPD) Site Project

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## Recommendation

**The Finance and Audit Committee recommends that the Board of Governors approve an increase of \$850K to the \$3.5M budget for the Osgoode Professional Development (OPD) leasehold improvement project.**

## Background

In December 2015, the Board approved spending of \$3.5M towards the OPD project site, for leasehold improvements, concurrent with the Board approval of a lease renewal at the 1 Dundas Street West site or a location within the vicinity. As a reminder to governors, the memo from the December 2015 meeting is attached as Appendix A. Since the approval, a new lease for 17,650sf at 1 Dundas commenced on 1 February 2018. Annual rent (\$338K) and utilities for 2018-19 are \$650K inclusive. OPD was unable to secure the additional 6000sf. of space downtown and instead, opened a second office on the Keele Campus on 26 March 2018.

## Expanded Project Scope

The initial budget for the OPD project was based on a preliminary scope, an unknown lease location and a readying project cost (\$/sq ft) provided by the CBRE Broker in 2015. The initial budget did not account for program requirements such as a video production room, audio/visual technology, type and number of classrooms, etc. A more detailed project budget based on user requirements was developed by the University's Planning and Renovations Office and includes the following considerations:

- Increased acoustical requirements in classrooms;

## Board of Governors

- AV/IT scope increase related to the development of the AV production room and consistency with industry expectations;
- Design to LEED Certification standard to be consistent with Landlord requirements;
- Tender Variance allowance and Time Escalation allowance;
- Premiums associated with a very tight construction schedule (approx. 3.5 months) requiring after hours and weekend work;
- Landlord's (Cadillac Fairview) tenant improvement & construction guideline requirements;
- The \$CDN / \$US exchange rate.

### **Incremental Funding**

The requested incremental \$850K, approved by the Vice-President Academic and Provost, brings the aggregate project budget to \$4.35M. This incremental budget amount will be funded by the faculty. A detailed budget break-down is attached at Appendix B.

In 2017-18, OPD had 49 staff members and revenue was \$15M compared to 2016-17 with 48 staff and \$13M in revenue.

The project will commence in May 2018 and will be fully operational by September 2018.

## Board of Governors

### Memorandum

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: December 8, 2015

Subject: Lease Approval: Osgoode Professional Development, Osgoode Hall Law School – Downtown Toronto Office Space

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### Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve the following framework for renewal of Osgoode Professional Development's leased space requirements:

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

**Cost:** Average annual rent up to \$1.2M

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

**Leasehold Improvement Costs:** Up to \$3.5M

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

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

### Rationale

Since 2000, Osgoode Professional Development has occupied 17,695 sq. ft. on the 26th floor at 1 Dundas Street West. The current lease expires on January 31, 2018 with no option for renewal. OPD's business has grown significantly over the last several years. Revenue has grown from \$5.8M in 2008 to an estimated \$12M this year while staff has increased from 20 to 42 in the same time frame.

## Board of Governors

OPD seeks to retain its current premises for a further term of 10 years until January 31, 2028. However, additional space is required to meet OPD's programmatic needs. An Offer to Lease has been submitted to the Landlord for the current premises plus an additional 6,000 sq. ft. within the building. OPD has asked for 10 year term with two 5 year options to renew. No response has yet been received from the Landlord. If the additional space required is obtained, the current premises will be renovated to expand classroom capacity. Staff would relocate to the new additional premises. If the Landlord is unable to provide the additional space, OPD's options include:

- 1) Retain the current premises, but find expansion space for staff elsewhere; or
- 2) Relocate the entire operation to a location in the area bounded by Yonge and University and Queen and College. OPD is actively exploring other options.

Osgoode Professional Development is also moving some programs and staff to the Keele campus, with a view to reducing the requirement for downtown space.

### **Funding**

Osgoode Professional Development currently pays rent of \$580K per year, and with increased rent costs in the area as well as the additional new space required, the rent is projected to increase to over \$1M annually.

OPD will absorb the increased rent costs in its operating budget with the expectation that the additional space will allow it to expand programs and increase revenues over the term of the lease.

## Appendix B

## OPD Project Budget

5-Apr-18

Brown Daniel's Bid (see attached)	\$	2,679,469.39	
Removal of Itemized Items (Acoustic Wall Panels & Wall Graphic)	\$	(73,800.00)	
HVAC costs covered by Cadillac Fairview (credit)	\$	(41,478.26)	
AV Costs for Classrooms	\$	329,000.00	* cost not yet received
AV Costs for Meeting Rooms / Central Hub	\$	64,000.00	* cost not yet received
<b>Total General Contracting Work</b>	<b>\$</b>	<b>2,957,191.13</b>	
Consultant Fees	\$	256,950.87	
Furniture	\$	377,964.10	
Telecom	\$	52,933.00	
Card Readers	\$	14,000.00	
Signage	\$	5,750.00	
Catering Kitchen	\$	16,629.99	
External Moves	\$	75,000.00	
<b>Total Non-Contracting Work</b>	<b>\$</b>	<b>799,227.96</b>	
Total Estimate	\$	3,756,419.09	
Contingency (10%)	\$	375,641.91	
Subtotal	\$	4,132,061.00	
HST	\$	145,035.34	
<b>Grand Total</b>	<b>\$</b>	<b>4,277,096.34</b>	
<b>Less BoG Budget approved December 2015</b>	<b>\$</b>	<b>3,500,000.00</b>	
	variance	\$ 777,096.34	difference
* Allowance for tender variance on AV cost not yet received	\$	70,000.00	
<b>Budget Increase Requested</b>	<b>\$</b>	<b>847,096.34</b>	

# Board of Governors

## Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 1 May 2018

Subject: Lassonde School of Engineering Capacity Expansion Project Budget

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### Recommendation:

**The Board Finance and Audit Committee recommends that the Board of Governors approve a multi-faceted capital project to provide capacity expansion to the Lassonde School of Engineering in the amount of \$9.2M to be paid from reserve funds.**

### Background and Rationale:

This project proposes to provide temporary and permanent incremental space to the Lassonde School of Engineering in three locations.

The budget approval requested is for the following five elements:

1. Graduate student accommodation and Capstone Project space in 10 modified shipping containers on one of 4 possible sites, proximate to the Bergeron Building - 297 sqm of space
2. Faculty offices, computer lab, Capstone project space, and graduate student stations in the William Small building - 721 sqm of space
3. Executive Education, faculty offices, graduate student stations and research laboratories at a leased space in 4747 Keele Street - 892 sqm of office space and 1,070 sqm of lab space. Cost associated with this leased space is not included in the \$9.2M project budget and is addressed in a separate memorandum.
4. Alterations in the Steacie building and the Accolade East building (ACE), to provide laptop touch-space and two help desk/classroom service centres for UIT, to mitigate the loss of the William Small facility - 172sqm in ACE and 49sqm in the Steacie building

## Board of Governors

### 5. Consequent moves and space reassignment within the Bergeron building

#### **Timelines**

These works will be undertaken as soon as budget is approved. Given the multi-faceted and ripple components, completion dates will vary.

This project requires execution of a new lease with the Landlord of 4747 Keele St, currently the home of York's Financial Services. Lease rates have been negotiated and are provided to this Committee in a separate memo.

Approval of the site location is being sought through the Land and Property Committee.

The project budget is based on rule of thumb estimates, which will be refined and reinforced after design and associated cost-estimating.

#### **Other Governance Considerations**

This report will require a submission to the Board Land and Property Committee for the shipping container concept. A companion report to that effect is being prepared.

#### **Funding Source**

This project budget was reviewed by the finance department and will be funded from internal sources.

## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 1 May 2018

Subject: Lease Execution and Extension – 4747/4751 Keele Street

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### Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve the following two lease agreements:

- **Lease 1: The execution of a new lease agreement from 1 June 2018 to 31 January 2027, at 4751 Keele Street, for additional space for the Lassonde School of Engineering, at a total lease cost not to exceed \$6.6M (inclusive of lease cost, rent, operating costs, taxes, maintenance and insurance), and**
- **Lease 2: A lease extension for the Finance Department, at 4747 Keele Street, from February 1, 2022 to January 31, 2027, at a total lease cost not to exceed \$2.8M (inclusive of lease cost, rent, operating costs, taxes, maintenance and insurance)**

### Background and Rationale:

#### Lassonde School of Engineering - Lease I

The Lassonde School of Engineering (LSE) has made a case for capacity expansion and a separate detailed memo to this effect, inclusive of budget proposal, has been submitted.

This document provides the framework for execution of a lease and the associated rental costs to house one of the LSE capacity expansion projects at 4751 Keele Street, units 2 and 3, to provide temporary incremental space for LSE's Executive Education, faculty offices, graduate student stations and research laboratories. The leased space includes 892 sqm office space and 1,070 sqm lab space (21,119 square feet).

## Board of Governors

### **York University Finance Department - Lease 2**

The Finance department was relocated to a leased facility at 4747 Keele Street in February, 2012 due to demolition of the East Office Building. At the time, a 10-year lease was executed, and approximately \$2.1M in leasehold improvements were executed by York. The lease extension for the Finance Department at 4747 Keele Street, unit 1, provides for a third renewal term of five years and defers a decision in respect of repatriation of this department to the Keele campus.

### **Financial Implications**

The term dates for both leases have been synchronized. Both leases will end on January 31, 2027, with rent rates to be negotiated for future terms, if required.

Funding for the current Finance Department lease agreement including TMI (taxes, maintenance, insurance), operating and utility costs is provided by the Vice President, Finance and Administration. Current lease rates are \$16.50 per sf, plus TMI of \$1.32 per sf for 20,719 sf of space.

The University has negotiated a reduced rate for the Finance Department space in concert with the new lease for Engineering; a lease rate of \$14.00 per sf, plus TMI of \$1.50 per square foot for a third renewal term of February 1, 2022 to January 31, 2027. Based on otherwise anticipated rate increases, York has saved approximately \$466K for this five-year term.

The negotiated lease square foot rate for the Engineering Faculty is \$13.00 rent plus TMI of \$1.50 for the June 1, 2018 to Jan 31, 2022 term. The renewal term, February 1, 2022 to January 31, 2027, is negotiated at \$14.00 rent plus TMI of \$1.50.

For both leases, York is expected to carry costs for custodial, maintenance and security, provided by a third-party vendor, and utilities - all separately metered.

### **Co-Approvals**

Executing a new lease for the Lassonde School of Engineering, is contingent on Board approval for the associated capital renovation costs.

### **Funding**

Costs are to be funded by the Lassonde School of Engineering and the Office of the Vice President, Finance and Administration.

# Board of Governors

## Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 1 May, 2018

Subject: Budget Adjustment - School of Continuing Studies Budget Approval

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a budget increase of \$10.7M (from \$50.5M to \$61.2M) inclusive of HST, for the design and construction of a new building for the School of Continuing Studies.**

### Background:

This project budget was approved by the Board on February 27<sup>th</sup>, 2018. Since then, the School of Continuing Studies (the “School”) has projected a need for additional classrooms by the time that the new building opens, mostly in response to increased projection of enrollment of international students.

The additional funding will accommodate a fully fitted out floor of approximately 20,000 sq ft which will add 16 classrooms, student lounges and social spaces.

The updated building program includes:

- 116,000 square feet of space over five stories (above grade) and one below grade level;
- 55 (previously 39) classrooms with a total aggregate capacity of 868 seats;
- Administrative offices;
- Student social, study and resource spaces;
- Some room for expansion on the administrative floor;
- A target of LEED Gold

Risks associated with this project are:

- Regulatory approvals;
- The emergent greenhouse gas emissions environment (new);

## Board of Governors

- Challenges arising from coordinating the reconfiguration of the adjacent municipal/private intersection; and
- Storm water management challenges.

The proposed revised capital project cost estimate is \$61.2M inclusive of net HST. Architects have been selected, however, the Project has not been designed or tendered. The estimate is based on information provided by the selected Architects who participated in a Design Competition that included submission of a Class D type construction cost estimate.

The submission included (as an option) the cost of an extra floor as core and shell for \$4.1M, fit out for \$3.5M and soft costs for \$3.1M. The resulting increase to the original budget is \$10.7M. The updated budget includes a 10% construction contingency and a 6% contingency for market price variance to the current estimate. A financial plan has been developed with a \$10M contribution from existing School reserves. The remaining capital cost of \$51.2M will be internally financed and amortized over 40 years, funded by School operations.

Staff observes that there are significant cost and schedule advantages to constructing the additional floor as part of the initial project, as opposed to fitting it out later, or attempting to add to the building later.

The annual budget for the school operations includes the annual operating costs and annual contributions for deferred maintenance costs.

The Finance department reviewed the capital and operating budget assumptions and has confirmed that the business case is sound.

# Board of Governors

## Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 1 May 2018

Subject: Atkinson Building Renewal Project - Phase II

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a project budget in the amount of \$4.7M for Phase II of the Atkinson building renewal project.**

### Background and Rationale:

At its November 2016 meeting, the Board approved a \$2.5M budget for renovations to the Atkinson building. The Phase 1 project included the following three items:

- Renovations to the Atkinson building to accommodate the Faculty of Liberal Arts and Professional Studies (LAPS) eServices unit(completed)
- Move of the LAPS eServices unit from the Dahdaleh Building to the Atkinson Building (completed)
- Replacement of the North Elevator – in progress

### Phase II

Phase II of the Atkinson Building renewal project, currently in the planning and design stage, consists of the following:

- Renovations of floors 4-7 to accommodate the English Department (currently located in various building across campus). Approximate area for renovations is 10,000 sf, at an estimated cost of \$1.63M

## Board of Governors

- Renewal of the 3rd floor, occupied by the LAPS Equity Studies department. Approximate area for renovations is 2,500 sq. ft. at an estimated cost of \$0.82M
- Extension of the South elevator to the 7th floor, at an estimated cost of \$0.615M
- Accessibility improvements to meet AODA requirements; mechanical upgrades required for the renovations, and washroom upgrades at an approximate cost of \$1.24M
- Renovations related to Green House Gas reduction goals, including exterior wall insulation and replacement of 50-year-old induction units, at an approximate cost of \$0.40M

The project has been approved by the Dean of LAPS and the Vice-President Academic and Provost.

### **Funding**

This project will be funded \$4.4M from the LAPS Health Reconciliation Reserve budget and the remainder of \$300K will come from the 2018-19 Deferred Capital Renewal Group 4 envelope, which has a balance of \$500K.

A future 3<sup>rd</sup> phase of this project will further reconcile space allocation for LAPS. Overall, the three phases of renewal are updating a building which is almost 50 years old, improving space use and efficiency, and contributing to York's commitment to reducing Green House Gas emissions.

## Board of Governors

### Memorandum

To: Board of Governors

From: David McFadden, Chair, Governance and Human Resources Committee

Date: 1 May 2018

Subject: Guidelines and Procedures Governing the Appointment of Honorary Governors of York University

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### Recommendation:

**The Governance and Human Resources Committee recommends that the Board of Governors approve the Guidelines and Procedures Governing the Appointment of Honorary Governors at York University, as set out in Appendix A.**

### Rationale

The Governance and Human Resources Committee recently discussed the long-standing custom of having honorary members of the Board of Governors. Support coalesced around the preservation of the honorary governor role. In its discussion, the committee noted that the appointment process of governors should be clarified and codified.

Shaped by the deliberations of the committee on the matter, the proposed Guidelines and Procedures articulate the criteria for appointing honorary governors. They reflect the view taken that governors who served in leadership positions on the Board and / or who made outstanding contributions to its work or to the University should be recognized by an honorary governorship. A formal nomination procedure for appointments has been defined which sees the Governance and Human Resources Committee facilitating the process consistent with its mandate to bring forward nominees for membership on the Board. In addition, the privileges of honorary governors vis-à-vis the Board and Board committees are stated for greater certainty.

## **Guidelines and Procedures Governing the Appointment of Honorary Governors of York University**

### **I. Role of Honorary Governors**

Honorary Governor is a titular status which may be conferred upon past governors in recognition of distinguished service or exceptional contribution to the Board of Governors or the mission of York University.

### **II. Criteria for Appointing Honorary Governors**

Honorary Governor status may be conferred upon a member of the Board of Governors upon completion of their full term on the Board in recognition of distinguished service and exceptional contribution to the Board and / or the mission of York University. An Honorary Governor will have demonstrated outstanding dedication and leadership and a strong commitment to advance the goals of the University.

### **III. Specific Criteria**

Candidates for Honorary Governor will normally meet two or more of the following criteria:

- completed the maximum term on the Board as established by By-Law or Guidelines of the Board
- served as Chair of a committee of the Board, or has held the office of Chancellor of the University
- demonstrated exemplary commitment to the life and development of the University through personal leadership, responsibility or fund-raising
- supported major University initiatives that have demonstrably moved the institution forward

### **IV. Nomination Procedure**

In accordance with the criteria, the Governance and Human Resources Committee will propose to the Executive Committee candidates for Honorary Governor, normally appointed for an unlimited term. The Executive Committee will review and recommend the approval of candidates to the Board of Governors. Nominations may be brought forward coincident with the completion of a governor's full-term on the Board, or thereafter.

### **V. Privileges of Honorary Governors**

Honorary Governors are entitled to receive all materials related to meetings of the Board of Governors. When in attendance at Board meetings, Honorary Governors may participate in deliberations in an ex-officio capacity without vote.

While not members of the Board, Honorary Governors are eligible for appointment to committees of the Board of Governors as well as to represent the Board on other bodies. When appointed to a committee of the Board, Honorary Governors are full members of the committee with both voice and vote, and their presence is considered in determining quorum.

# Board of Governors

## Memorandum

To: Board of Governors

From: Randy Williamson, Chair, Investment Committee

Date: 1 May 2018

Subject: Statement of Investment Policies and Procedures - Revised

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## Recommendation:

**The Investment Committee recommends that the Board of Governors approve the following revisions to the Statement of Investment Policies and Procedures:**

- **the addition of a comprehensive Statement of Beliefs for Sustainable Investing (sections 3.10 – 3.21) to replace the existing Responsible Investing statement (section 3.10 – 3.11), as set out in Appendix A**
- **update to Section 2.3 to reflect approved changes to the mandates of the Investment and the Finance & Audit committees, as set out in Appendix A**

## Background and Rationale

### *Addition of the Statement of Beliefs for Sustainable Investing*

In 2006 the United Nations-supported Principles for Responsible Investment (PRI) were launched. The Principles are based on the notion that environmental, social and governance (ESG) issues, such as [climate change](#) and [human rights](#), can affect the performance of [investment portfolios](#) and should therefore be considered alongside more traditional financial factors if investors are to properly fulfill their [fiduciary](#) duty.

In 2006, York’s Board of Governors endorsed the Investment Committee’s Socially Responsible Investing (SRI) initiative and asked the Committee to proceed with the initiative on a “steady and progressive” course. The Committee aimed to establish principles and guidelines to address Environmental, Social, and Governance (ESG) factors within the investment portfolio. To advance this goal, the Committee reviewed relevant literature and cases, including the Sullivan Principles (1977), which helped inform institutional policies that contributed to the dismantling of Apartheid in South

## Board of Governors

Africa. The review noted a legal opinion carried out on behalf of the Asset Management Working Group of the UN's Environment Program (UNEP) which stated that an institution's fiduciary duties were not mutually exclusive from consideration of ESG factors and that, the link between ESG factors and financial performance were increasingly being recognized.

This review laid the foundation for a number of initiatives in 2008; York became one of only three universities to hold membership in the Canadian Coalition for Good Governance. York also became a signatory to two important initiatives: the Carbon Disclosure Project (CDP) and the Extractive Industries Transparency Initiative (EITI). CDP provides environmental information to help guide investments and the EITI promotes transparency, good governance, and accountability for mineral resources.

To help guide its investment practices, the University included the following in its Statement of Investment Policies and Procedures (SIPP) in 2008:

Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that endowments shall provide sustainable payout over the long term.

To further align York's investment strategy with the University's growing profile in sustainability, as fostered by the President's Sustainability Council, a further clause was added to the SIPP in 2011:

Management shall communicate general guidelines for shareholder voting in Mandates for actively managed equity held in segregated portfolios.

Building on these principles, the University started in 2011 to communicate within the proxy voting system with its investment managers who began to raise issues and to advance responsible corporate initiatives directly to corporate managements. Proxy voting guidelines were also incorporated into the mandates for three investment managers.

By 2012, the University had joined the Social Investment Organization, a respected source of responsible investing research and analysis, which supports institutional investors in Canada. Dialogue between the University and its investment managers, who were increasingly proponents of responsible investing, included updates on incremental progress in integrating ESG factors into their investment processes and engagements with corporate managements to induce sustainable practices.

At the same time, York recognized the need to engage the wider York community to gain an understanding of the community's perspective on sustainable investment.

## Board of Governors

Noting its core values of accessibility, social responsibility, and excellence, as well as confirming its values of sustainability and responsible investing, the University established the *York University Advisory Committee on Responsible Investing* (YUACRI) in December 2013. YUACRI held its inaugural meeting in March 2014. As part of the process of creating YUACRI, the University reaffirmed that its investment strategy incorporated ESG factors into the investment selection and investment decision making processes. The Administration outlined its approach to ESG as follows:

ESG factors include environmental issues such as climate change, pollution and resource depletion, social considerations such as human rights, ethical business practices and fair labour conditions, and governance issues such as executive compensation, Board accountability, shareholder rights and appropriate reporting and disclosure.

To support this commitment to ESG, the following statement was added to the SIPP in 2014:

The management of security level exposures to ESG factors that may have a material impact on the financial return of an investment falls in the domain of the Investment Managers of Pooled and Segregated Portfolios. Selection by the [Investment] Committee of Investment Managers that pursue a fundamental investment style toward security selection and consider ESG factors in their research supports the process of engagement between the Investment Manager and corporate managements concerning specific ESG risks and their impact on investment value.

In 2016 the University made another forward-looking amendment to the SIPP:

The management of security-level exposure to ESG factors, which may have a material impact on the financial return of an investment, is an element of security selection performed by the individual Investment Managers for each of the Pooled Funds and Segregated Portfolios. The Investment Committee integrates ESG in its manager selection process and seeks to hire Investment Managers with a fundamental style toward security selection that consider ESG factors in their research and selection. This client-manager alignment gives weight to the process of engagement that occurs between Investment Managers and corporate managements where dialogues on specific ESG risks and their impact on long-term investment value are conducted.

It was within this wider context of sustainable investment that YUACRI was established and its role outlined in its Terms of Reference:

The Advisory Committee shall be the forum and venue for producing the opinions and ideas, arising from serious research, analysis, and consideration. The advice is to be delivered in the form of documented recommendations, those

## Board of Governors

recommendations having merit, balance and relevance to York University and its diverse constituents. The advice, subject to the approval of the Vice-President Finance and Administration, shall further be the material basis of engagement undertaken by the University with its investment managers.

Over the next three years, under the leadership of Professor Irene Henriques, YUACRI undertook a number of initiatives, including the following:

- Hosted two panel discussions for the York community entitled “Responsible Investment and the York Endowment Fund: Share Value or Shared Values” and “Responsible Investing: A Multi-Perspective Discussion”
- Undertook research on best practices at universities with respect to ESG policies, proxy voting guidelines, coalition engagement, and ESG screening
- Developed a process for community engagement
- Called for community proposals and received the following two in 2016:
  - “YU Divest – A Call from the York Community”, which called on the University to permanently divest from five companies involved in armament development
  - “Make YorkU a Climate Leader: The Case for Fossil Fuel Divestment”, which called on the University to freeze immediately fossil fuel investments, divest from companies on the Carbon Underground 200 list by December 2017, and divest from companies producing, refining, or selling fossil fuels, reinvesting in low carbon producing companies (by December 2018)

The University endeavoured from the inception of YUACRI to ensure that the tone and nature of the deliberations were collegial and that all members of the Committee were able to express their opinions in a safe and supportive environment. This was built into Section 3 of YUACRI’s Terms of Reference. However, while YUACRI was engaged in the process of formally reviewing and endorsing the YUDivest proposal, its deliberations came to the point where they were no longer collegial, resulting in some members feeling unsafe at Committee meetings. This shift in tone and demeanour prompted four members of the Committee, including the Chair, to resign. Because of this, the Committee was suspended with no formal recommendations being presented to the University.

### **Divestment**

Most, if not all universities across the country are reviewing and debating the issue of divestment, especially with respect to fossil fuels. The issue of divestment does not contemplate debating climate change. The science of climate change is universally

## Board of Governors

accepted. As noted in the report – “Beyond Divestment: Taking Decisive Action on Climate Change”, by University of Toronto President Meric Gertler – universities must play their part in helping the nation achieve its commitments to climate change.

The University is called to look realistically at what impact divestment in fossil fuel will have at this time. Publicly traded companies represent a small percentage of oil reserves in the world, while governments hold a disproportionately large share. As an example, the Saudi Arabian Oil Company holds some 260B barrels of oil in reserves, while ExxonMobil holds 7.6B. Until the technology, products, and infrastructure exist to supply alternative fuel sources to all facets of the economy, society will continue to rely, on a decreasing basis, on fossil fuels to heat homes, transport people, and manufacture goods. The impact of divestment from fossil fuels is more symbolic than meaningful. Emerging best practices at campuses across the country seem to support this. However, some universities have decided to divest from fossil fuel companies. Only one institution in Canada – Université Laval – is pursuing divestment. Laval announced in 2017 that as part of its broader sustainability commitment, it would switch its investments in fossil fuels to other areas such as renewable energy.

With respect to arms-related investments, there currently is no Canadian university that has opted for divestment.

### **Sustainable Investing Going Forward**

It is increasingly recognized that there is not, or ought not to be, a disconnection between public institutions’ fiduciary responsibilities over their investments and the application of ESG factors. As more public institutions adopt ESG factors to inform their investments, ESG factors will become more important determinants of the long-term financial stability of companies. The *2017 ESG Survey* by the US-based Callan Institute indicates that of the institutional US funds respondents (representing a total of \$1 trillion), 37% use ESG factors, while 78% of large funds (over \$20 billion) use ESG factors. Half of respondents who have adopted ESG factors have added related language to their investment policy statements and there has been a 68% increase in ESG adoption since 2013 when the Callan survey started. A comparable Canadian review by the Responsible Investment Association reported that there was a 49% increase over two years (2013-2015) in assets invested using ESG factors to a total of \$1.5 trillion. Responsible investing now represents 38% of the Canadian investment industry, with ESG factors surpassing engagement as the leading RI strategy. It is worth noting that Canadian investors seem much more in line with their European counterparts rather than their American counterparts in terms of ESG adoption levels. Companies that fail to keep pace with public and governmental initiatives toward the achievement of the Paris Conference goal, or that fail to address ESG concerns, may represent greater financial risks over time than those that are open and transparent in their commitments to diminish the impact of climate change.

## Board of Governors

While York has been committed to advancing ESG factors in its relationships with its investment managers, the University should now be prepared to deepen that commitment. To do so, it is recommended that York's SIPP be amended to include a statement of belief with respect to sustainable investments.

### **CONCLUSION**

Many members of the York community – students, faculty, and staff alike – are deeply committed to a broad approach to divestment. Their efforts through research and activism are well known. However, a more dispassionate review leads to the conclusion that the best way to achieve sustainable investment is through engagement and a broader application of ESG factors, including climate change, in the selection of investment managers and, in turn, the selection of investments on behalf of the University. A proactive alignment between the Investment Strategy and the President's Sustainability Strategy (2017) is an institutional priority. The inclusion of a "*Statement of Beliefs*" in York's SIPP that further emphasizes the University's commitment to ESG factors and climate change risk is an important step in ensuring the sustainability of York's investments.

Current	Proposed Revisions
<p style="text-align: center;"><b>SECTION III – Investment Strategy</b> <b>Sections 3.10-3.11</b></p> <p><b>Responsible Investing</b></p> <p>3.10 The consideration and integration of environmental, social, and governance (ESG) risk factors in the investment selection and evaluation processes are practices deemed consistent with the investment objective of the Fund of providing endowed account beneficiaries with sustainable payout over the short and long terms.</p> <p>3.11 The management of security-level exposure to ESG factors, which may have a material impact on the financial return of an investment, is an element of security selection performed by the individual Investment Managers for each of the Pooled Funds and Segregated Portfolios. The Investment Committee integrates ESG in its manager selection process and seeks to hire Investment Managers with a fundamental style toward security selection that consider ESG factors in their research and selection. This client-manager alignment gives weight to the process of engagement that occurs between Investment Managers and corporate managements where dialogues on specific ESG risks and their impact on investment value are conducted.</p>	<p style="text-align: center;"><b>SECTION III – Investment Strategy</b> <b>Sections 3.10 – 3.21</b></p> <p><b>Sustainable Investing</b> <b>Statement of Beliefs for Sustainable Investing</b></p> <p>3.10 The University has a fiduciary responsibility to manage the long-term sustainability of its investments in such a manner as to provide predictable funding to students and researchers, consistent with donor intent;</p> <p>3.11 To sustain such long-term returns, relevant risks must be appropriately managed and assessed;</p> <p>3.12 York University is committed to a sustainable investment strategy which integrates environmental, social and governance (ESG) factors in the overall management of its endowment portfolio. York University believes these factors can affect risks and returns, and that organizations that effectively manage environmental, social and governance factors are more likely to endure and create sustainable value over the long term. The University’s approach to sustainable investing is evolving, recognizing that it is not a static concept, but one which changes and adapts, as the linkage between ESG factors and risk and returns becomes better understood over time.</p> <p>3.13 Better returns are more likely to be achieved when the University selects and monitors Investment Managers who actively integrate ESG factors in their investment evaluation processes;</p> <p>3.14 The consideration of ESG factors is an important element of risk which Managers must assess and manage;</p> <p>3.15 The University believes active engagement through its Investment</p>

	<p>Managers is an effective approach in assessing ESG factors;</p> <p>3.16 The University believes engagement through its Investment Managers will generate better and sustainable returns relative to a negative screening process, which would arbitrarily exclude certain investments.</p> <p><b>Implementing Sustainable Investing</b></p> <p>3.17 The consideration and integration of ESG risk factors in the investment selection and evaluation processes are consistent with the investment objectives of the Fund of providing beneficiaries with a sustainable payout over the short and long terms.</p> <p>3.18 The Investment Committee will integrate ESG-related criteria in its Manager selection process and hires Managers who demonstrate transparent processes incorporating material ESG consideration in their research and investment decision-making process. The University will ensure through Investment Management Agreements and Mandates that Investment Managers actively consider ESG factors.</p> <p>3.19 The University will monitor Investment Manager ESG integration and engagement on a regular basis. Such monitoring will include an annual reporting process to the University on incorporation of ESG factors by Investment Managers.</p> <p>3.20 The University will report annually to the University community, as part of its overall reporting of investment performance, on how Managers incorporate ESG factors in their evaluation process.</p> <p>3.21 The University will collaborate with like-minded investors and associations to help raise awareness of the benefits of ESG factors in investment decision making.</p>
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**SECTION II – Governance and Administration**

**Board of Governors**

**Section 2.3**

The Board of Governors has appointed a Finance and Audit Committee and delegated the responsibility for approving the amount of annual distribution to endowment accounts.

**SECTION II – Governance and Administration**

**Board of Governors**

**Section 2.3**

The Board of Governors has delegated to the Investment Committee the responsibility to establish the distribution rate for endowments, and coordinate with the Finance & Audit Committee when any deviation from the applicable policy occurs.



# York University Endowment Fund

## **STATEMENT OF INVESTMENT POLICIES AND PROCEDURES**

**March 20, 2018**



## SECTION I – Introduction and Overview of the Endowment Fund

- 1.1 The York University Endowment Fund (“Fund”) is a commingled pool of individual endowments that have been gifted by donors. The donations to the University form the corpus of invested assets of the Fund.
- 1.2 Endowed accounts are established for designated purposes that include academic chairs, scholarships and bursaries. The donations, gifts, and bequests that have been received together with any matching funds from external or University programs, have been designated to specific purposes as agreed to between each donor and the University.
- 1.3 The purpose of the Fund is to, in perpetuity, preserve the endowed capital in real terms and provide annual distributions to endowment beneficiaries for spending. The Fund assets are invested to protect the corpus in real terms and produce returns sufficient to provide a steady amount of annual distribution toward spending for the beneficiary purposes.
- 1.4 The investment objective for the Fund is to earn a real return from long-term investments that protects endowment capital and provides stable inflation-adjusted annual distributions for endowed account beneficiaries.
- 1.5 Distributions from the Fund for beneficiary spending are subject to the University policies and procedures governing Endowment Fund distributions as well as any restrictions that may apply to individual endowed accounts.
- 1.6 The purpose of the Statement of Investment Policies and Procedures (“Policy”, “SIPP”) is to detail the terms that apply to the investment of the Fund.

## SECTION II – Governance and Administration

### Board of Governors

- 2.1 The University through its Board of Governors has responsibility for the Endowment Fund and for approval of the Statement of Investment Policies and Procedures, as may be amended from time to time.
- 2.2 The Board of Governors has appointed an Investment Committee (“Committee”) to oversee the assets and investment of the Fund.
- 2.3 The Board of Governors has delegated to the Investment Committee the responsibility to establish the distribution rate for endowments and coordinate with the Finance & Audit Committee when any deviation from the applicable policy occurs.
- 2.4 The Board of Governors through its Investment Committee 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.

- 2.5 The Board of Governors has delegated to the Investment Committee the responsibility for selecting and appointing the Investment Managers, Custodian, Recordkeeper and various agents as may be required for the care and administration of the Fund.
- 2.6 Neither the Governors, the Committee, nor the staff of the University representing Administration, shall select securities on behalf of the Fund.

### **Investment Committee**

- 2.7 The Investment Committee shall develop this Policy and recommend its adoption to the Board of Governors.
- 2.8 The Investment Committee shall provide periodic reports including advice of any changes to Investment Managers or service providers and deliver an annual report on the assets and performance of the Fund to the Board of Governors.
- 2.9 The Investment Committee shall select and retain one or more competent external professional Investment Managers of Pooled Funds, Segregated Portfolios, or short-term deposits for the Fund.

The terms of each Investment Manager appointment shall be contained in an Investment Mandate approved by the Committee. The Committee shall alter its selection of Managers and amend the Mandates from time to time as it deems to be in the best interest of the Fund.

The Committee shall ensure at all times that there are no conflict of interest issues in connection with such appointments.

- 2.10 To the extent the Fund invests in Pooled Funds, each Investment Manager shall provide a copy of its investment policy for a specific Pooled Fund and notification of amendments to the investment policies of the Pooled Funds, as made from time to time, and these shall be deemed to be incorporated in the respective Manager Mandate.
- 2.11 The Investment Committee shall meet as required with each Investment Manager to review its firm, investment strategy, portfolio and performance as well as any other significant issues.
- 2.12 The Investment Committee shall appoint one or more Custodians for all or part of the Fund assets. Any appointed Custodian shall be a trust company registered in Canada. All investments and assets of the Fund shall be held by a Custodian. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the Fund.

## Administration

- 2.13 The Administration of the University is responsible for directing the allocation of Fund assets including contributions to and distributions from the Fund.
- 2.14 Administration shall deliver monthly reports on Fund assets and performance of the Fund and its Investment Managers to the Committee.
- 2.15 Administration shall conduct Investment Manager searches, due diligence studies and oversight meetings with Managers as required and provide recommendations to the Committee
- 2.16 Administration shall develop the Investment Mandates in accordance with the Fund's investment strategy and any relevant changes in the external environment or best practices and recommend approval to the Committee.
- 2.17 Administration shall communicate general guidelines for voting to each Investment Manager of an actively-managed Segregated Portfolio of equities.
- 2.18 Administration shall review the compliance of each Manager to the Investment Mandate and report any issues to the Committee.
- 2.19 Administration shall ensure that the Fund is managed in accordance with the Policy and compliant with applicable legislation and regulatory requirements.
- 2.20 Administration shall ensure that all investments in the Fund are recorded in the financial records as subject to the annual audit by the University's independent auditors.

## SECTION III – Investment Strategy

- 3.1 The investment strategy expressed in the Asset Mix Policy takes into consideration certain investment factors and principles, described in this section, with the goal of generating a target return and level of risk that support the Fund's ability to meet its obligations.

### Diversification

- 3.2 Diversification of investment exposures increases long-term risk-adjusted return potential. The characteristics of different asset classes combined in target proportions increase the probability of achieving target return and risk suitable to the Fund obligations.
- 3.3 Diversification reduces exposure to specific investment risks, among these: equity risk, interest rate risk, credit risk, inflation risk, liquidity risk, single issuer risk, and manager risk.

- 3.4 Equity returns are expected to exceed fixed income returns over the long term. Return objectives are tempered for risk, however, as excessive volatility of equity returns can negatively impact the Fund's ability to match obligations.
- 3.5 Fixed income provides term and credit diversification, reduces Fund volatility and enhances Fund liquidity.
- 3.6 Real Assets provide diversification in respect of Equities and Fixed Income and a hedge against inflation.
- 3.7 Using skilled active management can provide superior returns or decrease the risk of the Fund, or both, relative to a market-oriented benchmark.

### **Liquidity**

- 3.8 Liquidity is required to enable the Fund to meet its obligation of annual distributions to endowed accounts adjusted for inflation. The Fund is managed to permit sufficient liquidity to generate cash for distribution, contain costs, and periodically realign asset class weights to Policy weights within the current context of the Fund's net annual outflows.
- 3.9 Liquidity requirements in a long-term strategy are sustained by diversified holdings in publicly-traded securities. Illiquid strategies and securities tend to constrain access to liquidity and add to the opportunity and transaction costs associated with raising cash.

### **Sustainable Investing**

#### **Statement of Beliefs for Sustainable Investing**

- 3.10 The University has a fiduciary responsibility to manage the long-term sustainability of its investments in such a manner as to provide predictable funding to students and researchers, consistent with donor intent;
- 3.11 To sustain such long-term returns, relevant risks must be appropriately managed and assessed;
- 3.12 York University is committed to a sustainable investment strategy which integrates environmental, social and governance (ESG) factors in the overall management of its endowment portfolio. York University believes these factors can affect risks and returns, and that organizations that effectively manage environmental, social and governance factors are more likely to endure and create sustainable value over the long term. The University's approach to sustainable investing is evolving, recognizing that it is not a static concept, but one which changes and adapts, as the linkage between ESG factors and risk and returns becomes better understood over time.

- 3.13 Better returns are more likely to be achieved when the University selects and monitors Investment Managers who actively integrate ESG factors in their investment evaluation processes;
- 3.14 The consideration of ESG factors is an important element of risk which Managers must assess and manage;
- 3.15 The University believes active engagement through its Investment Managers is an effective approach in assessing ESG factors;
- 3.16 The University believes engagement through its Investment Managers will generate better and sustainable returns relative to a negative screening process, which would arbitrarily exclude certain investments

### **Implementing Sustainable Investing**

- 3.17 The consideration and integration of ESG risk factors in the investment selection and evaluation processes are consistent with the investment objectives of the Fund of providing beneficiaries with a sustainable payout over the short and long terms.
- 3.18 The Investment Committee will integrate ESG-related criteria in its Manager selection process and hires Managers who demonstrate transparent processes incorporating material ESG consideration in their research and investment decision-making process. The University will ensure through Investment Management Agreements and Mandates that Investment Managers actively consider ESG factors.
- 3.19 The University will monitor Investment Manager ESG integration and engagement on a regular basis. Such monitoring will include an annual reporting process to the University on incorporation of ESG factors by Investment Managers.
- 3.20 The University will report annually to the University community, as part of its overall reporting of investment performance, on how Managers incorporate ESG factors in their evaluation process.
- 3.21 The University will collaborate with like-minded investors and associations to help raise awareness of the benefits of ESG factors in investment decision making.

## **SECTION IV – Asset Mix Policy**

### **Asset-Liability Studies**

- 4.1 The target asset mix is developed in asset-liability studies that take into consideration the Fund's long-term investment horizon, annual obligations to beneficiaries, ability to manage risk, liquidity constraints and administrative capacity.

## Introduction of Real Assets

- 4.2 The Real Assets sub-asset class of Real Estate was introduced and approved by the Board of Governors in April 2014. A phase-in period for developing the target Real Estate exposures is normal for the characteristics of this class.

## Target Asset Mix Policy

- 4.3 The long-term Target Asset Mix Policy effective as of December 31, 2014, is shown in the table below.

<b>ASSET CLASS</b>	<b>MIN. Weight</b>	<b>TARGET</b>	<b>MAX. Weight</b>
<b>Canadian Equity</b>	5%	<b>10%</b>	15%
<b>US Small-Mid Cap Equity</b>	15%	<b>20%</b>	25%
<b>Global Equity, All Countries</b>	25%	<b>30%</b>	35%
<b>TOTAL EQUITIES</b>	55%	<b>60%</b>	70%
<b>Canadian Real Estate</b>	0%	<b>6%</b>	11%
<b>Global Real Estate</b>	0%	<b>4%</b>	9%
<b>TOTAL REAL ASSETS</b>	0%	<b>10%</b>	15%
<b>Canadian Universe Bonds</b>	5%	<b>10%</b>	15%
<b>Canadian Short Term Bonds</b>	5%	<b>10%</b>	15%
<b>Global High Yield Bonds</b>	5%	<b>10%</b>	15%
<b>Cash and Equivalents</b>	0%	<b>0%</b>	10%
<b>TOTAL FIXED INCOME</b>	25%	<b>30%</b>	35%
<b>TOTAL FUND</b>		<b>100%</b>	

## Asset Class Ranges

- 4.4 Ranges are approved for normal degrees of variance from Target of asset class weights. The range that each asset class weight is permitted to vary within is +/- 5% of its Target Weight.
- 4.5 Global Equities encompasses developed and emerging markets. Allocation weights in emerging markets as a sub-category of Global Equity shall be generally aligned to the market capitalization weight as expressed in the index. Limits on emerging

markets exposures in the portfolios are expressed within the individual manager mandates.

- 4.6 Real Assets, due to a necessary phase-in, will cause aggregate weights in the Equities classes to vary above Target Weight. The approved temporary variance above Target for aggregated equity classes is to a maximum of 15% during the phase-in period.
- 4.7 Cash and Equivalents are held at low levels in the Fund. Cash levels held in portfolios are at the discretion of each Investment Manager and in accordance with each Manager Mandate. For the purpose of monitoring and measuring, cash in portfolios is deemed to be included in that Manager's asset class.
- 4.8 Rebalancing of Fund asset weights will be conducted periodically in response to cashflows, or when actual asset mix weights deviate outside the normal ranges. Reallocation among portfolios will be conducted to bring the asset class weights back within Policy ranges.

### Currency Hedging

- 4.9 The impact on returns and risk due to currency exchange rate volatility can provide diversification or negatively accentuate risk depending on each type of asset class holding the foreign-denominated exposures. To manage desirable and undesirable currency risk, the following Policy parameters for currency hedging to the Canadian dollar shall be applied to foreign-denominated exposures, on a passive basis:

Asset Class	Passive Hedge Ratio
Equities	0%
Real Assets	50%
Fixed Income	100%

### SECTION V – Portfolio Diversification and Constraints

- 5.1 The Fund assets shall at all times be prudently invested in a diversified manner in accordance with the Policy. The Committee shall ensure that the diversification requirements in the Policy and each of the Manager Mandates, in combination with the amount of assets allocated to each Manager of a Segregated Portfolio or Pooled Fund, are consistent with the limits in this section.
- 5.2 In no case shall the Fund own more than 10% of any class of the securities of a corporation.
- 5.3 In no case shall the Fund have more than 10% of its total investments invested in the securities of any one corporation, government, or trust, other than in the governments of

G7 nations.

5.4 In respect of the Equities held for the Fund:

- (a) All holdings shall be listed on a public exchange or be 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 markets capitalization.

5.5 In respect of the Fixed Income held for the Fund:

- (a) All holdings in corporate Fixed Income shall be diversified by company, region, industry and country; however, consideration may be given to the relative size of the opportunity set in different countries.

5.6 In respect of the Real Assets held for the Fund:

- (a) No direct holdings in real assets are permitted.
- (b) All holdings in Real Assets shall be diversified by industry, company, region and country; however, due to the illiquid nature of these assets, time may be required to develop diversification.

5.7 In respect of Cash and Equivalents held for the Fund:

- (a) All Cash and Equivalents holdings shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.
- (b) Cash and Equivalents and deposits with banks or trust companies must be rated "A", or better, or be held with institutions that have a long-term rating of "A", or better.

5.8 In respect of Derivatives employed for the Fund:

- (a) All use of Derivatives shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.

(b) Derivatives may be used only to:

1. Create an asset mix position within ranges and among the asset classes set out in the Policy;
2. Replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
3. Create an exposure to securities that are otherwise permitted under this Policy;
4. Manage the currency exposure of foreign-denominated holdings; or
5. Reduce risk as part of a hedging strategy.

5.9 The Fund may lend its securities through the Custodian, subject to applicable legislation and providing that minimum collateral of 105% of the market value of the loaned securities, marked to market daily, is maintained at all times in cash or high quality, liquid securities.

5.10 Any endowed gifts to the University of securities will be sold as soon as practicable upon receipt.

## **SECTION VI – Return Expectations**

### **Performance Objective**

6.1 The Fund performance objective is to produce a moving four-year annualized rate of return, net of investment fees, that meets or exceeds the four-year annualized rate of return of the Fund Benchmark for the same period.

### **Fund Benchmark**

6.2 The Fund Benchmark is a composite of market indices. Each market index shall be chosen for being the most effective broad representation of its Policy asset class, as gauged by its investable universe, return characteristics and risk profile.

6.3 The composite Fund Benchmark excludes the impact of currency hedging. For the purpose of reporting and measuring relative performance of the Fund including the effects of currency hedging, the monthly return from passive hedges held for the Fund shall be additive both to total Fund performance and to total Benchmark performance.

6.4 The following Benchmark is effective as from August 1, 2016. The Benchmark return shall be calculated to assume monthly rebalancing and is expressed in Canadian dollar terms.

<b>Asset Class</b>	<b>Index</b>	<b>Current Weight</b>	<b>Target Weight</b>
Canadian Equity	S&P/TSX Composite	15%	10%
US Small/Mid Cap Equity	Russell 2500	20%	20%
Global Equity	MSCI ACWI, net dividends	35%	30%
Canadian Universe Bonds	FTSE TMX Universe Bond	10%	10%
Canadian Short Term Bonds	FTSE TMX Short Term Bond	10%	10%
Global High Yield Bonds	Citigroup High Yield Market Capped	10%	10%
Global Real Estate	FTSE TMX Universe Bond + 2%	0%	10%
		<b>100%</b>	<b>100%</b>

6.5 The market indices prescribed for the Fund Benchmark above are chosen for their representative characteristics. The Benchmark indices established in each approved Manager Mandate may vary.

The indices above may be amended by the Committee from time to time, as necessary; such amendments will be reflected in the next revision of the Policy.

6.6 During the phase-in period for the Real Estate asset class, the current Benchmark weight will be held at 0% or 5%, whichever is closer to the Fund exposure, until the exposure has been fully developed to at or near 10%, at which time the 10% Benchmark weight shall apply. The offset weight during the phase-in period will be applied to equity classes.

6.7 The Fund's historical record of performance shall be reported and compared to a linked series of distinct composite benchmarks as specified in successive Board of Governors approved versions of the Policy and as verifiable to the documents and minutes of the meetings of the Investment Committee.

## **SECTION VII – Valuation of Investments**

7.1 Investments in marketable securities held in Segregated Portfolios shall be valued by the Custodian no less frequently than daily at their local and base market value at that time.

- 7.2 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.
- 7.3 If a market valuation of any investment is not readily available, an estimate of fair value shall be supplied by the Investment Manager to the Custodian no less frequently than quarterly. Such fair value may be determined by reference to the most recent independent appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases, the methodology shall be applied consistently over time.

## **SECTION VIII – Voting Rights**

- 8.1 The responsibility of exercising and directing voting rights acquired through the Fund's holdings in securities shall normally be delegated to the Investment Manager, who shall be required at all times to act prudently and in the best interest of the Fund.
- 8.2 The Investment Managers shall maintain a record of how the Fund's voting rights were exercised and provide a copy of such record to Administration at least annually.
- 8.3 The Committee reserves the right to direct the voting decision of an Investment Manager if in its view such action is in the best interests of the Fund.
- 8.4 The above constraints and voting rights may not be directly enforceable to the extent that Fund assets are held in Pooled Funds. Nonetheless, the Investment Manager of a Pooled Fund shall be required to act prudently and in the interests of its investors and shall be required to provide a copy of the Pooled Fund's voting rights policy to Administration.

## **SECTION IX – Monitoring**

### **Investment Managers Monitoring**

- 9.1 For monitoring and assessing the case for retention of each Investment Manager, the Committee shall consider:
- (a) Each Investment Manager's performance in terms of returns and volatility;
  - (b) Changes in each Investment Manager's organizational structure;
  - (c) Changes in key personnel in the relevant investment team of each Investment Manager;
  - (d) Consistency of each Investment Manager's investment strategy and style;
  - (e) Regulatory issues that may affect each Investment Manager;
  - (f) Compliance of each Investment Manager to the Policy and respective Manager Mandate;

- (g) Quality of service provided by each Investment Manager;
- (h) Success of each Investment Manager toward achieving the value added and risk objectives of each Investment Mandate; and
- (i) Suitability of each Investment Manager toward meeting the objectives of the Fund and the respective Investment Mandate.

### **Fund Performance Monitoring**

9.2 The Committee shall, at least annually, review an analysis of Fund and asset class performance, to include comparison of Fund return and risk metrics to:

- (a) Performance of the Fund composite Benchmark; and
- (b) Relevant measures of risk.

### **Policy Implementation Monitoring**

9.3 The implementation of the Policy shall be reviewed over the normal course of the four-year measurement period in line with the performance objective. Such review shall consider inputs from the Fund's investment consultant, including advice, asset-liability studies and ongoing manager monitoring, as well as the evidences from similar funds of results and best practices. The following are subject to assessment by the Committee, in the context of Fund obligations, risk tolerance and liquidity requirements:

- (a) Effectiveness of the implementation of the Investment Strategy and Asset Mix Policy;
- (b) Appropriateness of the Fund Benchmark;
- (c) Appropriateness of currency hedging given the Fund's foreign-denominated holdings and asset class exposures;
- (d) Suitability of the Investment Manager structure; and
- (e) Cost-effectiveness of the implementation.

## **SECTION X – Policy Review**

The Policy shall be reviewed and affirmed or amended at least annually.

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Approved by the Investment Committee:  
Approved by the Board of Governors:

March 20, 2018  
, 2018



# Board of Governors

## Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Land and Property Committee

Date: 1 May 2018

Subject: New School of Continuing Studies Building – Concept Design

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## Recommendation

**The Land and Property Committee recommends that the Board of Governors approve the concept design for the new School of Continuing Studies Building, as set out in Appendix B.**

## Rationale

At its February 2018 meeting, the Board approved a budget of \$50.5M for construction of a new building for the School of Continuing Studies (SCS). It approved the building site at its October 2017 meeting. Since then, a subsequent recommendation for a budget increase of \$10.7M has been submitted to the Board, via the Finance and Audit Committee, for approval.. The request for an additional floor was informed by forecasts for growth in international student enrollments.

## Planning and Development Considerations

Appendix A (attached), illustrates the approved site for the new SCS building.

Appendix B (attached), provides an illustration of the proposed building. The architectural firm *Perkins and Will*, selected through a design competition held in late 2017/early 2018, has prepared the design.

Appendix C, attached, provides a summary of the functional program, still in the development stages.

## Board of Governors

### **Services**

The confluence and adjacency of several below grade services, including utilities and storm water management systems, facilitates the construction of the building. District energy will be provided via connection through the basement of the Bennett Student Services building and electrical power will come from the Pond Road Toronto Hydro feeder.

### **Sustainability Targets**

The project will target LEED Gold, but has an aspirational target of Net Zero. Achieving this latter objective is tied to project costs, and a submission to the Ontario Greenhouse Gas Reduction Program.

### **Media Attention**

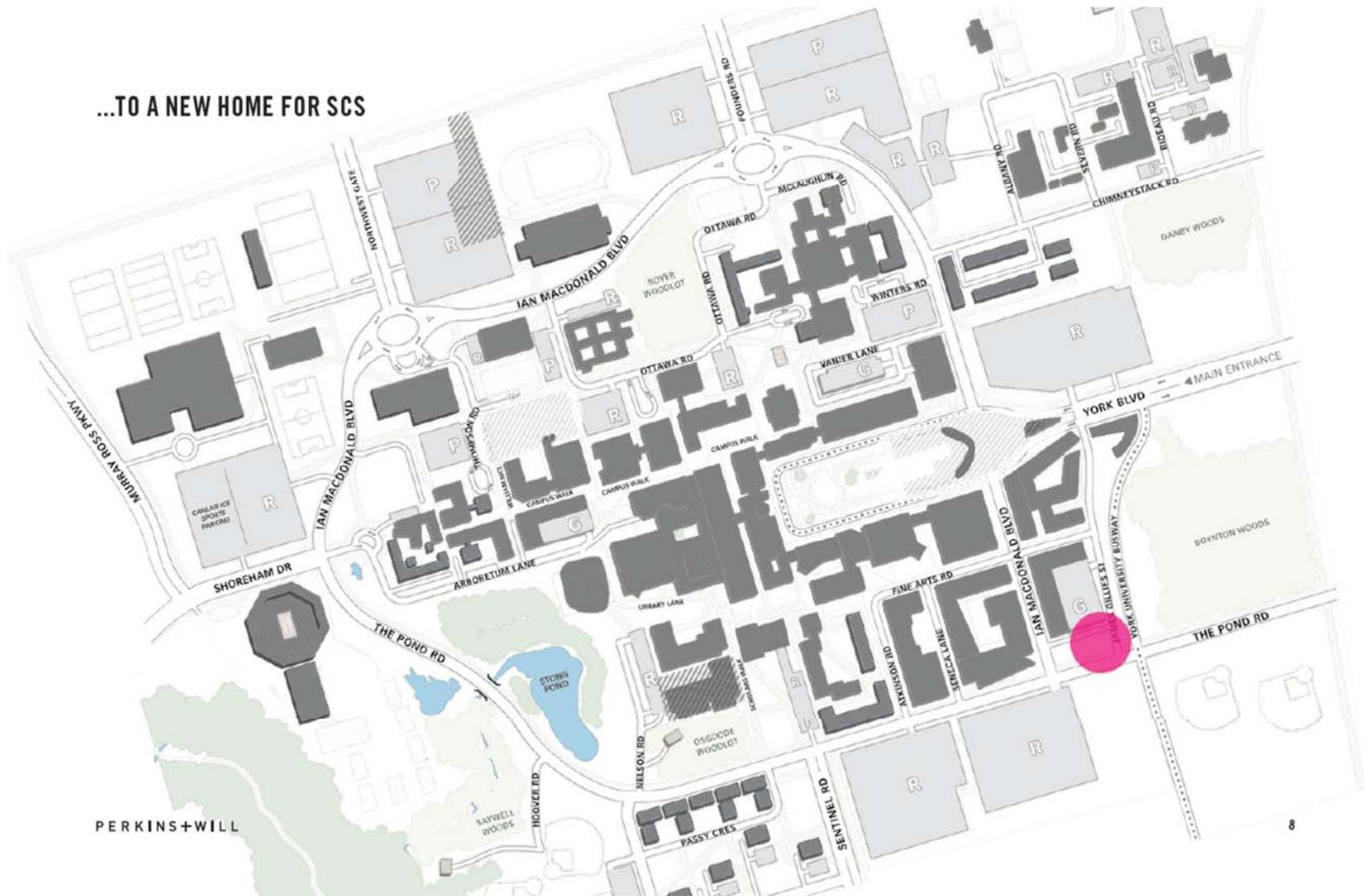
The unveiling of the selected design concept received much media attention. Appendix D provides a list of links to media items.

### **Timeline**

Occupancy target date is December 2020.

# Appendix A - Site Location

...TO A NEW HOME FOR SCS



# Board of Governors

## Appendix B – Illustrations



Looking East along the Pond Road.  
To the left is Ian Macdonald Rd and the Bennett Building

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Looking West. Building to the right is the Bennett Centre Parking Garage

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View of the interior illustrating use of Cross Laminated Timber for Structure

Appendix C – Summary of Building Area

	PROGRAM			DESIGN			DELTA		
	Number of Rooms	NASM per Room	Total NASM	Number of Rooms	NASM per Room	Total NASM	Number of Rooms	NASM per Room	Total NASM
<b>1.00 ACADEMIC</b>			<b>3398.6</b>			<b>3649.0</b>			<b>250.45</b>
<b>1.10 Classrooms</b>			<b>2641.0</b>			<b>2787.0</b>			<b>146.05</b>
1.11 100 Seat Flat Floor Classroom (Divisible)	1	274.00	274.0	1	270	270	0	-4.00	-4.0
1.12 60 Seat Flat Floor Classroom	1	160.00	160.0	1	165	165	0	5.00	5.0
1.13 60 Seat Flat Floor Classroom (Divisible)	2	160.00	320.0	2	162.5	325	0	2.50	5.0
1.14 30 Seat Flat Floor Classroom	1	90.00	90.0	1	94	94	0	4.00	4.0
1.15 30 Seat Flat Floor Classroom (Divisible)	1	90.00	90.0	1	94	94	0	4.00	4.0
1.16 22 Seat Flat Floor Classroom	5	58.00	290.0	5	63.4	317	0	5.40	27.0
1.17 16 Seat Flat Floor Classroom	13	56.30	731.9	13	61.54	800	0	5.24	68.1
1.18 14 Seat Flat Floor Classroom	15	45.67	685.1	15	48.13	722	0	2.46	36.9
<b>1.20 Support</b>			<b>616.6</b>			<b>685.0</b>			<b>68.4</b>
1.21 Reception (6)	1	55.00	55.0	1	47	47	0	-8.00	-8.0
1.22 Registration Workstation (7)	7	3.80	26.6	6	5.83	35	-1	2.03	8.4
1.23 Breakout Room	13	12.00	156.0	14	12.64	177	1	0.64	21.0
1.24 Quiet Room	1	63.00	63.0	1	56	56	0	-7.00	-7.0
1.25 Resource Centre	1	85.00	85.0	1	89	89	0	4.00	4.0
1.26 Lounge	1	231.00	231.0	8	35.125	281	7		50.0
<b>1.30 Food Service</b>			<b>141.0</b>			<b>177</b>			<b>36</b>
1.31 Microwave, Vending, Student Lunch Area	1	141.00	141.0	1	137	137	0	-4.00	-4.0
1.32 Café (1)	0	0.0	0.0	1	22	22	1	22.00	22.0
1.33 Stage/Store (1)	0	0.0	0.0	1	18	18	1	18.00	18.0
<b>2.00 STAFF</b>			<b>1118.0</b>			<b>1174.3</b>			<b>56.3</b>
<b>2.10 Admin Team</b>			<b>475.2</b>			<b>514.3</b>			<b>39.1</b>
2.11 Assistant VP Office	1	17.00	17.0	1	17	17	0	0.00	0.0
2.12 Head Office Director	2	14.00	28.0	3	14	42	1	0.00	14.0
2.13 Advisor Workstation (2)	4	3.80	15.2	4	3.5	14	0	-0.30	-1.2
2.14 Private Office	8	8.00	64.0	8	9	72	0	1.00	8.0
2.15 Large Workstation	15	3.80	57.0	16	3.8	60.8	1	0.00	3.8
2.16 Level 02 Private Office	6	8.00	48.0	6	10.5	63	0	2.50	15.0
2.17 Level 02 Office Shared (3)	1	21.00	21.0	1	42.5	42.5	0	21.50	21.5
2.18 Future Office Growth	3	75.00	225.0	3	67.67	203	0	-7.33	-22.0
<b>2.20 CPE Team</b>			<b>92.8</b>			<b>102.8</b>			<b>10.0</b>
2.21 CPE Director Office	1	14.00	14.0	1	17	17	0	3.00	3.0
2.22 Private Office	7	8.00	56.0	7	9	63	0	1.00	7.0
2.23 Large Workstation	6	3.80	22.8	6	3.8	22.8	0	0.00	0.0

## Board of Governors

	PROGRAM			DESIGN			DELTA		
	Number of Rooms	NASM per Room	Total NASM	Number of Rooms	NASM per Room	Total NASM	Number of Rooms	NASM per Room	Total NASM
<b>2.30 YUELI Team</b>			<b>214.0</b>			<b>222.2</b>			<b>8.2</b>
2.31 YUELI Director Office	1	14.00	14.0	1	14	14	0	0.00	0.0
2.32 Private Office	5	8.00	40.0	5	9	45	0	1.00	5.0
2.33 Large Workstation	8	3.80	30.4	8	3.8	30.4	0	0.00	0.0
2.34 Instructors Workstation	46	2.40	110.4	46	2.4	110.4	0	0.00	0.0
2.35 YUELI Hoteling Station	12	1.60	19.2	14	1.6	22.4	2	0.00	3.2
<b>2.40 Staff Support (4)</b>			<b>336.0</b>			<b>335.0</b>			<b>-1.0</b>
2.41 Staff Work Room	1	28	28.0	1	37	32	0	9.00	4.0
2.42 Meeting Room Large	1	48	48.0	1	44	45	0	-4.00	-3.0
2.43 Meeting Room Small	1	27	27.0	1	25	25	0	-2.00	-2.0
2.44 Reception	1	27	27.0	1	26	26	0	-1.00	-1.0
2.45 Kitchen (5)	1	0	0.0	1	0	0	0	0.00	0.0
2.46 Staff Lounge Large	1	141	141.0	1	110	110	0	-31.00	-31.0
2.47 Staff Lounge Small	1	30	30.0	1	54	54	0	24.00	24.0
2.48 Copy Room	1	21	21.0	1	30	28	0	9.00	7.0
2.49 Staff Lockers (30) (5)	1	0	0.0	1	0	0	0	0.00	0.0
2.50 Webinar Room	1	14	14.0	1	15	15	0	1.00	1.0
<b>NET AREA (1.00+2.00)</b>			<b>4516.6</b>			<b>4823.3</b>			<b>306.75</b>
<b>SUBTOTAL GROSS</b>			<b>7904.0</b>			<b>8249.33</b>			<b>345.3625</b>
<b>NET/GROSS RATIO (8)</b>			<b>1.75</b>			<b>1.71</b>			
Mechanical Penthouse			Not Provided			760.00			
Mechanical Basement			Not Provided			275.50			
<b>TOTAL GROSS</b>						<b>9284.83</b>			
<b>Future Expansion</b>			<b>1800.00</b>			<b>1797.40</b>			<b>-2.6</b>

**NOTES**

General Program table as presented breaks down functional program (October 25, 2017) based on Schematic Design Plans provided by York U (Toronto Planning Presentation - 2017)

- (1) Program innovation
- (2) In separate office as shown in schematic fourth floor plan provided by York University
- (3) Area not counted but included in functional program as provided by York University and shown as net area in schematic plans
- (4) Areas based on schematic fourth floor plan provided by York University
- (5) Included in large lounge
- (6) Remainder from 590m<sup>2</sup> - (13 Breakout Rooms (155m<sup>2</sup>), Quiet Room (\*5) (63m<sup>2</sup>), Resource Centre (85m<sup>2</sup>), Lounge (231m<sup>2</sup>)) as described in function program
- (7) Refer to Note 3 in functional program

Note: Has not been updated with program for proposed incremental floor.

## Board of Governors

### Appendix D – Initial Media Attention - Links

28-Feb	York University	<a href="http://news.yorku.ca/2018/02/28/new-building-york-university-will-help-meet-growing-demand-continuing-studies/">http://news.yorku.ca/2018/02/28/new-building-york-university-will-help-meet-growing-demand-continuing-studies/</a>
01-Mar	urban toronto	<a href="http://urbantoronto.ca/news/2018/03/perkinswill-design-york-us-school-continuing-studies">http://urbantoronto.ca/news/2018/03/perkinswill-design-york-us-school-continuing-studies</a>
01-Mar	blogto	<a href="https://www.blogto.com/city/2018/02/stunning-new-building-coming-york-university-campus/">https://www.blogto.com/city/2018/02/stunning-new-building-coming-york-university-campus/</a>
01-Mar	dailyhive	<a href="http://dailyhive.com/toronto/york-university-new-continuing-studies-building-2018">http://dailyhive.com/toronto/york-university-new-continuing-studies-building-2018</a>
05-Mar	Perkins+Will	<a href="https://perkinswill.com/news/perkinswill-wins-design-competition-york-university-school-continuing-studies">https://perkinswill.com/news/perkinswill-wins-design-competition-york-university-school-continuing-studies</a>
05-Mar	toronto.com	<a href="https://www.toronto.com/news-story/8292608-toronto-s-york-university-adding-new-school-of-continuing-studies/">https://www.toronto.com/news-story/8292608-toronto-s-york-university-adding-new-school-of-continuing-studies/</a>
05-Mar	Daily Commercial News	<a href="https://canada.constructconnect.com/dcn/news/projects/2018/03/york-u-approves-50m-build-keele-campus">https://canada.constructconnect.com/dcn/news/projects/2018/03/york-u-approves-50m-build-keele-campus</a>
08-Mar	Excalibur	<a href="https://excal.on.ca/school-of-continuing-studies-to-get-new-building/">https://excal.on.ca/school-of-continuing-studies-to-get-new-building/</a>
12-Mar	ArchDaily GTA Construction	<a href="https://www.archdaily.com/890586/perkins-plus-wills-prismatic-facade-scheme-wins-competition-for-york-university-building-in-toronto">https://www.archdaily.com/890586/perkins-plus-wills-prismatic-facade-scheme-wins-competition-for-york-university-building-in-toronto</a>
12-Mar	Report	<a href="https://www.gtaconstructionreport.com/5468-2/">https://www.gtaconstructionreport.com/5468-2/</a>
14-Mar	Green Matters	<a href="http://www.greenmatters.com/news/2018/03/16/Z1UcdUL/toronto-university-net-zero">http://www.greenmatters.com/news/2018/03/16/Z1UcdUL/toronto-university-net-zero</a>
16-Mar	New Atlas	<a href="https://newatlas.com/perkins-will-keele-campus-sustainable/53820/">https://newatlas.com/perkins-will-keele-campus-sustainable/53820/</a>
19-Mar	school construction news	<a href="http://schoolconstructionnews.com/2018/03/19/york-university-perkins-will/">http://schoolconstructionnews.com/2018/03/19/york-university-perkins-will/</a>
19-Mar	Trend Hunter	<a href="https://www.trendhunter.com/trends/triangular-building">https://www.trendhunter.com/trends/triangular-building</a>
20-Mar	World Architecture News	<a href="http://www.worldarchitecturenews.com/project/2018/28562/perkins-will/school-of-continuing-studies-in-toronto.html">http://www.worldarchitecturenews.com/project/2018/28562/perkins-will/school-of-continuing-studies-in-toronto.html</a>
21-Mar	inhabitat	<a href="https://inhabitat.com/perkinswill-designs-leed-gold-seeking-academic-building-for-york-university/">https://inhabitat.com/perkinswill-designs-leed-gold-seeking-academic-building-for-york-university/</a>



# Board of Governors

## Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Land and Property Committee

Date: 1 May 2018

Subject: Capacity Expansion - Lassonde School of Engineering Site

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### Recommendation:

**The Land and Property Committee recommends that the Board of Governors approve the site illustrated in Appendix A (attached) for the installation of an Engineering Pavilion for the Lassonde School of Engineering.**

### Background:

The Engineering Pavilion will accommodate graduate students and their capstone project space in 10 modified shipping containers located in the near vicinity of the Lassonde School of Engineering (LSE). The pavilion will consist of a dynamic arrangement of fitted out shipping containers totaling approximately 297 sqm (3,200 sq ft). The proposed building is temporary in concept, but the duration of its presence is unknown.

The proposed site was selected by the Master Planning and Facilities Committee after careful consideration of several options.

Appendix A provides a visual description of the proposed site.

### Planning and Development Considerations

The proposed site is within the current precinct of the LSE and the location is central to many key buildings associated with the School.

Master Plan Lenses: The proposed pavilion is temporary but is consistent with the principles of the Master Plan Lenses, as follows:

## Board of Governors

- **Lens 1: Pedestrians first** at York University: The proposed pavilion is located within a development parcel identified within the master plan. The facility does not impede any pedestrian circulation system; it is strategically located on a key link to the Campus Walk.
- **Lens 2: Greening** York University: The proposed pavilion marginally impacts the existing landscape and does not affect key viewing corridors. The pavilion “in the landscape” occupies a small area of this current green zone.
- **Lens 3: Infilling** York University: The pavilion is temporary and will not impact principles of “grow up” as it is a low scale development, and it will not impact existing adjacent structures.

The impact of future development at this site is limited in terms of potential higher density use because of fire and building code requirements; it can only yield a footprint for a building in the range of 700- 900 sqm.

### Services

The confluence and adjacency of several below grade services, utilities and storm water management systems facilitates the installation of the pavilion.

### Risks

Risks are as follows:

- The “shipping container” concept, as proposed by the faculty, is novel. Acceptance by the regulatory authorities from both a site planning and building permit perspective may be a challenge;
- The same concern applies to cost and schedule estimates, as York staff has little experience with this approach. Such concerns as accessibility, access to washrooms, fire protection, energy efficiency, HVAC, custodial services, and building security will need to be considered.

### Timeline

Installation is proposed for fall of 2019.

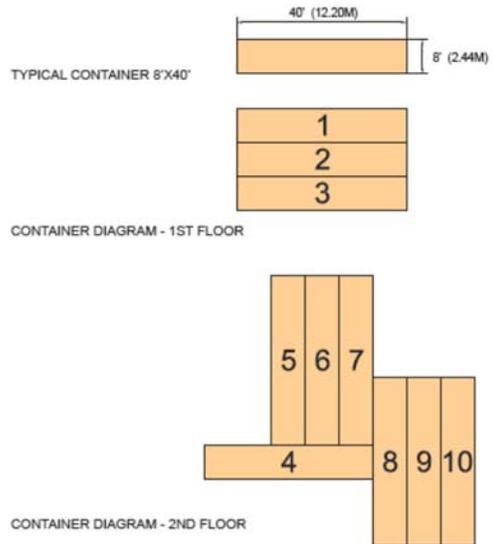
# Board of Governors

## Appendix A

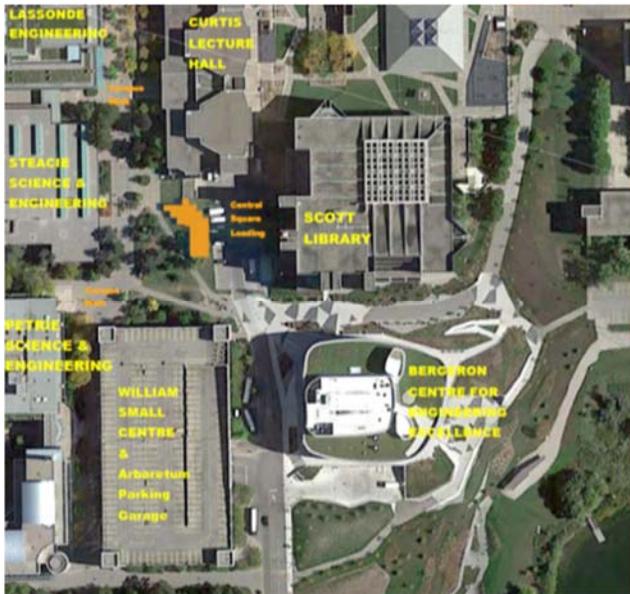
### Site Location



### Container Configuration

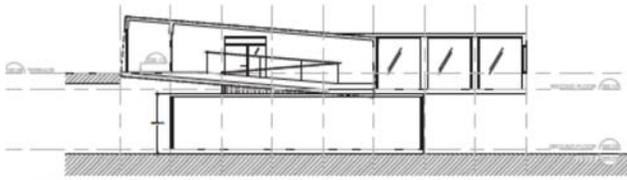


### Site Plan

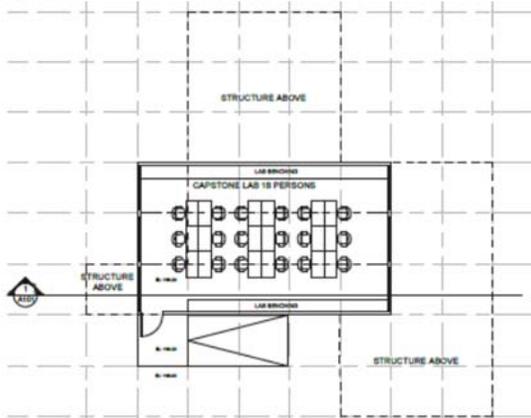


### Sample Layout

# Board of Governors

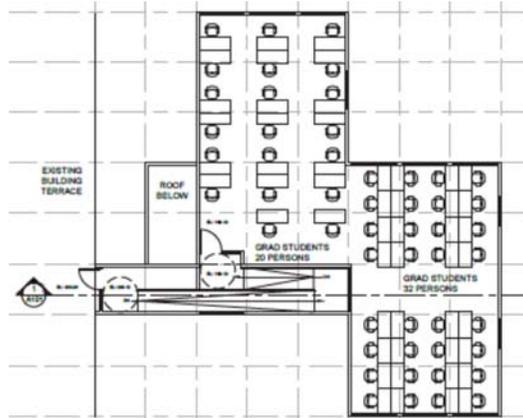


SECTION



GROUND FLOOR PLAN

# SAMPLE LAYOUT



SECOND FLOOR PLAN

## Precedents (for illustration)



SHIPPING CONTAINER TERMINAL by Construction Design Works, Tel Aviv, Israel



GRILLAGH WATER HOUSE by Patrick Bradley Architects, Ireland



TONY'S FARM by Playz Architects, Shanghai



TONY'S FARM by Playz Architects, Shanghai

## Board of Governors

### Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Land and Property Committee

Date: 1 May 2018

Subject: The Quad Student Housing Phase II – Concept Design and Number of Beds

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### Recommendation:

**The Land and Property Committee recommends that the Board of Governors approve the conceptual building design and massing, number of beds, and Site Plan for Phase II of the Quad Student Housing development.**

### Background:

At its November 2017 meeting, the Board approved the execution of a development lease for the second phase (Phase II) of the Quad student housing development project, in conformity with the terms of the Master Development Agreement (MDA) with Forum Campus Suites (FCS), executed in September 2013.

Since then the following documents have been progressing:

- a. A development lease for York University's review and approval;
- b. A revised Quad Phase II proposal to increase the number of beds from 566 to 732 with the retail component increasing by approximately 5,000 square feet; and
- c. The municipal planning application, including the Preliminary Project Review (PPR) for the City of Toronto.

In addition, York University Development Corporation (YUDC) and FCS will host a City of Toronto Planning Department Professional Development Day in early May, at York University, to showcase the Quad and the future site of Quad Phase II along with other developments. Sixty planners are expected to be in attendance.

## Board of Governors

To proceed with the development of Phase II, a signed copy of the Development Lease, approval of the Quad design, and City of Toronto approvals, are required. Each requirement is detailed below.

### **Development Lease for Phase II**

The Quad Project is a two-level agreement structure with a MDA that applies to the entire fourteen-acre site, and development leases for each of the four phases. The MDA prescribes terms and conditions for all development leases. The first development lease (Phase I) was signed in 2015.

A development lease is required for each of the four (4) phases. The development lease for Phase II will apply to buildings C3 and C4 (Appendix B).

YUDC and FCS are drafting a Development Lease for Phase II. The draft lease will be reviewed with President Lenton with the intent of executing the lease in the first half of 2018. With the execution of the lease, and municipal approvals, start of construction is anticipated in the first half of 2019.

### **Quad Phase II Proposal**

At the November 2017 Land and Property Committee meeting, it was reported that FCS' proposed Phase II of the Quad consisted of approximately 290,000 sf, 385 unit, and 566 bed building. However, FCS' re-examination of the market, including discussions with York regarding the University's further expansion into the international market and growth of various academic programs on the Keele Campus, FCS has proposed an increase to the number of beds, from 566 to 732.

Under the MDA, York University must approve design plans for each phase of the Project thus an increase in the number of beds is a design change and is a consideration under this agreement (see Section 2(e) of the MDA).

YUDC has ensured that FCS' proposal is consistent with all design and urban planning objectives developed in Phase I (see Appendix A: Schedule 3 of the MDA). In addition, YUDC has ensured that FCS' designs would remain the same and that the operating principles under the MDA would be incorporated in the development lease for Phase II. Both design and operating principles are intended to enhance the University's academic mission and contribute to the success of its students. The current and new proposal values are indicated below:

## Board of Governors

**Table 1: The Quad Phase II – Current versus Revised Proposal**

Description	Current Proposal	New Proposal	Potential Revisions
Number of units	385	498	Increase in the number of available 1, 2, and 4 bedroom units by 113 units
Number of beds	566	732	Additional 166 beds available for York University and Seneca College students
Residential space (in sq. ft.)	181,594	235,699	<p>Increase in residential space of about 54,000 square feet</p> <p>Number of floors in building C3 will increase from seven (7) to nine (9) floors</p> <p>Number of floors in building C4 will:</p> <ul style="list-style-type: none"> <li>- Increase from ten (10) to eleven (11) floors on the east side of the building;</li> <li>- Increase from three (3) to eight (8) floors on the north side of the building; and</li> <li>- Remain the same at eight (8) floors on the west side of the building.</li> </ul>
Retail space (in sq. ft.)	14,849	20,413	Increase of about 5,500 square feet
Office space (in sq. ft.)	2,852	0	Decrease of about 2,900 square feet
Amenity space (in sq. ft.)	15,740	12,730	Decrease of about 3,000 square feet
Total gross floor area (in sq. ft.)	289,588	342,854	Increase of about 53,000 square feet

## Board of Governors

### **Municipal Planning Process**

FCS submitted a letter to YUDC in late 2016 requesting to proceed with preparation of Site Plan documentation for a potential second phase of the Quad. At the time FCS was aware that York University may not provide formal authorization to proceed until approximately October 2017, however, FCS was prepared to incur costs in advance of this approval. In early 2017, FCS began at its own expense, planning for Phase II of the Quad Project, including initial design, municipal planning and scheduling work, based on a letter from York University's Vice President Finance and Administration (VPFA) to proceed. FCS concluded, to deliver these net new beds by the fall of 2020 academic year, design and municipal approvals work must begin in early 2017.

Since then, FCS has developed a schedule, drawings, and filed a Preliminary Project Review (PPR) with the City of Toronto.

Attachments:

Appendix A - Schedule 3 of the MDA

Appendix B - Quad Concept Design, Preliminary Massing, Site Plan and Floor Plans

**SCHEDULE 3**  
**DESIGN CRITERIA**

- (a) The Owner established the Vision for the Development:
- (i) As York continues to evolve in an urban context which is being dramatically altered by new high order transit investments like the extension of the Spadina Subway line through the campus and the redevelopment of the perimeter lands surrounding the academic core of the campus, York is very conscious of its roles and responsibilities as a city builder. This changing relationship between the University and its surroundings holds great opportunities for mutual benefits through high quality development which takes full advantage of the presence of the University community and provides facilities needed by the University to enhance its ability to successfully compete for resources, students, faculty and staff and research grants based on the quality of life in its urban setting.
  - (ii) The idea of the lively and successful "University quarter" is replacing that of a self-contained and detached suburban campus and with that shift comes an increased appreciation of the value of joint planning around a shared vision. The Pond Road and Sentinel Road site is a prime example of an opportunity to work with the private sector to create a permeable border for the campus in the form of a mixed-use campus neighbourhood with needed attractive housing, offices, shopping, restaurants, cafes, and a variety of daily life activities. This highly desirable neighbourhood environment will serve students, staff and faculty and as important will invite the larger population to take advantage of the academic, cultural and recreational facilities the campus provides. By enhancing this key edge within the York campus and making it more inviting for day and evening use, York will be affirming its identity as a major urban university.
- (b) The Owner has established the Development And Design And Urban Planning Objectives. These objectives stipulate that any transaction entered into for the development of the Site must be in the long term interests of York. The Development Objectives guiding this Development are:
- (i) **Support the academic mission:** The Development must optimize revenues and development opportunities in support of, and consistent with, York's academic mission.
  - (ii) **Optimize financial return:** The Development must optimize the financial return to York by fully realizing the development potential of the Site.
  - (iii) **Sustainability:** The Development is to be part of a sustainable development program that takes a long term view to protect and enhance the functionality, reputation and role of York.
  - (iv) **Enhancing the student experience:** The Development is to provide services and amenities that will enhance the student experience and campus

environment and strengthen York's position as a pre-eminent post-secondary institution.

- (c) The following Design And Urban Planning Objectives and guidelines for the Development are intended to highlight the level of quality that is expected for the Development. The Design and Urban Planning Objectives guiding this Development are:
- (i) University gateway and precinct definition: The Development must recognize the importance of the southeast corner of The Pond Road and Sentinel Road as a York "gateway" and the architectural and landscape response must give focus to this corner. The approach from the south, welcoming people to the academic core of York should not be overshadowed by the Development.
  - (ii) Built form fit: The Development must be responsive to the surrounding built form and must demonstrate sensitivity to massing, scale and site organization that fits into the surrounding context of the Campus. Relationships between adjacent buildings, their shadow and environmental impact and their visual impact will be paramount.
  - (iii) Campus fit and site specific design: The Development must be well integrated into this area of York's Keele Campus and must ensure that it does not feel like a stand-alone development. All site organization, points of entry, site circulation, mid-block connections, location of open spaces and parking should be well coordinated with all adjacent sites. The design should aid in creating an integrated campus life and provide an animated streetscape.
  - (iv) Simple and timeless design: The Development must ensure a simple and timeless elegance that is built to last, and is not dated. York has many high quality buildings and spaces that will age well and do not date themselves. In the same way that all business arrangements must provide for the long-term best interests for York, from a design perspective, simple and timeless design ensures that future design opportunities are not compromised.
  - (v) High quality public realm: The Development must compliment the vibrancy of York's Keele Campus, and the quality of the public realm must be able to sustain interest and comfort level. There should be a consistent and high standard of materials, site furniture, signage, and landscape around the perimeter of the Development and throughout in all publicly accessible open spaces.
  - (vi) Pedestrian environment: The pedestrian environment must be designed to be safe, comfortable and to respond to microclimatic conditions year round. Sidewalks should be generous and all pedestrian areas should give priority to pedestrian safety and comfort levels, especially where pedestrians and vehicles come into conflict. All new development at York focuses attention on providing mid-block connections, protected courtyards that extend

outdoor activities into the shoulder seasons, and generally a safe and animated pedestrian environment.

- (vii) **Sustainability:** The Development must integrate principles of sustainability in building design and maintenance, in landscape design and maintenance and in site planning wherever possible. York has committed to a "green" approach for all future development. The Development should provide for LEED certification, at a minimum, or otherwise provide sustainability measures and features for York's consideration.
- (viii) **Integration of parking:** The Development must treat parking in an integrated approach that minimizes the visibility of parking from the public realm. York has committed to making positive changes to the campus by reducing and screening the visibility of parking by creating high quality parking structures where parked vehicles are screened by active uses that contribute to the public realm.
- (ix) **Integration of servicing:** The Development must treat servicing in an integrated approach that minimizes the physical and visual impact of servicing from the public realm. York gives priority to the pedestrian environment and all service and loading areas should be well-integrated into the design of buildings and the landscape.
- (x) **Signage:** Should the Office Facility be developed, then the Development must incorporate wayfinding signage for the Office Facility in accordance with the York signage and wayfinding master plan and signage system. If the Preferred Proponent chooses to introduce wayfinding signage directing to any York facility then such wayfinding signage must be in accordance with the York signage and wayfinding master plan and signage system.

Concept Design for Building C3



## Concept Design for Building C4



## Elevations for Buildings C1, C2, C3, and C4

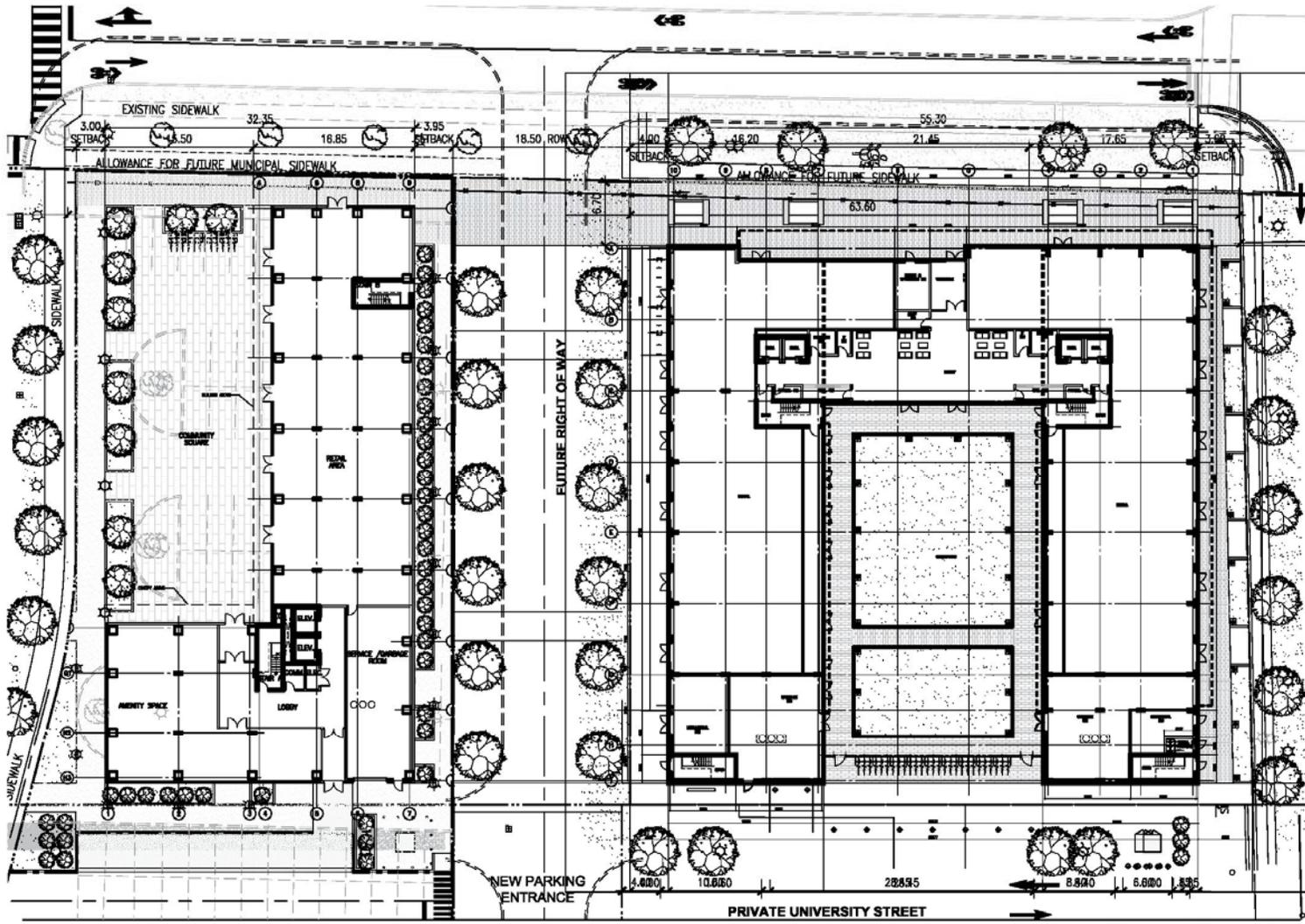


## Elevations for Building C4



Amenity Spaces (blue)



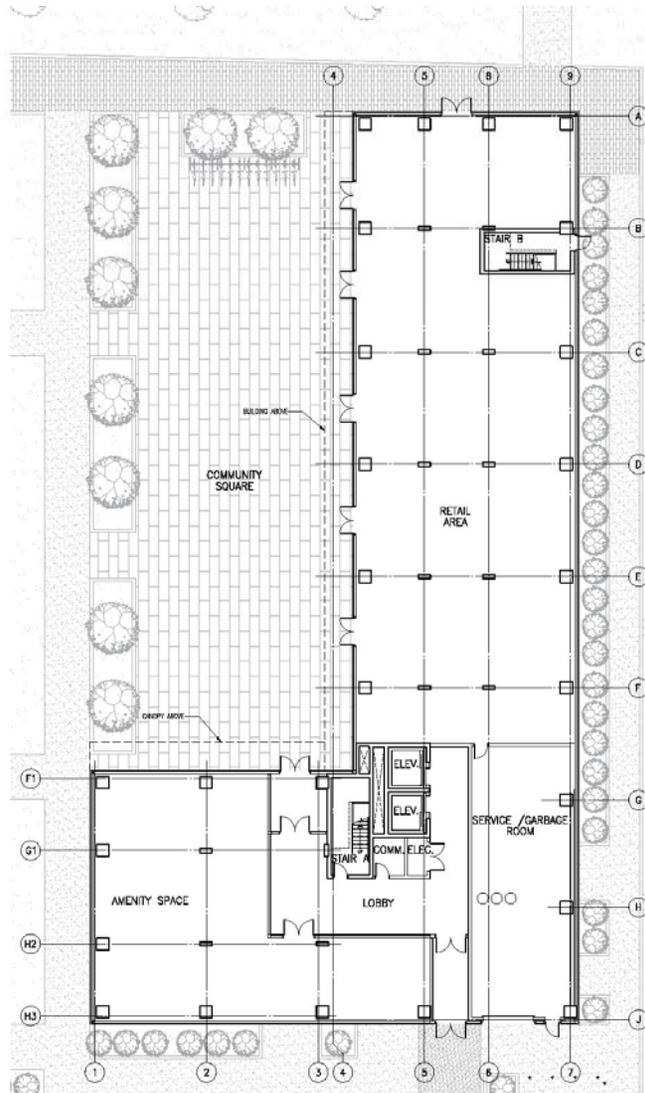


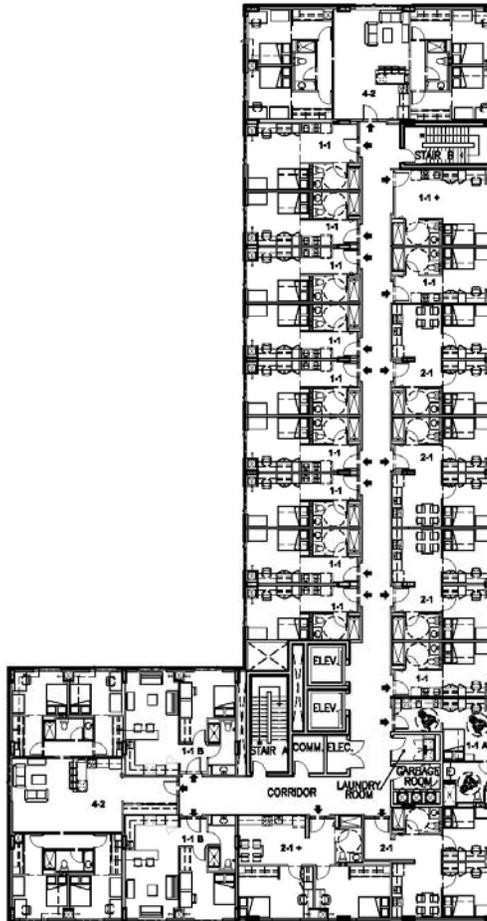
Campus Suites  
 UNIVERSITY STUDENT HOMES

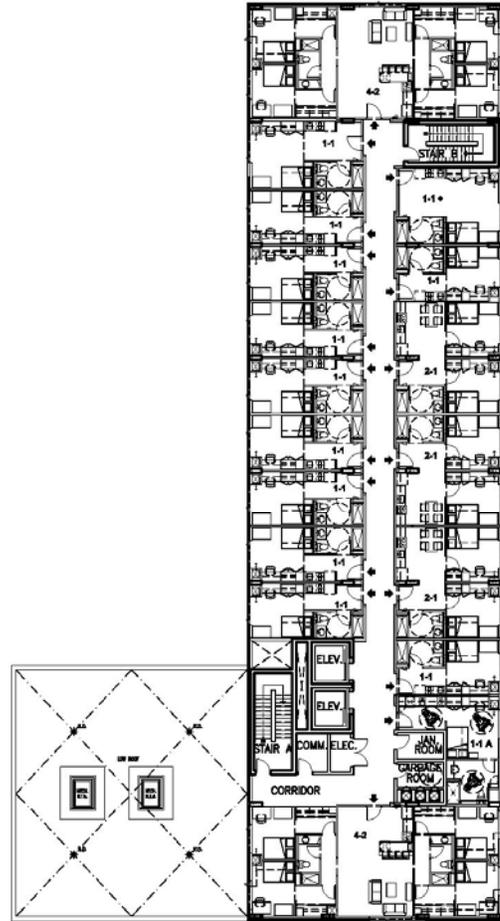
Site Plan

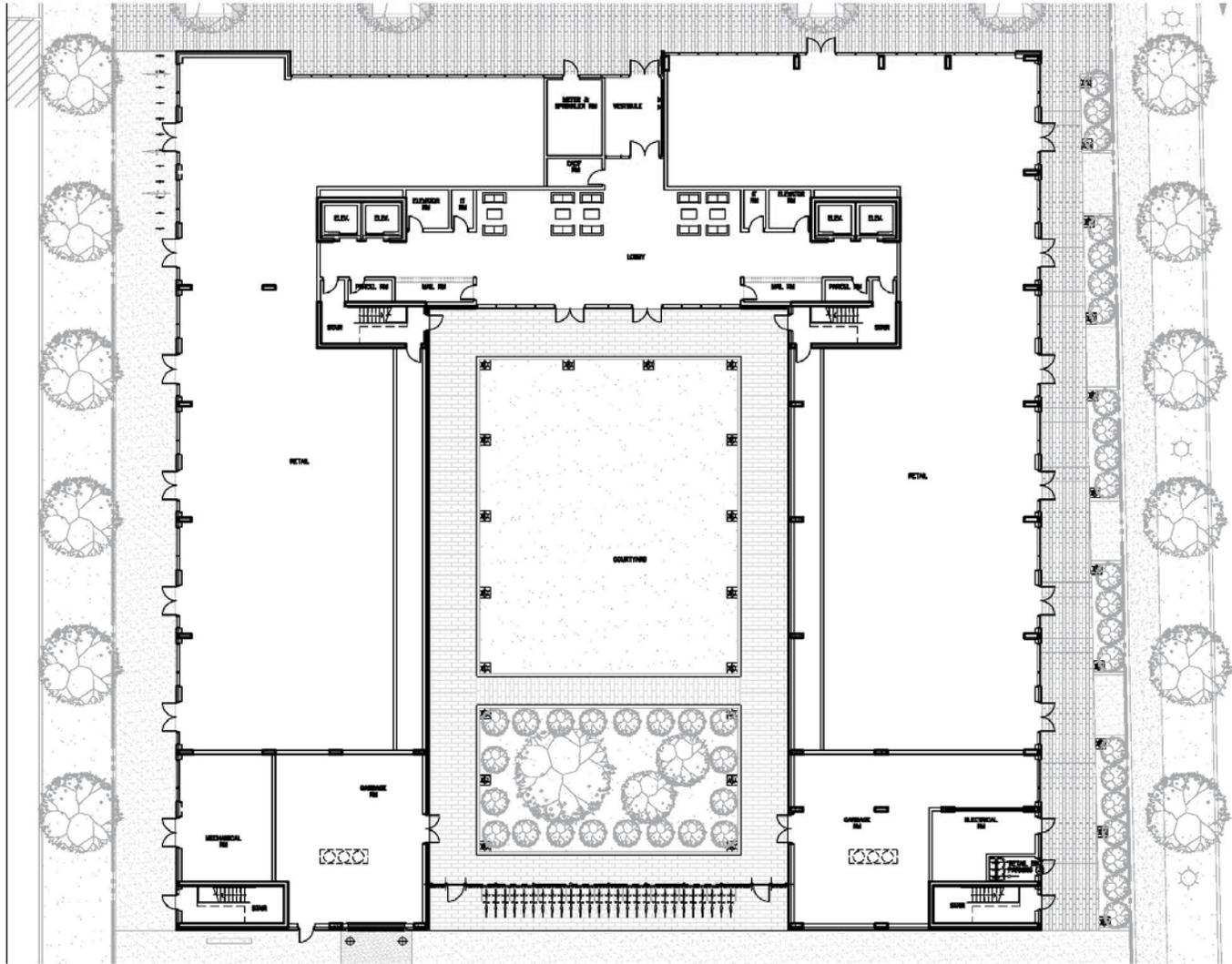
C3 + C4 Student Residences @ York  
 1:500  
 March 20, 2018

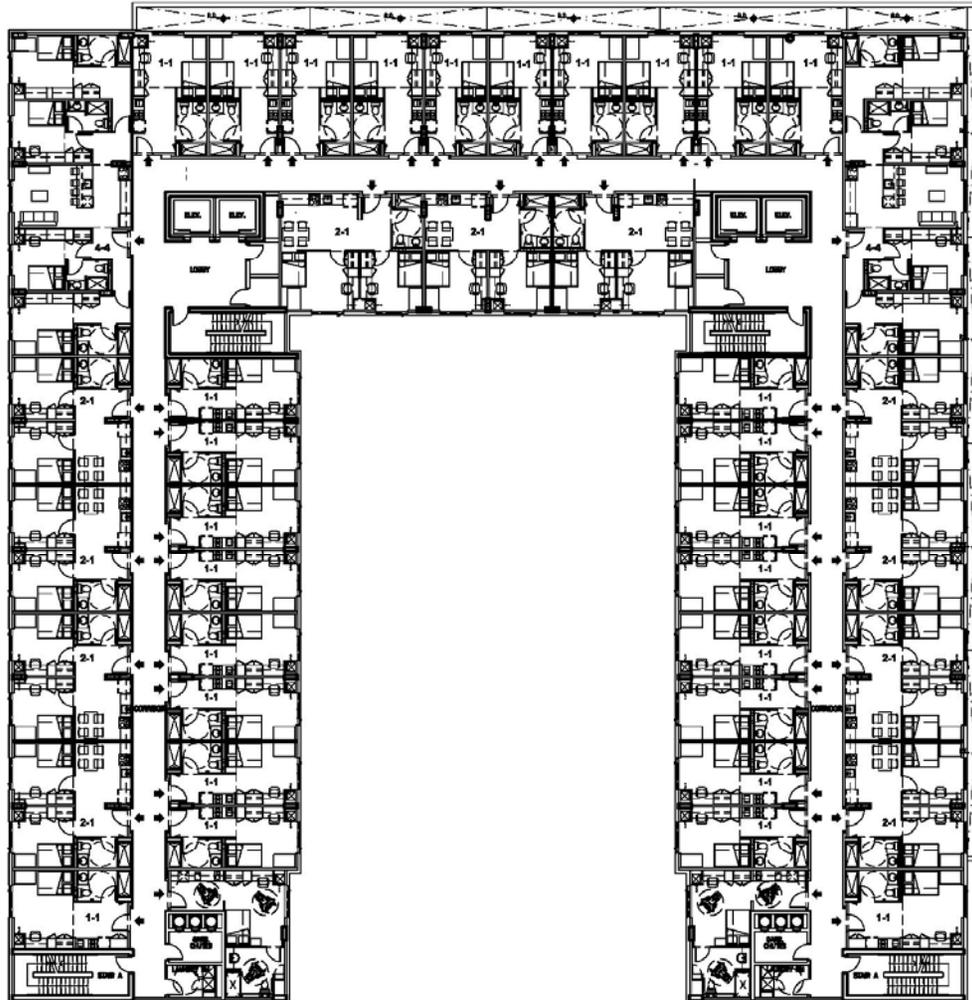
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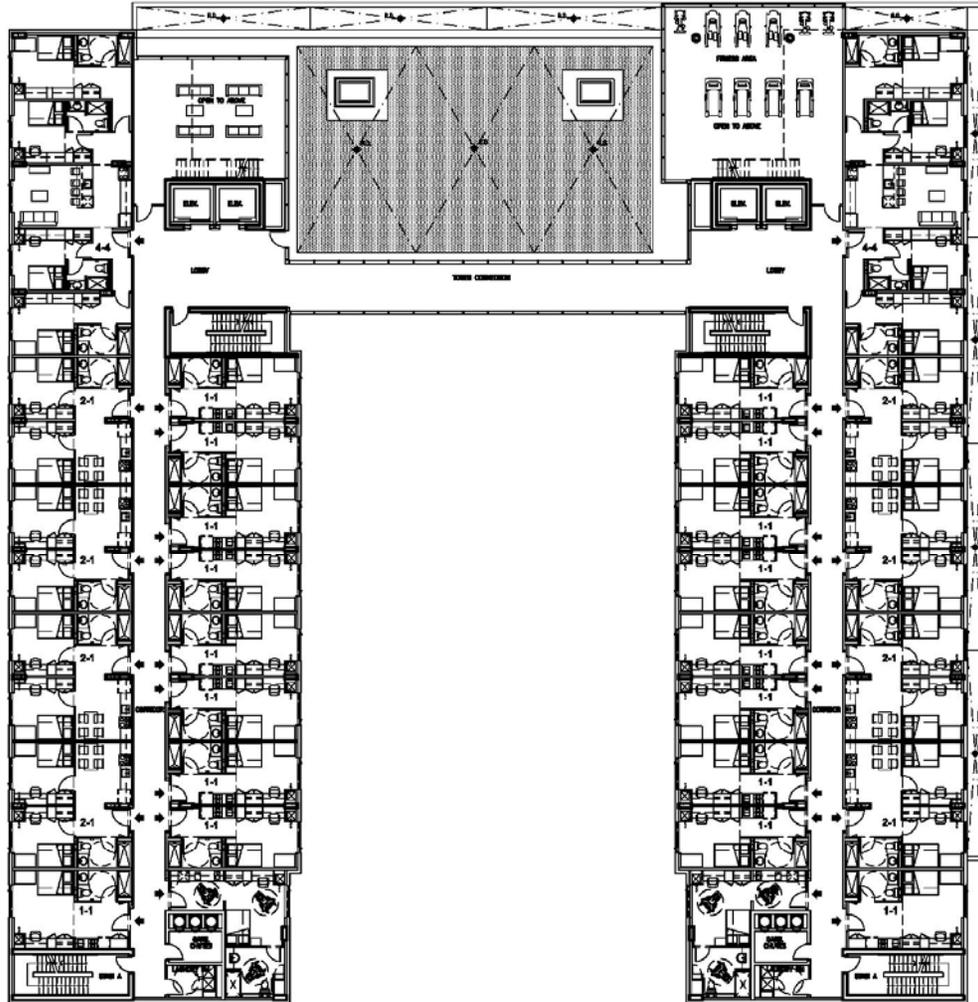


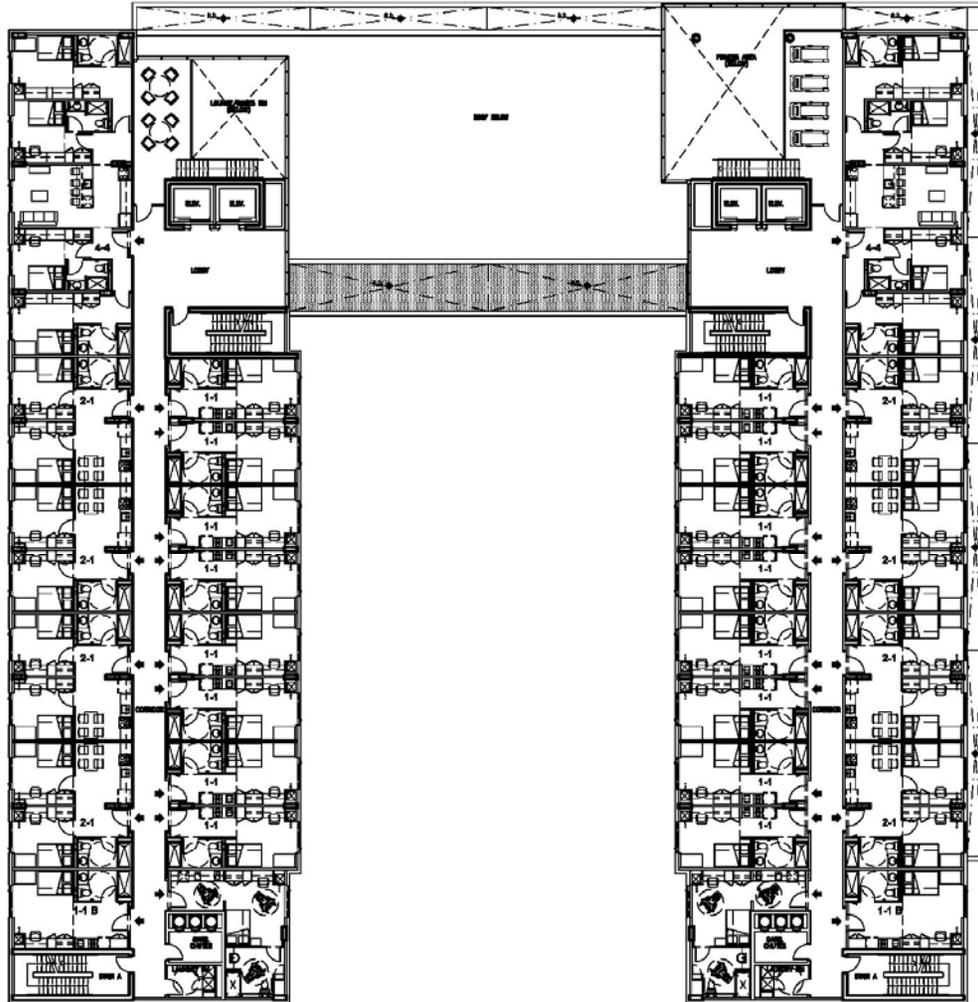












## York University Board of Governors - Minutes

**Meeting:** Open Session 27 February, 20-18 at 1:30 pm  
 5<sup>th</sup> Floor Kaneff Tower, Keele Campus

Present:	Regrets:	Others:
Rick Waugh, Chair Elisa Alloul Antonio Di Domenico Sheila Forshaw Bill Hatanaka Debbie Jamieson Vijay Kanwar Konata Lake Loretta Lam Julie Lassonde Andy Lennox Rhonda Lenton David McFadden David Mutimer Earle Nestmann Joel Roberts Eugene Roman Lauren Sergio Paul Tsaparis Randy Williamson Bobbi-Jean White Henry Wu  Maureen Armstrong, Secretary Cheryl Underhill, Assistant Secretary	Jacques Demers Laura Formosa Jane Rowe Ajay Virmani Hana Zalzal	Aldo DiMarcantonio Richard Francki Lucy Fromowitz Lisa Gleva Rob Hache Debbie Hansen Richard Hornsey Barbara Joy Ran Lewin Alex Matos Jeff O'Hagan Joannie Cameron Pritchett Carol McAulay Lisa Philipps Bud Purves Fahim Quadir Lorne Sossin Liisa Stephenson Tracey Taylor-O'Reilly Jessica Thyriar Susan Webb  Elaine MacRae, Governance Coordinator

### I. OPEN SESSION

#### 1. Chair's Items

Sorrow was voiced over the sudden passing of fellow governor Honey Sherman and her husband Barry Sherman; both were wonderful friends and supporters of York University who made lasting contributions to its academic mission. Condolences were also expressed to the family of Sonja Bata on her recent death; Ms Bata was one of York's first female governors.

##### a. Report on Items Decided in the Closed Session

The Chair reported in the Closed session the President provided a confidential briefing on labour relations.

# York University Board of Governors - Minutes

## 2. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 27 November 2017;
- an extension of the current E-Procurement contract with JAGGAER for a further ten years covering the period of June 29, 2021 to June 29, 2031. The total value of the contract extension is \$4.61 million exclusive of HST;
- updates to the Banking Resolution reflecting changes within the senior administration
- the appointment of Bruno Bellissimo (YURA nominee) and Tammy Paglia (YUSA nominee) to the Pension Fund Board of Trustees, each for a three-year term commencing 1 March, 2018.

## 3. Executive Committee

Mr Waugh advised that the Executive committee:

- continued discussions of enterprise-wide risk management and key risk indicators
- approved a one-year extension of the Osgoode Hall Faculty Association collective agreement to 30 June 2019
- has had teleconference meetings to receive briefings on the status of negotiations with CUPE 3903
- met with members of the Senate Executive committee for an informal discussion on the topic of diversification and how York positions itself in the emerging provincial landscape of differentiation

## 4. President's Items

President Lenton added personal expressions of sympathy on the passing of Honey Sherman and Sonja Bata, remarking that both made a significant impact in a variety of contexts over the years, particularly to higher education.

### *Mid-Year Update*

The President provided mid-year reflections on the 2017-2018 academic year; a copy of the presentation slides is filed with these minutes.

## York University Board of Governors - Minutes

Noting both the internal and external contexts guiding the University, the priorities, strategies, and opportunities to advance the goals of the University Academic Plan were highlighted. Key developments pointed to include:

- SMA2 and the new provincial funding formula
  - introduction of the four pillars of access, connectedness, excellence and impact
  - implementing local and pan-university Integrated Resource Plans
  - building the leadership team with incoming Deans and new vice-presidential post
  - launching a re-newed strategic research plan
  - establishing Faculty program quality plans
  - advancing the Markham Centre Campus
  - opening of the York University and Pioneer Village subway stations in December 2017
- a. Kudos Report

The report distributed was noted.

- b. Update on Provost and Decanal Searches

The update was included in the President's report on mid-year reflections, noted above.

- c. Sexual Violence Policy: Implementation Update

Referring to the slides included in the agenda, Debbie Hansen, Executive Director, Community Support and Services, reported on the implementation status of the recently approved Sexual Violence Policy. She highlighted:

- the creation in Fall 2016 of the Sexual Violence Response Office and the ongoing hiring of staff to support its functions and the provision of services for community members in need
  - the establishment in February 2018 of the Sexual Violence Policy Advisory Committee, which has 12 student members
  - as required of universities, the launch of the online module training for the University community in February 2018, with more in-depth training to be offered in collaboration with the Centre for Research & Education on Violence Against Women and Children and the Ontario government
  - incident statistics for 2017-2018
- d. SHARP: Year 1 Implementation

## York University Board of Governors - Minutes

Vice-Presidents Philipps and McAulay jointly briefed the Board on the implementation of the new budget model that came into effect on 1 May 2017. The following points were emphasized:

- A key aspect of the model is a new, enlarged University Budget Advisory Committee tasked with aligning resources and Faculty, unit and institutional priorities through consultations in the 2018-2019 budget
- With the signing of SMA2, budget plans must be calibrated to overall corridor-driven enrolments, including international enrolments
- When SMA3 is finalized, funding distribution to Faculties will align with performance metrics and quality improvements in addition to enrolments
- Following the completion of a comprehensive benchmarking exercise, service-level agreements for shared services at the University will be developed which will, in turn, inform costs levied to units for shared services
- A review of SHARP budget model is planned to commence in 2018-19, which will include broad internal consultation

### 5. Academic Resources Committee

Mr Wu reported that the committee received updates on the changes to the decanal search procedures, statistics on York's relative performance on Canada Research Chair appointments, renewal of the Strategic Research Plan and an IIRP report. It also received and discussed a series of Cyclical Program Review reports, which have been transmitted to the Board for information as required by the Quality Assurance Procedures.

- a. February 2018 Report on Appointments, Tenure and Promotion

Documentation distributed with the agenda was noted. It was duly *agreed* that the **Board of Governors approve the President's February 2018 report on appointments, tenure and promotion.**

### 6. External Relations Committee

The committee welcomed Mr DiDomenico as a new member. Items of business discussed at its recent meeting included:

- A report on the new Government Relations / Advancement / Communications / Events group and upcoming external engagements for the President to promote York as a leader in the sector
- updated Points of Pride

## York University Board of Governors - Minutes

- plans to review the University's brand positioning to ensure strong alignment between the University's pillars and priorities and our marketing and communications efforts.
- A preliminary review of amendments to the Policy on the Acceptance of Gifts to the University

### 7. Finance and Audit Committee

A status report on the budget was provided to the committee, which noted that the forecasted divisional year end results are tracking positive to the budget position; 2017-18 enrolments closing results overall on target; and 2018-2019 applications are higher than the system results.

#### a. Capital Projects

##### *Lions Stadium Conversion*

Mr Hatanaka noted that the proposed project will maximize year-round utilization of the stadium, and make the facility available for university events, community activities, and rentals to third parties. The committee confirmed that a financial plan for the project has been developed.

Citing in advance a conflict of interest, Ms Forshaw recused herself from voting on the item. It was duly *agreed* that **the Board of Governors approve a Total Project Budget of \$8.2M, inclusive of HST, for the installation of artificial turf and a seasonal inflatable dome on the Lions Stadium.**

##### *School of Continuing Studies Building: Budget*

Since the restructuring of the School of Continuing Studies in 2014-2015, it has experienced significant growth, and is generating solid surpluses. The new building provides much needed space to accommodate and continue the growth. A financial plan for the project is in place, and the building is to be completed by December 2020. It was duly *agreed* that **the Board of Governors approve a Total Project Budget of \$50.5M, inclusive of HST, for the design and construction of a new building for the School of Continuing Studies.**

##### *Central Utilities and Co-Generation Upgrade Budget Adjustment*

Referring to the written material, Mr Hatanaka reported that the renewal of the University's cogeneration and central utilities plant is a much needed project that has been partially funded by money from the federal government SIF initiative. Due to market price increases, the budget adjustment is required for the cooling tower installation which is a key component of the upgrade. The additional funds will be drawn from the 2018-19 Facility Renewal funding. It was duly *agreed* that **the Board of Governors approve an increase of \$740K to the \$16.8M budget for the Strategic Investment Fund subsidized Central Utilities and Co-generation Upgrade Project.**

## York University Board of Governors - Minutes

### b. Fees

#### *Ancillary*

The documentation was carefully considered by the Finance and Audit committee. In addition to addressing costs pressures, cost containment measures are also being applied by the division.

Citing in advance a conflict of interest, Ms Forshaw recused herself from voting on the item. It was duly *agreed* that **the Board of Governors approve the centrally collected ancillary fees to be increased by 2.50% in 2018-2019, effective May 1, 2018.**

#### *Meal Plan Rates*

The increased amounts are to the overall allocation of money to the meal plan, not to the University, and are to ensure students have enough coverage through to the end of the year. The University will be reviewing the “all you can eat” meal plan model to assess its benefits for the York student body.

It was duly *agreed* that **the Board of Governors approve the 2018/2019 Mandatory Meal Plan rates listed below.**

<b>Mandatory Meal Plans – proposed rate changes</b>	<b>2017/2018</b>	<b>2018/2019</b>
Bronze: increase of 10%	\$ 2950	\$ 3250
Silver: increase of 10%	\$ 3350	\$ 3700
Gold: increase of 11%	\$ 3750	\$ 4150
Platinum: increase of 11%	\$ 4150	\$ 4600
Convenience: increase of 6%	\$ 2050	\$ 2175

#### *Undergraduate Residence*

The proposed rate increases are consistent with the 10-year Residential Housing Renewal Plan to renovate and refurbish the University’s student residences and meet accessibility standards. It was duly *agreed* that **the Board of Governors approve the 2018-19 undergraduate residence rate increases listed below:**

- **3.7% increase for all double and single room types in the traditional dormitory-style residences**
- **3% increase for suite-style rooms in Calumet and Bethune Residences**
- **1.5% increase for suite-style rooms in Pond Residence**
- **Increase the room acceptance deposit from \$250 to \$300, and**
- **Increase the application fee from \$30 to \$50**

#### *Graduate/York Apartments*

Documentation was noted. It was duly *agreed* that the Board of Governors approve the following York Apartments rental rate increases.

- **1.8% increase for all units with continuing leases, to reflect the 2018**

## York University Board of Governors - Minutes

allowable increase under the Ontario Rent Increase Guidelines;

- **3.3 % increase for units with new leases in Passy Garden Apartments effective May 1, 2018 for the 2018-2019 academic year. This increase includes 1.5% for capital fund generation in support of the general renewal of housing stock, and 1.8% for inflation as permitted by the rent increase guidelines.**

### 8. Governance & Human Resources

Mr McFadden reported that:

- guided by the By-Laws, the *Protocol for Composition of the Board of Governors*, and committee needs, planning to fill the vacancies on the Board continues
- a statement on governor engagement is being developed to further cultivate a culture of engagement on the Board
- a set of guidelines and criteria for the appointment of honorary governors is being prepared and will be brought forward to the Board for approval
- updates were received on the status of the executive compensation framework and the University's implementation of the requirements of Bill 148
- the committee is bringing added attention to workplace safety, and will continue to monitor the metrics and remediation plans.

### 9. Other Business

Ms Alloul gave an update on the recent Student Representative Roundtable meeting, noting that it was consulted on the development of the Markham Centre Campus and the Vice-Provost Students' division plan, and briefed on the SHARP budget model.

Mr Roman highlighted the prospects for York to promote its aspirations in artificial intelligence (AI) by strengthening industry connections in the Markham area. The AI field is expanding in that region, and aligning itself with that growth will significantly enhance the University's research goals and create beneficial opportunities for students. The President concurred, noting that AI features prominently in the updated Strategic Research Plan.

### 10. *In Camera* Session

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

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

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

# Board of Governors

## Memorandum

To: Board of Governors  
From: David McFadden, Chair, Governance and Human Resources Committee  
Date: 1 May 2018  
Subject: Annual Review: Occupational Health and Safety Policies

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The Ontario *Occupational Health and Safety Act* requires the annual review of the following three policies (attached):

1. **Healthy Workplace Policy (occupational health and safety)**
2. **Policy on Workplace Harassment**
3. **Policy on Workplace Violence**

These policies are reviewed annually by the Joint Health and Safety Committees.

### **Healthy Workplace Policy**

There are no changes to the Healthy Workplace Policy. The policy was last revised in 2017 and approved by the Board at the May 2017 meeting.

### **Policies on Workplace Harassment**

A policy name change from “Workplace Harassment” to “Workplace Harassment Prevention” is being proposed to reflect a focus on prevention.

### **Workplace Violence Prevention**

A policy name change from “Workplace Violence” to “Workplace Violence Prevention” is being proposed to reflect a focus on prevention.

Updates to the Workplace Harassment Prevention and Workplace Violence Prevention programs and training are being finalized after consultations with the Joint Health and Safety Committees, the Centre for Human Rights, Equity and Inclusion, the Community Safety Department, and the Sexual Violence Response Office.

# 1. Healthy Workplace Policy

## Legislative History:

Approved by UEC: 1996/09/16; Approved by the Board of Governors: 1991/05/13; Re-Approved by the Board of Governors: 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29; 2003/04/28; 2004/04/26; 2005/05/02; 2006/05/01; 2007/04/30; 2008/06/23; 2009/06/23; 2010/06/21; 2011/06/20; 2012/06/25; 2013/06/24; Revised and approved by the Board Governance and Human Resources Committee: 2014/05/26; Re-approved by the Board of Governors: 2014/06/23; 2015/06/22; Revised and approved by the Board Governance and Human Resources Committee: 2016/05/02; Re-approved by the Board of Governors: 2016/05/03; Name change and revisions approved by the Board Governance and Human Resources Committee: 2017/05/01 and re-approved by the Board of Governors: 2017/05/02

Date Effective: 1991/05/13; This policy must be approved annually by the Board of Governors.

**Approval Authority:** Board of Governors

**Signature:** Mamdouh Shoukri

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## Policy

York University values the health, safety and well-being of all community members (students, faculty, staff, contractors and visitors). It is committed to creating a healthy workplace through the integration of safe physical and psychological space and an organizational culture that promotes prevention, support and well-being. The University recognizes the interdependence between a healthy workplace and employee engagement and further, between employee and student engagement/academic excellence.

The University endeavours to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and through the development and implementation of additional internal standards, programs and procedures. To this end, York University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.

The University also recognizes the importance of engaging individuals in health and safety through:

- The provision of fulsome education and training to increase knowledge and awareness
- The work of the Joint Health and Safety Committees

- The enactment of the internal responsibility system such that everyone, regardless of role, plays an important part in creating and maintaining a healthy workplace

## **Definition**

**Healthy workplace:** Is one that actively works to: (1) prevent harm to worker physical and psychological health and safety and (2) promote physical and psychological well-being.

## **Shared Responsibility**

York University recognizes the roles that all members play in promoting, creating and maintaining a healthy workplace.

### **All community members will:**

- Contribute to the establishment and maintenance of a healthy workplace
- Follow established health and safety procedures
- Report health and safety concerns and any incidents to their supervisor
- Participate in health and safety training

### **Senior Leadership will:**

- Support the effective administration of healthy workplace programs and initiatives
- Provide leadership by creating, supporting and sustaining a healthy workplace
- Integrate healthy workplace culture into daily activities

### **Supervisors (as defined by the *Occupational Health and Safety Act*) will:**

- Support and implement healthy workplace policies and practices for employees in their areas
- Provide employees with procedures, equipment and materials that protect employees from workplace hazards, as well as the instruction, training and supervision required to work safely
- Investigate all incidents reported to them and respond to all health and safety concerns brought forward
- Implement corrective actions in response to identified hazards

### **Human Resources Department will:**

- Develop and administer healthy workplace policies and programs
- Provide advice, guidance and subject matter expertise to the University on creating and maintaining a healthy workplace
- Act as the chief resource relating to occupational health and safety regulatory matters

**Students will:**

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

**Commercial Tenants and Contractors will:**

- Conduct their business in accordance with the *Occupational Health and Safety Act* and Regulations, and any other applicable legislation. The University will make its commercial tenants and contractors aware of its Healthy Workplace Policy, and of this requirement
- Follow York University guidelines and procedures as prescribed in the contract/agreement

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

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

## 2. Policy on Workplace Harassment (Proposed new title below)

### Policy on Workplace Harassment Prevention

#### Legislative History:

Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24; 2014/06/23; 2015/06/22. Revised and approved by the Board Governance and Human Resources Committee: 2016/05/02; Re-approved by the Board of Governors 2016/05/03; Re-approved by the Board of Governors 2017/05/02

**Approval Authority:** Board of Governors

**Signature:** Paul Cantor

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

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#### I. Scope

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

#### II. Definition

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

- 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, 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.

Workplace harassment does not include reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace, or rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.

### **III. Policy**

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

### **IV. Review**

This policy shall be reviewed at least annually.

### **V. Responsibility**

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

### **VI. Related Policies**

- Healthy Workplace Policy
- Policy Concerning Racism
- Sexual Violence Policy
- Code of Student Rights and Responsibilities
- Workplace Violence Prevention Policy

### 3. Policy on Workplace Violence (Proposed new title below)

#### Policy on Workplace Violence Prevention

##### Legislative History:

Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24; 2014/06/23, 2015/06/22; 2016/05/03; Re-approved by the Board of Governors 2017/05/02.

**Approval Authority:** Board of Governors

**Signature:** Paul Cantor

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**Description:** Describes workplace violence and the University's commitment to protect its workers from workplace violence, including working alone.

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#### I. Scope

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

#### II. Definition

The term, “workplace violence” means:

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

#### III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace violence.

2. York University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.
3. Anyone who engages in workplace violence shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

## **IV. Review**

This policy shall be reviewed at least annually.

## **V. Responsibility**

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

## **VI. Related Policies**

- Healthy Workplace Policy
- Policy Concerning Racism
- Sexual Violence Policy
- Code of Student Rights and Responsibilities
- Workplace Harassment Prevention Policy

## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 1 May 2018

Subject: Master in Business Analytics (MBAN) – Change in the effective Date of Tuition Fee increase

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a change to the effective date for tuition fee increase for the Master in Business Analytics program from fall 2018 to summer 2018, for new students only.**

### Background and Rationale:

In February 2017, the Board approved domestic and international tuition fee increases for implementation in fall 2017-2018 and fall 2018-2019 academic years, for the Master in Business Analytics (MBAN) program.

The Schulich School of Business' MBAN is a 1-year, three-term program that currently begins in the fall term. SSB recently restructured the three-term program to begin in the summer term, effective summer 2018.

As the old structure is phased out and the new structure is implemented, there will be two MBAN cohorts in summer 2018. Students who entered the program in fall 2017 will continue to be charged the fall 2017 fee rate and will not be subject to a fee increase for the duration of their program.

Approval is being sought to change only the effective date of the 2018-2019 fee increase, as per below.

## Board of Governors

**1) MBAN — Full-time domestic student tuition fee per term (excludes centrally collected ancillary and student referenda fees). The tuition fee increase to be effective summer 2018 instead of fall 2018 is as follows:**

<b>MBAN - FT Domestic</b>	<b>Current Board Approved Fee 2018-19</b>
<b>Entering Year</b>	19,465.02

**2) MBAN – Full-time international student tuition fee per term (excludes centrally collected ancillary and student referenda fees). The tuition fee increase to be effective summer 2018 instead of fall 2018 is as follows:**

<b>MBAN - FT International</b>	<b>Current Board Approved Fee 2018-19</b>
<b>Entering Year</b>	25,001.22