

# York University Board of Governors Notice of Meeting

Tuesday, June 25, 2019, 1:30 to 4:30 pm  
 5<sup>th</sup> Floor Kaneff Tower, Keele Campus

PAGE

## I. CLOSED SESSION

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

1. Chair's Items (P. Tsaparis) *2:00 pm*
  - a. Report on Items Decided in the Closed Session
  - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis) *2:10 pm*
  - a. Action Taken On Behalf of the Board ..... 1
3. President's Items (R. Lenton) *2:15 pm*
  - a. Year-End Retrospective ..... 2
  - b. Kudos Report..... 35
  - c. Presentation: Student Representative Roundtable Annual Report (J. Roberts) *2:45 pm*
4. Academic Resources Committee (B. White) *3:00 pm*
  - a. President's Report on Appointments, Tenure and Promotion (For approval) ..... 40
5. External Relations Committee (J. Lassonde) *3:10 pm*
  - a. Advancement Update (J. O'Hagan)
6. Finance and Audit Committee (W. Hatanaka) *3:20 pm*
  - a. Budget Plan and Financial Statements (Presentation, C. McAulay)
    - Multi-Year Budget Plan (For approval) ..... 65
    - Financial Statements for the Year Ended April 30, 2019 (For approval) ..... 114
  - b. Agency of Record for Advertising and Media Planning (For approval) ..... 173
  - c. Tuition Fee – Master of Management in Artificial Intelligence (For approval) ..... 175
  - d. Capital Project: Faculty Complement Renewal: Capital Needs (For approval)..... 177

7. Governance and Human Resources Committee (D. McFadden)	<i>4:00 pm</i>	
8. Investment Committee (J. Demers)	<i>4:05 pm</i>	
9. Land and Property Committee (R. Williamson)	<i>4:10 pm</i>	
a. James Gillies Street: Relocation (For approval)		180
b. York University Art Gallery Building: Site Plan (For approval)		184
10. Other Business		
11. In Camera Session	<i>4:20 pm</i>	

## **CONSENT AGENDA**

12. Minutes of the Meeting of April 30, 2019	188
13. Banking Resolution	196

## **INFORMATION ITEMS**

14. Academic Resources Committee:	
a. Report of the Joint Sub-Committee on Quality Assurance	198
15. Governance and Human Resources Committee:	
a. 2018 Employment Equity Report	201
b. 2018 Health, Safety & Employee Well-Being Annual Report	249
16. Investment Committee	
a. 2018 Annual Investment Report	265
17. 2019-2020 Board and Committee Meeting Schedule	276

## Board of Governors

### Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 25 June 2019

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

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The Executive Committee dealt with four items of business since the last meeting of the Board of Governors. Pursuant to the authority accorded to it under Article VI, 4 of the General Bylaws, the Executive Committee approved the following:

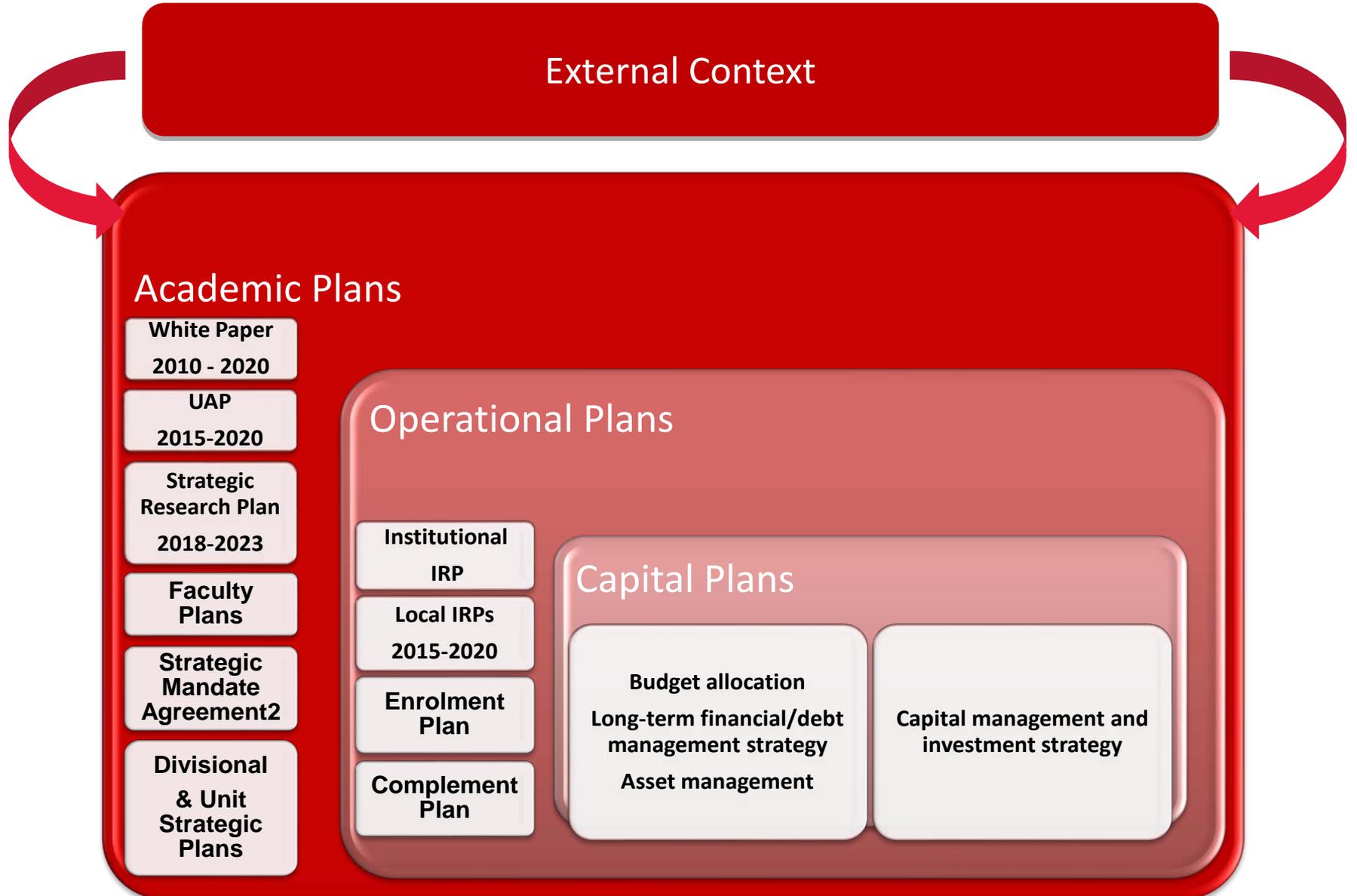
- the appointment of Dr. Sheila Cote-Meek as Vice-President Equity, People and Culture for a five-year term commencing July 01, 2019.
- the appointment of Dr. Rui Wang as Dean, Faculty of Science, for a five-year term commencing January 1, 2020.
- the negotiated settlement between the University and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

Additional information on any of these items can be provided upon request.

# Board of Governors Year-End Retrospective

Prepared by Rhonda L Lenton  
June 2019

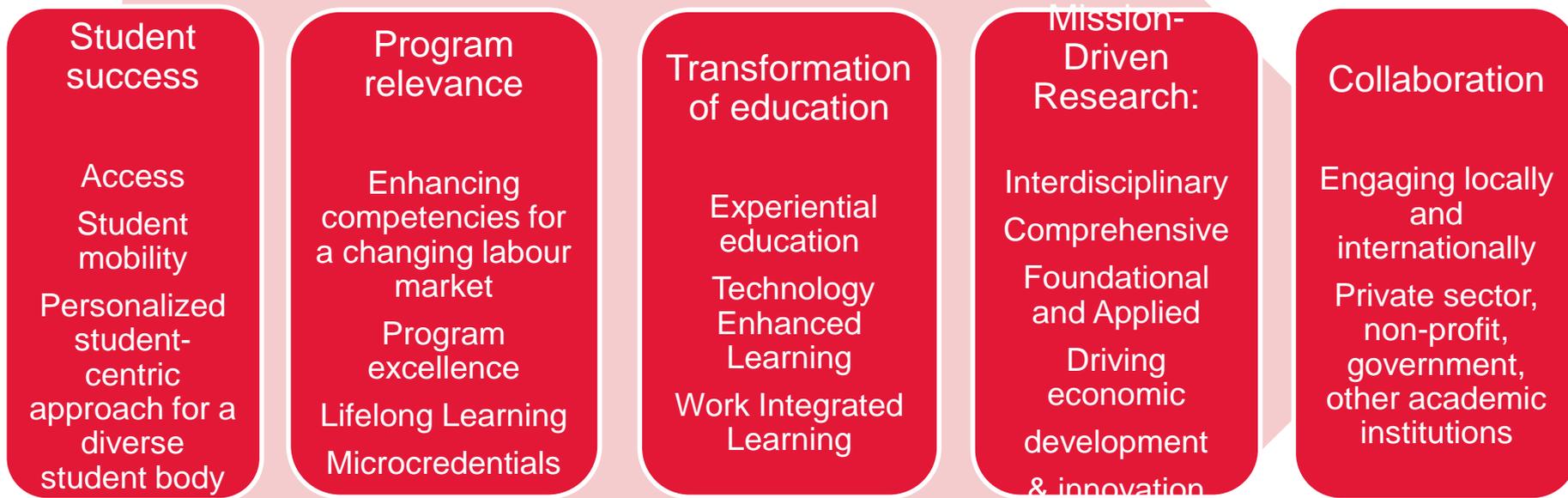
# OVERVIEW OF YORK'S STRATEGIC PLAN



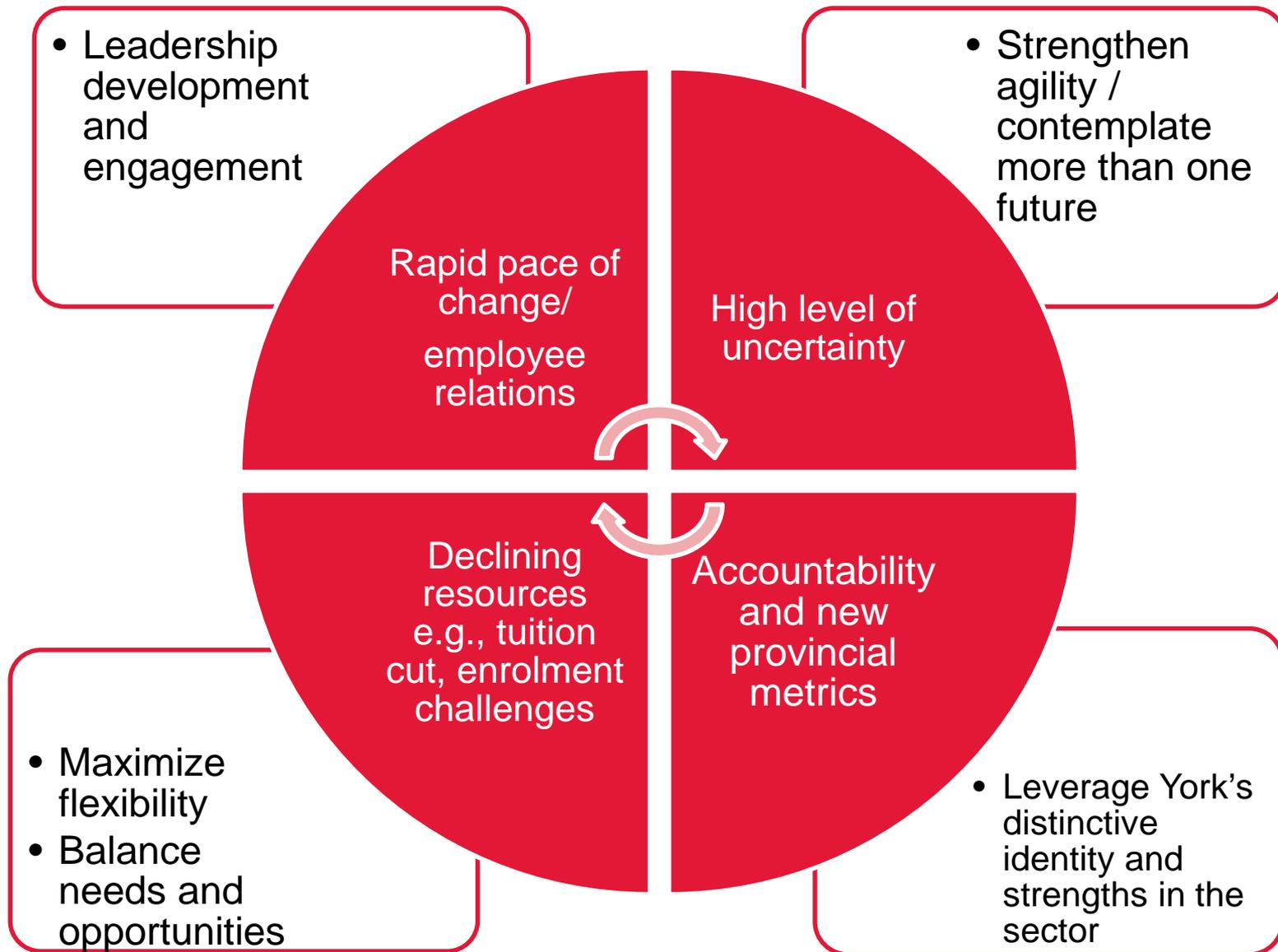
# EXTERNAL CONTEXT – KEY DRIVERS OF HIGHER EDUCATION



# HIGHER EDUCATION INNOVATION NEEDS

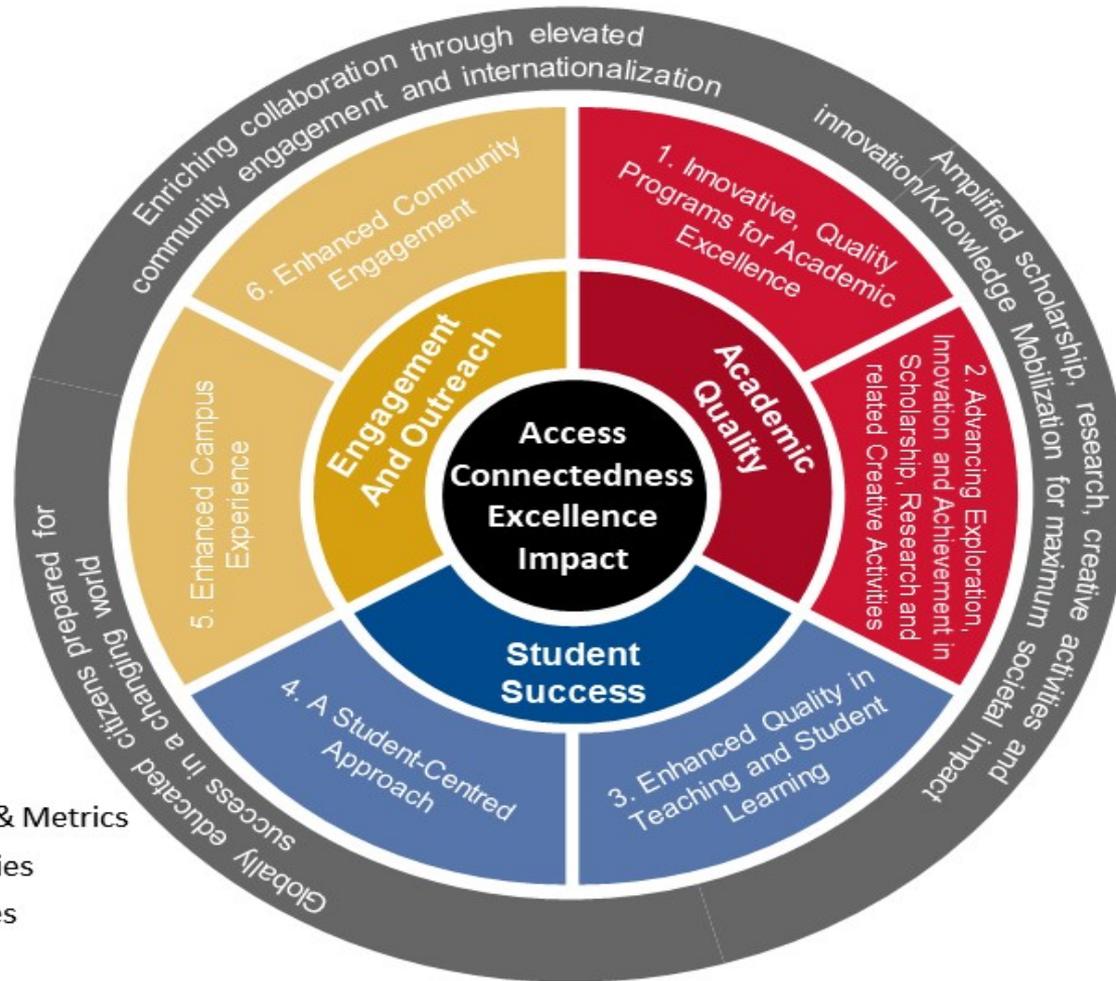


# TURNING CHALLENGES INTO OPPORTUNITIES



# THE VISION

**Offering a broad demographic of students access to a high quality, research intensive University committed to the public good**



## Legend



### 7. Enabling the Plan

There are various enablers that support the above initiatives, some important considerations include: (1) aligning resources with priorities; (2) metrics and evaluation; (3) collaboration and partnership; (4) effective communication and consultation etc.

# COMPONENTS OF THE VISION

- Responsive to external context:
  - Provincial focus on impact re skills, jobs, the economy and the community
  - Federal priorities
- Consistent with York's mission and values:
  - progressive
  - inclusive and diverse
  - Social justice
  - excellence
  - sustainable
- Integrates four pillars that differentiate us in the higher education sector:
  - Access
  - Connectedness
  - Excellence
  - Impact
- Meets needs of our multi-stakeholders:
  - Students first and foremost
  - But local and global community needs more generally

## WHERE ARE WE IN THE JOURNEY?

### *At the end of 2018-2019, we have:*

- Animated our vision differentiating York throughout the sector
  - Aligned with strengthening York's reputation for impact
- Well-developed Academic Plans at institutional, divisional and unit level
- Fully aligned Operational Plans coordinated across institution through Integrated Resource Plans including well-articulated outcomes and metrics
- Updated Enrolment and Complement Plans responsive to external and internal context
- Outstanding progress (on track) advancing the priorities, objectives and actions in those plans:
  - Regained momentum post-strike
  - Continued to build the leadership team including new VP Equity, People and Culture
- Balanced budget
- Positioned York for 2019-2020 including:
  - A successful Board Retreat shaping strategic opportunities
  - Finalizing remaining components of Strategic Plan (e.g., updating asset management strategy, debt management strategy, etc.)
  - Further consolidating goals in the final year of the UAP 2015-2020
  - Undertaking next planning cycle - UAP 2020-2025 aligned with SHARP2 and SMA3
- Highlights are provided below for the 7 priorities of the University Academic Plan organized by the 4 pillars advancing the vision (see Appendix for detailed metrics/outcomes)

# ACCESS

Priority 1: Student-Centred Approach  
graduating globally  
educating citizens

Priority 2: Enhanced  
Quality in Teaching  
and Learning



# HIGHLIGHTS – 2018-19 Enrolment

		2017-18	2018-19	2018-19	Performance	Performance
		Actuals	Enrolment	Actuals	to Target #	to Target %
			Contract			
			Target			
<b>Undergraduate Full-year FTEs</b>	Eligible	35,947	36,062	34,922	-1,140	96.8%
	Ineligible - Visa	5,697	6,457	6,401	-56	99.1%
	Other Ineligible	275	274	281	7	102.6%
	<b>Total</b>	<b>41,919</b>	<b>42,794</b>	<b>41,604</b>	<b>1,189</b>	<b>97.2%</b>
<b>Masters Fall FTEs</b>	Eligible	2,209	2,322	2,298	-24	99.0%
	Ineligible - Visa	683	680	755	75	111.0%
	<b>Total</b>	<b>2,892</b>	<b>3,002</b>	<b>3,053</b>	<b>51</b>	<b>101.7%</b>
<b>Doctoral Fall FTEs</b>	Eligible	1,119	1,117	1,148	31	102.8%
	Ineligible - Visa	185	270	149	-121	55.2%
	<b>Total</b>	<b>1,304</b>	<b>1,387</b>	<b>1,297</b>	<b>-90</b>	<b>93.5%</b>

NOTE: Fall and winter term 2018/19 UG enrolments exceeded targets for those terms. Full-year performance to UG target was negatively impacted by reduced Summer 2018 session. (summer UG target = 4,763; summer UG actuals = 2,134)

## HIGHLIGHTS

### *Access and student success:*

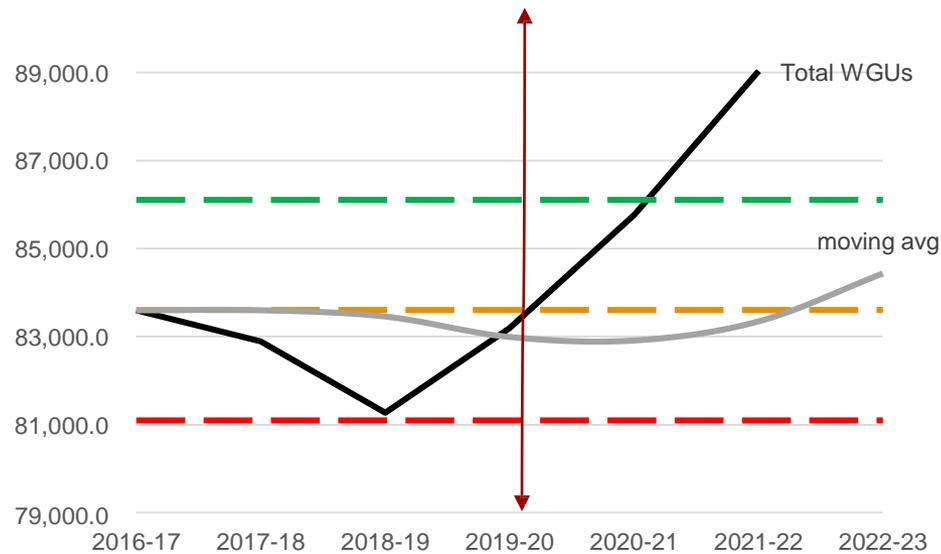
- Implemented *Strategic Indigenous Framework*
- Successful Watson pilot completed (student advising tech platform developed in collaboration with IBM) – negotiating next phase
- Successful launch of full year President's Ambassador Program with over 25 students

### *Enrolment recovery:*

- SEM mitigated drop in 2019-2020 applications
- Despite being (8.8%) down in 2019 domestic applications, finished only (1.12%) down in confirmations
- Overall with VISA, applications were down (4.2%), confirmations landed at (3.7%) down
- Second, after U of Toronto, in market share Ontario 101 confirmations
- See longer-term implications for Enrolment Corridor- next page

## SMA2 – A Look at our Enrolment Corridor

York is well within the negotiated corridor



- Government funding is based on a corridor, and Universities are funded at a negotiated mid-point

## HIGHLIGHTS

### *Pedagogical Innovation:*

- Continuing to position York as leader in higher education
- Exceeded SMA2 targets for increase in number of students having an Experiential Education/Work Integrated Learning opportunity
- First year of Shopify DevDegree – unique opportunity for students to spend 25% of their time in teams at Shopify with paid internships and tuition fees covered

# CONNECTEDNESS

- Priority 3: Enhanced community engagement
- Priority 4: Enhanced campus experience



## HIGHLIGHTS

### *External collaboration/partnerships:*

- Markham Centre Campus
  - Exciting launch of first pilot located at IBM Fall 2019
  - Academic planning process re-initiated
  - Executive Steering Committee in place
  - Business case developed for MTCU
  - Returning to BOG in Fall to proceed
- Vaughan Health Precinct
  - feasibility study underway by city to explore collaboration opportunity between the city, Mackenzie Health, York University and VentureLab to establish academic health network
- Secured National Centre of Excellence funding for the *Making the Shift Youth Homelessness Innovation Lab*, a collaboration between York's Homelessness Hub and A Way Home Canada

## HIGHLIGHTS

### *External collaboration/partnerships:*

- MOU signed for York to be Canadian university in the Hemispheric University Consortium
- York University TD Community Engagement Centre located at Yorkgate Mall in Jane Finch – renewed with another \$1m donation from TD
- Collaborating with York Region to establish a UN UNITAR (international training centre) at York
- *York as Destination* – major events engaging broader community at York including inaugural CRAM event profiling innovative programs and research, YSpace part of *Doors Open Markham*, and Jane’s Walk
- York’s School of Kinesiology and Health Sciences partnering with City of Markham, Markham Pan Am Centre and the KIN Kids program to make Markham “Canada’s Most Active Community” (Yfile, May 26, 2019)

# HIGHLIGHTS

## *Internal engagement:*

- Established new Office of Government and Community Relations
  - Updated GR Strategy
  - New Community Relations Plan
  - established strong network of contacts at all levels of government
- President's Council on Internationalization launched
  - Consultations in progress to establish new global engagement plan
- Post-strike Remediation and Recovery Committee struck and numerous initiatives launched including student issues, community consultations, development of new Special Renewable Contracts, working with CUPE 3903 Unit 2, progress towards establishing a new Division of People, Equity and Culture – new VP hired, and communications strategy (will remain a high priority)

## HIGHLIGHTS

### *Enhanced campus:*

- Community Safety Strategy completed
- Developed and implemented successful Board retreat
- Significant investment in deferred maintenance including classroom upgrades and bathroom renewals in progress supported by University Fund
- Major capital investments in progress including Sherman Building, Student Information System, School of Continuing Studies Building

# EXCELLENCE

- Priority 5: Strengthening Innovative Quality Programs
- Priority 6: Advancing Exploration, Innovation and Achievement in Scholarship, Research and Related Creative Activities (SRC), Innovation and Knowledge Mobilization



# HIGHLIGHTS

## *Program Innovation:*

- Guidelines for Cross-Faculty Academic Degree Programs complete
- Rapid growth in School of Continuing Studies programs for upskilling digital professionals, e.g. \$10m positive variance in 2018-2019 cumulative position
- Revisioning of Faculty of Environmental Studies to Faculty of Environment on track with proposal expected to come forward to Board and Senate in Fall 2019 – laying foundation for strengthened program innovation
- Significant movement on closing programs, opening new programs – see Appendix for details
- AI Committee established to better position York in this rapidly emerging area

## *Intensification of SRC:*

- New Strategic Research Plan 2018-2023 implemented
- Passed \$100m mark in faculty research income
- Procurement and implementation of eCV platform underway
- York Research Chair Program expanded
- New Research Commons developed for implementation in 2019-2020





Kinesiology & Health Sciences\*

24th Globally

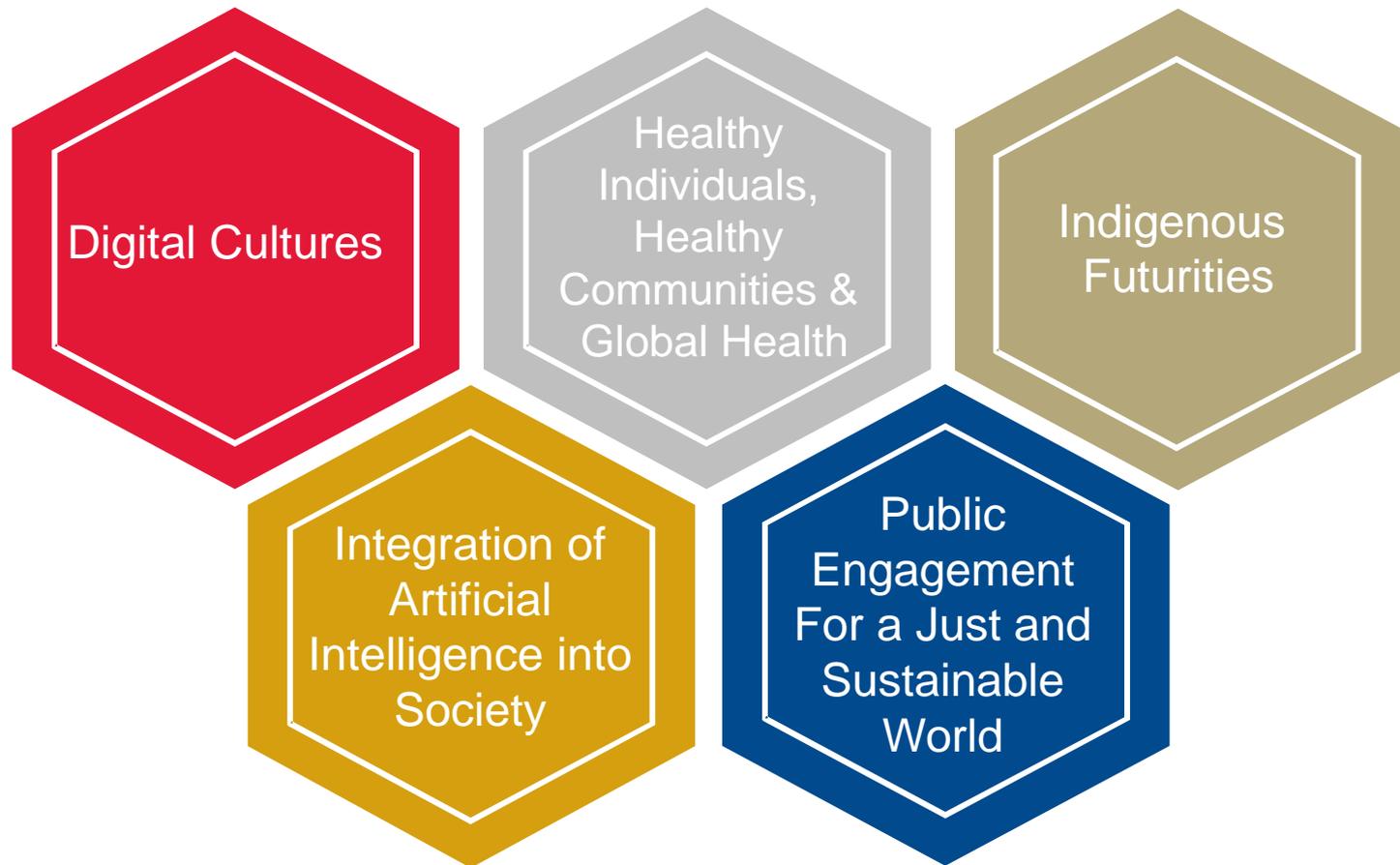
4<sup>th</sup> in Canada

1<sup>st</sup> in Ontario

\* In Sports Sciences Schools

# STRATEGIC RESEARCH PLAN: 2018-2023

Compelling opportunities for the strategic development of research



# IMPACT

## Priority 7: Enabling the Plan

### SUSTAINABLE DEVELOPMENT GOALS



## HIGHLIGHTS

### *Leadership talent and succession:*

- Successful transition of leadership for YUDC – providing leadership on Markham and Lands for Learning planning
- Successfully completed searches for:
  - VP Equity, People and Culture
  - AVP HR
  - Deans of AMPD and Osgoode starting July 1, 2019, Science starting January 1, 2020; Lassonde and FES started Fall 2018
  - Appointment of new Chief Information Officer – new IT Strategic Plan complete and implementation underway
- Other searches in progress – AVP LR almost complete, and Deans LAPS, Glendon, Schulich, and Director/Curator AGYU on track
- Enhanced leadership and professional development in place

# HIGHLIGHTS

## *Stronger Complement:*

- Implemented forward looking faculty complement plan including 95 completed hires in 2018-2019 (59 professorial and 36 teaching) with 42 more in progress
- Elevated role and status of teaching appointments
- Completed major exercise to develop Faculty Complement Strategy

## *Newly implemented budget process:*

- Established new University Budget Committee
- Led first-ever round of budget consultations across university
- Plans underway to address three faculties with worsening financial picture – Glendon, FES and Schulich

## *Service transformation and effectiveness (on track):*

- final phases of initial benchmarking and service effectiveness complete
- service transformation team launched

# HIGHLIGHTS

## *Balanced budget:*

- Fully implemented SHARP1
- Balanced budget despite 13% cut in 2019-2020 domestic tuition, no increase in 2020-2021, and negative impact of strike on enrolment applications
- Academic program development and Strategic Enrolment Management contributed to stronger than anticipated enrolment and budget results
- Finished 2018-2019 \$35.1m to the positive instead of (\$53.9m)
- Closing accumulated divisional surplus at year end 2018-2019 = \$48.6
- Balanced budget at divisional level over three years (2019-2022)
- Planned accumulated surplus at end of three year rolling budget 2019-2022 = \$50.2m
- Exceeded 2018-2019 advancement target – continuing to build strong alumni/friend network
- University Fund at \$58.4m at year end 2018-2019

# HIGHLIGHTS

## *Comprehensive Strategic Plan:*

- ✓ Environmental scan completed
- ✓ Differentiated vision animated throughout university and beyond
- ✓ Re-initiated Integrated Resource Planning (IRP) process including updated metrics/outcomes
- ✓ Developed PVP IRP to monitor strategic objectives with accountability at senior level
- ✓ Aligned all planning processes
- ✓ Aligned goals/performance evaluation for CPM/PVP
- Final stage underway to update capital working plans

# HIGHLIGHTS

## *Enhanced Reputation:*

- Expected to see some challenges post-strike:
  - Most evident among our own domestic students
- At the same time, Times Higher Education (THE) ranks York 5<sup>th</sup> in Canada and 26<sup>th</sup> in the world in terms of Impact (Canada's 2030 Agenda for Sustainable Development / UN *Transforming our World: the 2030 Agenda for Sustainable Development*)
- Leader in Sustainability – York named Greenest Employer 7<sup>th</sup> year in a row
- Successful establishment of Network Centre of Excellence on Youth Homelessness – Making the Shift – A Youth Homelessness Social Innovation Lab (interest by UN to establish the NCE as a world centre on youth homelessness)
- Increased research translation, knowledge mobilization and entrepreneurship through *Innovation York* engaging over 3,000 members of York community and hosting York's 200<sup>th</sup> start-up
- Enhanced equity, diversity and inclusion (EDI) practices across the University particularly in terms of the successful completion of Canada Research Chair EDI policy for York and application to all searches – top 10 in Canada
- Enhanced pan-university digital strategy to promote reputation
- Completed Phase 1 of brand differentiation exercise (post-strike) to support momentum that has been regained
- Updated and improved ERM to better monitor risks

## LOOKING AHEAD

- *Culture of Engagement.*
  - Engage community in the development of a new UAP 2020-2025 and SMA3
  - Continue to enhance leadership development/PD including finishing any new / ongoing searches
  - Establish new Division of Equity, People and Culture
  - Continue to strengthen Employee Engagement including relationships with unions
- *Operational effectiveness:*
  - Continue to advance priorities, objectives and actions aligning York and provincial metrics
  - Achieve successes in service transformation – end-to-end reviews of HR and Finance
  - Significant progress in facilities renewal

# UAP 2020-2025

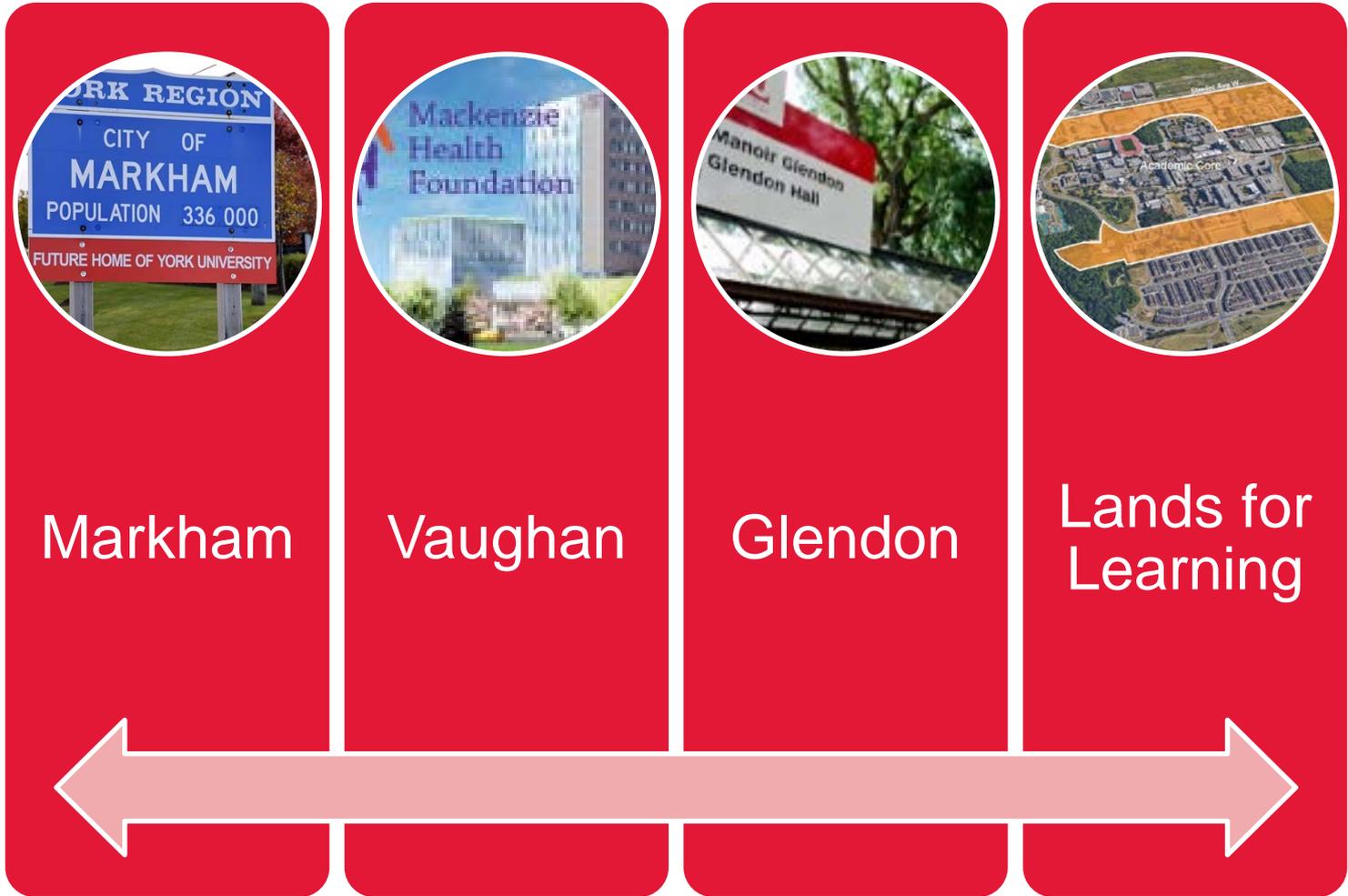


## LOOKING AHEAD

- *Financial sustainability:*
  - Complete review of SHARP1
  - Develop and implement SHARP2 aligned with province's metrics and new funding formula
  - Continue to enhance resources
  - Finalize Strategic Plan:
    - ❖ Update working capital management and investment strategy
    - ❖ Update long term financial/debt management strategy
    - ❖ Develop a formal Debt Policy

**OBJECTIVE:** To ensure that York can fund strategic priorities appropriately balancing financial risk with strategic investments

# LEVERAGE TRANSFORMATIVE OPPORTUNITIES





# PRESIDENT'S KUDOS REPORT

JUNE 2019



Professor [J.J. McMurtry](#), interim dean of LA&PS, has received the 2019 Merit Award of the Canadian Association for Studies in Co-operation. The award recognizes individuals who have made significant contributions to teaching and research on the co-operative sector, both in Canada and beyond.



York women's volleyball coach [Merv Mosher](#) was inducted into the Ontario Volleyball Hall of Fame for his outstanding contributions to the sport over the past four decades.



Shalyn Isaacs is the recipient of the 2019 [Murray G. Ross Award](#), which is presented annually to a graduating student for scholarship and outstanding participation in undergraduate student life.



History professor [Jonathan Edmondson](#), a Distinguished Research Professor at York, has been awarded a prestigious diploma as a new Corresponding Member of the Deutsches Archäologisches Institut (DAI).



The Schulich School of Business has launched the [Sustainable Infrastructure Fellowship Program](#), and will be welcoming its first cohort of 16 Fellows. This program will teach students the latest advances in infrastructure financing and development to senior public sector infrastructure managers from emerging economies. Schulich has collaborated with Canadian and international investors and the Government of Canada to launch the program as part of a major G7 Investor Global Initiatives project.



AMPD professor [Patrick Alcedo's](#) latest documentary, *Dancing Manilenyos*, was an official selection at the Diversity in Cannes Short Film Showcase. The festival showcase promotes globally diverse filmmakers telling stories specific to marginalized groups.



Awarded for achieving the highest academic standing, three York University graduate students were this year's recipients of a Governor General's Gold Medal for 2019, and six undergraduate students were the recipients of a Governor General's Silver Medal for 2017 and 2018:

- Meghan Clare Hughes, Gold Medal
- Cynthia Kwakyewah, Gold Medal
- Qiyi Tang, Gold Medal
- Nicholas Chrobok, Silver Medal (FW18) [not pictured]
- Zackary Grant Goldford, Silver Medal (FW18)
- Avreen Kaur Kochhar, Silver Medal (FW18) [not pictured]
- Antonnia Kiana Blake, Silver Medal (FW17)
- Natalia Maria Ladyka-Wojcik, Silver Medal (FW17)
- Maryam Samani, Silver Medal (FW17)



Film MFA student [Jessica Johnson](#) won the Philip B. Lind Emerging Artist Prize for her work *Hazel Isle*, a 14-minute documentary shot in Scotland that explores how the loss of traditional language affects a rural community.

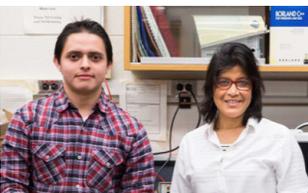


York University researchers have been awarded [48 Discovery Grants](#) by the Natural Sciences & Engineering Research Council (NSERC) to pursue promising research in the fields of science, engineering, health and more. The grants, which total almost \$8.5 million in funding, include twelve projects led by early career researchers and two [Discovery Accelerator Supplement Awards](#), which were awarded to Lassonde professors Aijun An and Gene Cheung, both from the Department of Electrical Engineering and Computer Science.



Two York University scholars have been named among this year's recipients of the prestigious [Banting Postdoctoral Fellowships](#):

- Sylvie Bodineau, whose project will explore the everyday social life of a group of ex-child soldiers 15 years after demobilization; and
- Melchisedek Chétima, whose research will examine Boko Haram through historically-mediated forms of violence, anti-state activity, and wealth creation.



Physics alumnus [Elder Pinzon Guerra](#) (PhD '18) has won the 2019 Thesis Prize presented by the Particle Physics Division of the Canadian Association of Physicists (CAP) for his work on neutrino oscillations in the Tokai to Kamioka (T2K) accelerator experiment.



Two York faculty members have been named University Professors, recognized for extraordinary contributions to scholarship and teaching and participation in University life. They will be honoured at Spring Convocation:

- Professor Avi Cohen, Department of Economics, Faculty of Liberal Arts & Professional Studies; and
- Professor Kim Michasiw, Department of English and Writing Department, Faculty of Liberal Arts & Professional Studies.



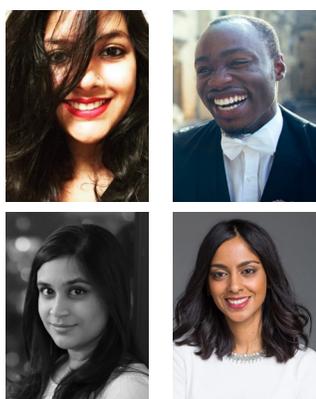
Osgoode professor Stephanie Ben-Ishai will also be honoured at Spring Convocation for having been named a Distinguished Research Professor, a title given to active members of the academy in recognition of their outstanding scholarly achievements in research.



Health professor [Raymond Mar](#) is the recipient of the 2019 Friedrich Wilhelm Bessel Research Award, which recognizes the outstanding research of scientists and scholars who show great potential for cutting-edge achievements. The research from Mar's lab centres on how imagined experiences during engagement with stories, such as watching Netflix or reading a novel, might affect how we think and behave in the real world.



Lassonde professor [Magdalena Krol](#) has been awarded the 2019 Early Career Hydrogeologist Award from the International Association of Hydrogeologists in recognition of her dedication to advancing research in the contaminant hydrogeology field.



Five York PhD students have been named [Vanier Scholars](#) for their academic excellence, research potential and leadership:

- Heather Bergen - Social Work; [not pictured]
- Shradha Chatterjee - Gender, Feminist & Women's Studies;
- Okechukwu Effoduh - Law;
- Nadha Hassen - Urban & Regional Studies; and
- Inbar Peled - Law.



Lassonde PhD student [Sowmya Natesan](#) won the Enbridge Graduate Student Award for her research on using technologies such as unmanned aerial vehicles and deep learning for efficient tree species identification.



Health professor [Brenda Oraziotti](#) has received the Registered Nurses Association of Ontario's Leadership Award in Nursing Education in recognition of her teaching excellence in the field.

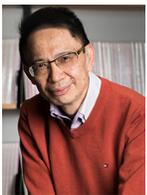


Lassonde professor [Aleksander Czekanski](#) has received the prestigious C.N. Downing Award from the Canadian Society for Mechanical Engineering for his many years of distinguished service to the Society.



Four York University professors have received grants from the [New Frontiers in Research Fund](#), which supports early-career interdisciplinary research. The recipients, who will receive a combined total of \$996,430 in funding, are:

- Sheila Colla - "A biocultural and interdisciplinary approach to pollinator conservation through ecology, art and pedagogy"
- Aleksander Czekanski - "Zero-Gravity 3D Bioprinting of Super-Soft Materials"
- Valerie Schoof - "People and primates: a bio-geo-cultural approach to understanding human-wildlife interactions"
- Estair Van Wagner - "The Picklock of Property Relations in British Columbia's Private Forest Lands: Disentangling title, ownership and governance in Vancouver Island's forests"



Mathematics professor [Jianhong Wu](#), who is also a Canada Research Chair in Industrial and Applied Mathematics and a NSERC/Sanofi Industrial Research Chair in Vaccine Mathematics, Modelling and Manufacturing, received the 2019 CAIMS-Fields Industrial Mathematics Prize in recognition of his collaborative research with public health professionals in government and industry, and for applying his expert knowledge to infectious disease preparedness and mitigation strategies.

## APPOINTMENTS



Dr. [Shelia Cote-Meek](#) has been appointed York University's first Vice-President, Equity, People and Culture. She will take office on October 1, 2019.



Professor [Gus Van Harten](#) has been appointed Associate Dean, Academic of Osgoode Hall Law School, effective July 1.



Osgoode professor [Pina D'Agostino](#) has been appointed Chair of the Advisory Committee for the new Alectra Utilities Green Energy & Technology Centre. The committee will advise on clean energy initiatives and community partnerships in order to make the centre a collaborative platform.

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi White, Chair, Academic Resources Committee

Date: 24 June 2019

Subject: June 2019 Report on Appointments, Tenure and Promotion

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### Motion and Rationale:

**That the Board of Governors concur with the President's June 2019 report on appointments, tenure and promotion.**

This report covers appointments recommended since the Board met in February, along with recent tenure and promotion decisions. I confirm that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered. Appointments have been made in support of existing activities and strengths, and to further strategic objectives.

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

Documentation is attached as Appendix A (tenure and promotion) and Appendix B (appointments).

**Recommendations for Promotion to Full Professor**

**Appendix A**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Furman, E (M)	Science	Mathematics and Statistics	PhD (Haifa)	Actuarial science
Kirchner, T (M)	Science	Physics and Astronomy	Dr phil nat (Goethe University Frankfurt)	Theoretical physics
Moghadas, S (M)	Science	Mathematics and Statistics	PhD (Iran)	Mathematical biology

**Recommendations for Tenure and Promotion to Associate Professor**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Ali-Hassan, H (M)	Glendon	International Studies	PhD (York)	Management information systems, organizational behaviour
Bhatia, A (M)	Osgoode Hall Law School		SJD (Toronto)	Migration, aboriginal law, refugee law, Canadian property law
Martineau, N-G (M)	Glendon	Economics	PhD (Queen's)	International economics, institutional economics and quantitative methods
Ingram, P (M)	Science	Mathematics and Statistics	PhD (British Columbia)	Mathematics number theory
Lam, J (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (Queen's)	Power electronics
Ma, M (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Hong Kong)	Accounting
McDonough Dolmaya, J (F)	Glendon	School of Translation	PhD (Ottawa)	Translation studies

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Peisachovich, E (F)	Health	School of Nursing	PhD (York)	Nursing
Tabatabaei, N (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (Toronto)	Thermo-photonics, biomedical optics
Tulin, S (M)	Science	Physics and Astronomy	PhD (CAL Tech)	Astronomy and astrophysics, high energy and particle physics

### **Recommendations for Tenure at the rank of Associate Professor**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Kyan, M (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (Sydney)	Multimedia signal processing

### **Recommendations for Tenure and Promotion to Associate Lecturer**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
George, M (M)	Science	Physics and Astronomy	PhD (York)	Atomic, molecular and optical physics
Oblitas, Q (F)	Glendon	School of Translation	MA (Geneva)	Conference interpreting
Richardson, N (F)	Health	School of Kinesiology & Health Science	PhD (Guelph)	Human health and nutritional science, anatomy

**Table 1 2019-20 Recommendations for Appointment – Full-Time Faculty Members<sup>1</sup>**

(Since the meeting of February 25, 2019)

<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
<b>AMPD</b>						
El-Sheikh, Tammer	M	Visual Art & Art History, Visual Culture	Assistant Professor, PC2 (Teaching Stream)	PhD, Art History (McGill, 2013)	Dr. El-Sheikh comes to us from his position of Assistant Professor in Interdisciplinary Studies Art Theory/Criticism in the Faculty of Fine Arts at Concordia University. Dr. El-Sheikh has extensive teaching experience with large classes. His pedagogical research interests are grounded in art and visual culture, both historical and contemporary.	Faculty Funded
Desai, Shital	F	Design, Interaction Design	Assistant Professor, PC1 (Professorial Stream)	PhD, Design (Queensland, 2017)	Dr. Desai comes to us from her role as AGE-WELL research fellow at the Inclusive Media Design Centre/Ontario Shores Centre for Mental Health Sciences. Dr. Desai's research focusses on developing interactive solutions and interventions using human centred design methods especially with older adults, children and those with cognitive impairment.	Faculty Funded
Jimenez, Jennifer	F	Dance, Dance Design Technology	Assistant Professor, PC1 (Teaching Stream)	MA, Advanced Theatre Practice (Royal Central School of Speech and Drama, 2003)	Ms Jimenez has had a successful professional career as a national and international designer for live performance and an extensive background in lighting design, technical direction and production. Ms Jimenez has teaching experience at the university level and a clear understanding of curricular development through innovative pedagogy.	Faculty Funded
Kelly, Aaron	M	Theatre, Production Lighting	Assistant Professor, PC1 (Teaching Stream)	MFA, Theatre (York, 2019)	Mr. Kelly expects to complete his MFA in June 2019. Mr. Kelly is currently the production coordinator and course director in the Department of Theatre at York. He has an extensive professional background in production management and technical direction spanning over two decades.	Faculty Funded

<sup>1</sup> All appointments effective July 1, 2019 except where indicated in the Name column.

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

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

<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Lee, Susan	F	Dance, Dance Creation, Performance	Assistant Professor, PC1 (Teaching Stream)	MFA, Dance (York, 2010)	Ms Lee has an extensive background as a performer, choreographer, and educator and has forged a reputation as one of Canada's leading dance artists. Her areas of specialization are in contemporary modern choreography and performance and contemporary dance release techniques. Ms Lee brings significant experience with an appetite for pedagogical innovation and a proven record of creative innovation.	Faculty Funded
McDonald, Gavin	M	Theatre, Production Management	Assistant Professor, PC1 (Teaching Stream)	BA, Technical Theatre Production & Design (York, 2000)	Mr. McDonald has two decades of professional experience as a lighting designer and technical director in theatre, opera and dance companies including Harbourfront Centre Theatre, Toronto Centre for the Arts and the Stratford Festival. Since 2002, he has been a Lab Instructor and Course Director at York in Theatre and Dance production.	Faculty Funded
Schaffzin, Gabriel (1-Jul-20)	M	Design, Design Studies	Assistant Professor, PC1 (Teaching Stream)	PhD, Art History (California, 2020)	Mr. Schaffzin is expected to complete his PhD by May 2020 prior to his start date. He has taught at the University of California, and the Massachusetts College of Art & Design. Mr. Schaffzin is an interdisciplinary practitioner and scholar specializing in design, history of computing, and disability studies.	Faculty Funded
Shaik, Yifat	F	Computational Art, Art of Games & Play	Assistant Professor, PC1 (Professorial Stream)	MA, Design (OCAD, 2014)	Ms Shaik is currently a course director in the Department of Computational Art at York. She has also taught at Sheridan College and OCAD. She is a developer with a variety of technical skills, a critical perspective on technology and design, and a passion for community engagement and outreach. Ms Shaik's research focus is on the use of systems, data, and game mechanisms in social interaction and political activism.	Faculty Funded
Ward, Holly	F	Visual Art & Art History, Sculpture and Drawing	Assistant Professor, PC2 (Teaching Stream)	MFA, Studio (Guelph, 2006)	Ms Ward is a former Lecturer in the Visual Arts Department at the University of British Columbia, Okanagan. She is a practicing interdisciplinary artist working in sculpture, drawing, sound, installation, architecture, printmaking and video and she has been teaching sculpture and drawing at the post-secondary level for over a decade.	Faculty Funded

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Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
<b>EDUCATION</b>						
Angus, Lucille	F	Early Childhood Education	Assistant Professor, PC1 (Teaching Stream)	PhD, Education (York, 2019)	Ms Angus is completing her PhD in the Faculty of Education at York with a defense date in August 2019. Her research focuses on supporting of teachers to engage the expressions of children for insight into how best support their learning and will contribute to pedagogical innovation within the ECE field and to the work of teachers, curriculum-developers, and policy-makers.	Faculty Funded
Hoeg, Darren	M	Secondary Science Education	Assistant Professor, PC1 (Teaching Stream)	PhD, Curriculum, Studies and Teacher Development (Toronto, 2016)	Dr. Hoeg current holds the position of Assistant Professor in the Department of Secondary Education at the University of Alberta. His scholarly interests are in the area of teacher education with a focus on disrupting social/cultural norms and to consider the role of science education in re-building sustainable relationships. Dr. Hoeg is engaged in program development in the area of secondary science.	Faculty Funded
Manning, Dolleen Tisawii'ashii (1-Jul-20)	F	Indigenous Education & Pedagogy	Assistant Professor, PC1 (Professorial Stream)	PhD, Theory & Criticism (Western, 2018)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Dr. Manning is currently a Postdoctoral Fellow at Michigan State University and previously held a Postdoctoral Researcher position at McGill University. Her teaching was recognized through the Cohen Explorations Award. Dr. Manning's areas of specialization include Indigenous epistemology and inter-relational philosophy, phenomenology, critical theory, and art.	Faculty Funded
Prasad, Gail Lori	F	Second Language Acquisition	Assistant Professor, PC2 (Professorial Stream)	PhD, Language & Literacies Education (OISE, Toronto, 2015)	Dr. Prasad comes to us from her position of Assistant Professor with the Department of Curriculum and Instruction at the University of Wisconsin-Madison. She has held a number of prestigious scholarships and awards including a Joseph-Armand Bombardier Canada Graduate Scholarship. Dr. Prasad's research focuses on multilingual/plurilingual pedagogies in K-12 settings, with a particular interest in developing child-led language inquiry.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Silver, Rachel	F	Global Migration and Education	Assistant Professor, PC1 (Professorial Stream)	PhD, Anthropology and Educational Policy Studies (Wisconsin-Madison, 2018)	Dr. Silver has held a number of prestigious scholarships, including a NAEed/Spencer Foundation Fellowship and a Social Science Research Council Doctoral Fellowship. Dr. Silver's research is in the field of comparative and international education and the anthropologies of gender and policy, specifically on gendered responses to material and social precarity.	Faculty Funded
<b>GLENDON</b>						
Berbecel, Dan	M	Political Science	Assistant Professor, PC1 (Teaching Stream)	PhD, Politics (Princeton, 2019)	Mr. Berbecel expects to complete his PhD in Spring 2019. He has extensive teaching at Princeton and as an instructor at three other post-secondary institutions. Mr. Berbecel's is broadly trained and has a particular interest in regime politics and development politics, and a regional expertise on Latin America.	Faculty Funded
Bloom, Myra	F	English, Canadian	Assistant Professor, PC2 (Professorial Stream)	PhD, Comparative Literature (Toronto, 2014)	Dr. Bloom currently holds a limited term appointment with the English Department & Centre for Engineering in Society at Concordia University. Dr. Bloom's research focuses on contemporary Anglophone and Francophone literature of Québec, from modernist to contemporary, with a comprehensive integration of literature with its historical contextualization.	Faculty Funded
Marion, Stephanie	F	Psychology, Methodology	Assistant Professor, PC1 (Teaching Stream)	PhD, Psychology (Ryerson, 2014)	Dr. Marion comes to us from her position as Associate Strategist, Behavioural Science Insights at Fresh Squeezed Ideas Market Research Company in Toronto. From 2014 to 2017, she held two postdoctoral fellowships at the University of Ontario Institute of Technology and the John Jay College of Criminal Justice. Dr. Marion's teaching interests are in statistics, research methods, psychology and law and social psychology.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Noce, Anthony (1-Jul-20)	M	Economics, Macro	Assistant Professor, PC2 (Teaching Stream)	PhD, Economics (Concordia, 2016)	Dr. Noce holds a full-time position as Lecturer in the Department of Economics and Finance at SUNY-Plattsburgh. He has extensive teaching experience at his previous positions as Instructor at Castleton University and Concordia University. He specializes in macroeconomics, environmental economics, international finance, money and banking.	
Ricci, Amanda	F	History, Canadian	Assistant Professor, PC1 (Professorial Stream)	PhD, History (McGill, 2015)	Dr. Ricci has completed two back-to-back postdoctoral fellowships at the Wilson Institute for Canadian History, McMaster University and with the Montreal History Group, McGill University. Dr. Ricci's work covers French Canada and she has strong interests in the fields of immigration and First Nations history. She is a feminist scholar with interest in both Canadian feminism and transnational feminism.	Faculty Funded
<b>HEALTH</b>						
Barranti, Maxwell	M	Psychology, Social Personality	Assistant Professor, PC1 (Teaching Stream)	PhD, Psychology (Toronto, 2019)	Mr. Barranti expects to defend his PhD at the University of Toronto in June 2019. Mr. Barranti has taught a statistics and research methods course. He is actively involved in technology enhanced and experiential learning and has developed an app which provides students with visual demonstrations to learn about different concepts and to monitor their comprehension of course materials.	Faculty Funded
Cheng, Joey	F	Psychology, Social Personality	Assistant Professor, PC1 (Professorial Stream)	PhD, Psychology (British Columbia, 2013)	Dr. Cheng comes to us from her position as Assistant Professor with the Department of Psychology at the University of Illinois at Urbana-Champaign. She previously held a postdoctoral fellow position at the Haas School of Business at the University of California, Berkeley. Dr. Cheng's research program investigates the psychological processes that underpin collaborations in groups, teams, and organizations.	Faculty Funded

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Choi, Ji Yeh	F	Psychology, Quantitative Methods	Assistant Professor, PC2 (Professorial Stream)	PhD, Quantitative Psychology (McGill, 2017)	Dr. Choi comes to us from her position as Assistant Professor in the Department of Psychology at the National University of Singapore. Her research is in the areas of structural equation modeling, functional data analysis, multivariate statistics, machine learning, and Bayesian analysis.	Faculty Funded
Daftary, Amrita	F	Global Health, Community Health	Assistant Professor, C1 (Professorial Stream)	PhD, Public Health (Toronto, 2011)	Dr. Daftary comes to us from her position as Assistant Professor in the Department of Epidemiology, Biostatistics & Occupation Health at McGill University. In addition, she is a Research Associate at the University of KwaZulu Natal in South Africa, an Associate member and Scientist at the Research Institute at McGill, and the Associate Director of Global and Population Health at the McGill International TB Centre. Her research interests are in social and behavioural research and global implementation science and health services research.	Faculty Funded
Day, Ashley (Jan. 1, 2020)	F	Kinesiology, Sport, Activity and Indigenous Health	Assistant Professor, PC1 (Professorial Stream)	PhD, Policy Studies (Ryerson, 2020)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Ms Day expects to defend her PhD at Ryerson University in the Fall 2020. Ms Day's work examines Indigenous Education at the decolonization of curricula for health and wellbeing.	Faculty Funded
Eyawo, Oghenowede	M	Global Health, Epidemiology	Assistant Professor, PC1 (Professorial Stream)	PhD, Health Sciences (Simon Fraser, 2018)	Since graduating, Dr. Eyawo has held a Postdoctoral Fellow at the BC Centre for Excellence in HIV/AIDS in Vancouver. Dr. Eyawo's interests and expertise are in the application of epidemiological methods to identify inequalities among vulnerable populations. His work spans both infectious and non-infectious disease, access to health care, as well as various social and environmental determinants of health.	Faculty Funded
Fitzpatrick, Skye	F	Psychology, Clinical (Adult)	Assistant Professor, PC1 (Professorial Stream)	PhD, Clinical Psychology (Toronto, 2018)	Dr. Fitzpatrick is currently completing a CIHR funded postdoctoral Fellowship at Rutgers University and previously completed a prestigious postdoctoral internship at the University of Washington. Dr. Fitzpatrick is committed to advancing psychological knowledge through teaching and research that has a tangible impact on individuals with	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
					mental illness in particular she is focused on optimizing interventions and identifying treatment targets for borderline personality disorder and posttraumatic stress disorder.	
Fortune, Kathleen	F	Psychology, Introduction	Assistant Professor, PC1 (Teaching Stream)	PhD, Social Psychology (Manitoba, 2015)	Dr. Fortune comes to us from her position of Assistant Professor (limited term) with the Department of Psychology at Ryerson University. Dr. Fortune has taught a wide range of psychology courses including introductory Psychology and large enrolment courses. She has participated in a number of professional development workshops related to pedagogy.	Faculty Funded
Gicas, Kristina	F	Psychology, Neuropsychology	Assistant Professor, PC1 (Professorial Stream)	PhD, Clinical Psychology (Simon Fraser, 2017)	Dr. Gicas is currently completing a two-year postdoctoral research fellowship with the BC Mental Health and Addictions Research Institute & the Department of Psychiatry at the University of British Columbia. She is a Clinical Psychologist with HeadWise Rehabilitation. Dr. Gicas' research is in comorbid mental health and additions.	Faculty Funded
Granek, Leeat	F	SHPM, Health Management	Associate Professor with tenure (Professorial Stream)	PhD, Psychology (York, 2009)	Dr. Granek comes to us from her position as Assistant Professor and Head of Gerontology and Sociology of Health Program at the Ben Gurion University of Negev, Israel. She is currently on a one-year visiting professor position at the Dalla Lana School of Public Health at the University of Toronto. Dr. Granek's research is on the quality and care and the psychosocial determinants of health in cancer patients, their families, and their professional and personal caregivers using qualitative and quantitative methodologies.	Faculty Funded
Hurley, Jaclyn	F	Kinesiology, Biomechanics	Assistant Professor, PC1 (Professorial Stream)	PhD, Kinesiology (Waterloo, 2015)	Dr. Hurley currently holds a Postdoctoral Fellowship with the School of Rehabilitation Science at McMaster University. She has teaching experience at Sheridan College, McMaster and Waterloo. Dr. Hurley's research aims to understand the mechanisms which could aid the prevention and rehabilitation of chronic Musculoskeletal diseases and injury.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Keough, Matthew	M	Psychology, Clinical (Adult)	Assistant Professor, PC2 (Professorial Stream)	PhD, Clinical Psychology (Concordia, 2016)	Dr. Keough comes to us from his position as Assistant Professor in the Department of Psychology at the University of Manitoba where he is also an Adjunct Faculty member in the Department of Psychiatry. Dr. Keough's expertise encompasses both the etiology and treatment of addictive behaviours and comorbid disorders, especially among emerging adults.	Faculty Funded
Kohler, Peter	M	Psychology, Vision/ Neuroimaging	Assistant Professor, PC1 (Professorial Stream)	PhD, Cognitive Neuroscience (Dartmouth, 2013)	Dr. Kohler is a Research Enhanced Hire through the Canada First Research Excellence Fund (CFREF) program. Since his graduation, Dr. Kohler completed a Postdoctoral Fellowship at Stanford University and he currently holds the position of Research Associate at Stanford University. His research uses functional MRI technology and various other psychophysics methods to understand mid-level vision through multiple brain areas.	Specially Funded
Mapp, Alistair	M	Psychology, Statistics & Research	Assistant Professor, C1 (Teaching Stream)	PhD, Psychology (York 2019)	Dr. Mapp has held a Long Service Teaching Appointment at York since 2015. Dr. Mapp has extensive teaching experience in statistics and research method courses since 1998 and demonstrated history of teaching innovation and using experiential education tools. Dr. Mapp studies how the visual system integrates information from two eyes into a single, coherent representation of the world.	Faculty Funded
Martin, Jodi	M	Psychology, Statistics & Research	Assistant Professor, PC1 (Teaching Stream)	PhD, Psychology (Ottawa, 2014)	Dr. Martin comes to us from her position as Research Consultant with the Organization Development Department at Rogers Communications Inc. She previously held two back-to-back Postdoctoral Fellowships at the University of Minnesota and York University. From 2016 to 2018, she held course directorships in Psychology at York. Dr. Martin uses an experiential, active learning approach to teaching across a dynamic range of topics in psychology, including statistics and research methods.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Mochizuki, George	M	Kinesiology, Human Disorders/ Neurological	Assistant Professor, PC2 (Professorial Stream)	PhD, Neuroscience (Western, 2006)	Dr. Mochizuki comes to us from his position as Scientist, Heart & Stroke Foundation Partnership for Stroke Recovery at Sunnybrook Hospital and Associate Professor (status only) with the Department of Physical Therapy at the University of Toronto. Dr. Mochizuki's research focus is on identifying and treating motor control deficits in persons who have suffered a stroke or other traumatic brain injury.	Faculty Funded
Penney, Tarra	F	Global Health, Program Evaluation	Assistant Professor, PC1 (Professorial Stream)	PhD, Epidemiology and Publish Health (Cambridge, 2017)	Dr. Penney comes to us from her position as Research Associate with the MRC Epidemiology Unit at the University of Cambridge. She previously held a Research Associate position with the School of Health and Human Performance at Dalhousie University. Dr. Penney's research focuses on shifting food systems towards the production of healthy and sustainable food production.	Faculty Funded
Poirier, Mathieu	M	Global Health, Social Epidemiology	Assistant Professor, PC1 (Professorial Stream)	PhD, Health Policy (McMaster, 2019)	Dr. Poirier has held positions as Research Consultant with the Social Research and Demonstration Corporation (SRDC) in Ottawa and most recently as Research Associate at the Global Strategy Lab at York University. Dr. Poirier's research agenda and expertise are in program and policy evaluation, global health equity measurement and methods and data development.	Faculty Funded
Sutherland, Jessica	F	Psychology, Writing in Psychology	Assistant Professor, PC1 (Teaching Stream)	PhD, Psychological Science (Ryerson, 2018)	Dr. Sutherland is currently a Postdoctoral Fellow and Course Director at York University and a Postdoctoral Fellow at the University of Ontario Institute of Technology where she studies writing and communication in psychology, particularly in young adults. Dr. Sutherland's teaching experience includes an introductory research methods course at York and a criminal behavior course at Ryerson. In 2018, she received both the University Board of Governors Student Leadership Award and the University Gold Medal at Ryerson University.	Faculty Funded

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van Druemel, Lynda	F	SHPM, Health Management	Assistant Professor, PC1 (Teaching Stream)	PhD, Business Administration (McMaster, 2019)	Ms van Druemel is expected to complete her PhD by end of December 2019. She is a health systems educator, researcher, and Occupational Therapist with health management and policy expertise in the regulation of health care professionals, healthcare leadership, and health system transformation.	Faculty Funded
Viens, Adrian	M	Global Health, Policy	Associate Professor with tenure (Professorial Stream)	PhD, Law (London, 2012)	Dr. Viens comes to us from his position as Associate Professor in Public Health Law and Director for the Centre for Health, Ethics and Law at the University of Southampton. Dr. Viens' research concentrates at the intersection of law, ethics and public policy, with a particular focus on when the law should be used as a tool to promote health, security and well-being.	Faculty Funded
<b>LA&amp;PS</b>						
Allen, Delany	F	English, Indigenous Literatures	Lecturer*/ Assistant Professor, PC1 (Professorial Stream)	PhD, English and Creative Writing, Poetry (Wisconsin-Milwaukee, 2019)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Ms Allen expects to complete her PhD in the Fall of 2019. Her critical work combines literary history, Indigenous studies, and creative writing and focuses on Indigenous-driven cartographies, visual poetics, and the development of decolonial frameworks.	Faculty Funded
Anwaruddin, Sardar	M	Languages, Literatures & Linguistics, ESL	Assistant Professor, PC1 (Teaching Stream)	PhD, Curriculum Studies & Teacher Development (Toronto, 2016)	Dr. Anwaruddin holds a course directorship in the Department of English at Glendon College and is an instructor at the York University English Language Institute. Dr. Anwaruddin's research focus is on knowledge mobilization and teachers' application of research in the classroom.	Faculty Funded
Bernhardt-Walther, Karen	F	Economics, Micro	Assistant Professor, PC1 (Teaching Stream)	PhD, Business Economics (Chicago, 2011)	Dr. Bernhardt-Walther comes to us from her position as Assistant Professor (limited term) with the Department of Economics at the University of Toronto. She previously held the position of Lecturer in Economics at the Ohio State University. Dr. Bernhardt-Walther has	Faculty Funded

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					extensive experience teaching microeconomics and business economics at all levels and she demonstrates consistent investment in improving her teaching using innovative methods.	
Chen, Chaoran	M	Economics, Macro	Assistant Professor, PC1 (Professorial Stream)	PhD, Economics (Toronto, 2017)	Dr. Chen comes to us from his position as Assistant Professor at the National University of Singapore. Dr. Chen's research interests are at the intersection of macroeconomics and development economics, a field known as growth and development.	Faculty Funded
Corcoran, James	M	Languages, Literatures & Linguistics, ESL	Assistant Professor, PC1 (Professorial Stream)	PhD, Language & Literacies Education (Toronto, 2015)	Dr. Corcoran comes to us from his position as Assistant Professor in English & Applied Language Studies at Renison University College/University of Waterloo. Dr. Corcoran has a strong interest in second language writing. His recent research considers the efficacy of pedagogy aimed at supporting academic literacies.	Faculty Funded
Deery, Oisin	M	Philosophy, Modes of Reasoning	Assistant Professor, PC1 (Teaching Stream)	PhD, Philosophy (British Columbia, 2013)	Dr. Deery comes to us from his position as Assistant Professor in the Department of Philosophy at Monash University, Australia. In 2016-17, he held a Postdoctoral Research Fellow in the Department of Philosophy at Florida State University and previously at the University of Arizona and the Université de Montréal. He has taught a wide range of Philosophy courses at the university level. Dr. Deery has begun work on ethical and practical issues related to artificial intelligence.	Faculty Funded
Duncan, Liisa	F	Languages, Literatures & Linguistics, Linguistics	Assistant Professor, PC1 (Teaching Stream)	PhD, Linguistics (Toronto, 2015)	Dr. Duncan currently holds a contractually limited appointment in the Department of Languages, Literatures & Linguistics at York University. She has held course directorships at Trent University, Brock University and York University. Dr. Duncan's main areas of expertise, both as a researcher and as a teacher lie in phonetics and phonology from a generative perspective.	Faculty Funded

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Easter, Brandee	F	Writing, Digital	Lecturer*/ Assistant Professor, PC1 (Professorial Stream)	PhD, English (Wisconsin- Madison, 2019)	Ms Easter expects to complete her PhD by May 2019. Ms Easter has taught a wide variety of writing and rhetoric courses at multiple levels. Her research focuses on digital rhetoric, feminist rhetoric, software studies, and 21 century literacies.	Faculty Funded
HakemZadeh, Farimah	F	Human Resource Management	Assistant Professor, PC1 (Professorial Stream)	PhD, Business Administration (McMaster, 2015)	Dr. HakemZadeh comes to us from her position as Assistant Professor in the Department of Human Enterprise and Innovation at Thompson Rivers University in British Columbia. Throughout her career, her primary research has been on evidence-informed decision making in management with a focus on human resource management decisions related to occupational health and safety.	Faculty Funded
Karagyozyova, Tsvetanka	F	Economics, Macro	Assistant Professor, PC1 (Teaching Stream)	PhD, Economics (Connecticut, 2007)	Dr. Karagyozyova had held a contractually limited appointment in the Department of Economics at York University for the past several years. She previously held a postdoctoral teaching fellow in Economics at the University of British Columbia. Dr. Karagyozyova has experience teaching a wide variety of courses in macroeconomics, microeconomics, trade and finance. She is thoughtful about pedagogy and has a commitment to innovative teaching methods such as community-based learning.	Faculty Funded
Kikulwe, Daniel	M	Social Work	Assistant Professor, PC3 (Professorial Stream)	PhD, Social Work (York, 2014)	Since his graduation, Dr. Kikulwe has held the position as Assistant Professor in the Faculty of Social Work at the University of Regina. He also previously taught at Lakehead University for one year. Dr. Kikulwe has extensive practice experience in child welfare as a front-line worker and supervisor with diverse and marginalized populations in urban areas.	Faculty Funded
Law, Tuulia	F	Social Science, Criminology	Assistant Professor, PC1	PhD, Criminology (Ottawa, 2016)	Since 2017, Dr. Law has held a contractually limited appointment in the Department of Social Science, Criminology Program at York University.	Faculty Funded

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

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

<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
			(Teaching Stream)		She has also taught at the University of Ottawa and Carleton University. Dr. Law is committed to program and curriculum development and student-focused service. Her research interests lie in the area of criminalization and deviantization of sexuality and gendered identities.	
Lee, Ahrong	F	Languages, Literatures & Linguistics, Korean	Assistant Professor, PC1 (Teaching Stream)	PhD, English (Wisconsin-Milwaukee, 2009)	Dr. Lee currently holds a contractually limited appointment in the Department of Languages, Literatures & Linguistics at York University. She has taught courses in Korean language, Korean linguistics and Korean culture. Dr. Lee has experience with curriculum development using technology as well as experience working with the Korean community.	Faculty Funded
Leisinger, Matthew (1-Jul-20)	M	Philosophy, Ethics/History	Assistant Professor, PC1 (Professorial Stream)	PhD, Philosophy (Yale, 2018)	Dr. Leisinger is currently a research fellow at Emmanuel College at Cambridge. He has taught courses at Yale University. Dr. Leisinger specializes in early modern moral psychology, ethics, bioethics and personal identity.	Faculty Funded
Li, Na	F	ADMS, Accounting	Assistant Professor, PC1 (Professorial Stream)	PhD, Accounting (Toronto, 2014)	Dr. Li comes to us from her position as Assistant Professor in the School of Accountancy at Singapore Management University. Dr. Li's research interests include financial accounting, corporate governance and auditing.	Faculty Funded
Lim, Hyunwoo	M	ADMS, Marketing	Assistant Professor, PC2 (Professorial Stream)	PhD, Management, Marketing (Toronto, 2012)	Dr. Lim comes to us from his position as Assistant Professor of Marketing in the Sam and Irene Black School of Business at Pennsylvania State University. He previously held a faculty position at the School of Business at Ajou University in Korea. His main research interests lie in content analysis, the structural modeling and pharmaceutical marketing areas.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Makinina, Olga	F	Languages, Literatures & Linguistics, ESL	Assistant Professor, PC1 (Teaching Stream)	PhD, Applied Linguistics (Carleton, 2018)	Since graduating, Dr. Makinina has been a Sessional Lecturer at the Algonquin College Language Institute. She brings a strong educational and research background, demonstrating capacity to conduct empirical studies that apply to the ESL classroom. Dr. Makinina's research focuses on students' vocabulary use.	Faculty Funded
McKeown, Robert	M	Economics, Macro	Assistant Professor, PC1 (Teaching Stream)	PhD, Economics (Queen's, 2017)	Dr. McKeown comes to us from a limited term position as Assistant Professor, Teaching Stream in the Department of Economics at the University of Toronto. He has taught a wide variety of courses involving macroeconomics theory, the economics of accounting, and financial economics. Dr. McKeown has demonstrated an outstanding commitment to pedagogy and using innovative teaching methods.	Faculty Funded
Neill, Natalie	F	English, First Year	Assistant Professor, PC1 (Teaching Stream)	PhD, English (York, 2009)	Dr. Neill's current position is as Course Director with the Department of English at York University. She has considerable experience teaching at the first-year level as well as in the secondary field of nineteenth-century literature and is well prepared to specialize in innovative design and delivery of courses. Dr. Neill's areas of specialization are in Romantic and Victorian literature and culture; the Gothic; history and theory of the novel; film and literature; and adaptation studies.	Faculty Funded
Nguyen, Phuong-Anh	F	ADMS, Corporate Finance	Assistant Professor, PC1 (Professorial Stream)	PhD, Finance (Virginia Tech., 2015)	Dr. Nguyen is currently an instructor at the Schulich School of Business, York University where she has taught since 2017. She was previously an instructor at the Questrom School of Business at Boston University. Dr. Nguyen's research focuses on the interaction between financial markets and the real economy starting with the effect of labour markets on corporate finance.	Faculty Funded
Özyurt, Selcuk	M	Economics, Micro	Assistant Professor, C1	PhD, Economics (New York, 2009)	Dr. Özyurt comes to us from his position as Assistant Professor of Economics at Sabanci University in Turkey. Previously he spent two	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
			(Professorial Stream)		years at Harvard and one at Carnegie Mellon as a visiting scholar. Dr. Özyurt is a game theorist whose expertise is particularly on mechanism design and dynamic games with incomplete information. His research interests overlap with industrial organization, political economy, international relations, experimental and development economics.	
Pyne, Jake (1-Jul-20)	M	Social Work	Assistant Professor, PC1 (Professorial Stream)	PhD, Social Work (McMaster, 2018)	Dr. Pyne holds a Banting Postdoctoral Fellow with the College of Social and Applied Human Sciences at the University of Guelph. Dr. Pyne has worked as a project coordinator for Concordia University and Rainbow Health Ontario. His work explores the fields of social work, transgender studies, critical disability studies, queer of colour critique, child studies and fat studies.	Faculty Funded
Sesay, Mohamed	M	Social Science, CRIM/IDS	Assistant Professor, PC1 (Professorial Stream)	PhD, Political Science (McGill, 2016)	Dr. Sesay has just completed a two-year Postdoctoral Fellowship in the Department of Political Science at McGill University and he has taught at McGill, Concordia, Alberta and Sierra Leone universities. Dr. Sesay's research uses historical, comparative, and qualitative methods to analyze the challenges of statebuilding, peacebuilding, transitional justice, the rule of the law, and post-conflict reconstruction.	Faculty Funded
Shivener, Rich	M	Writing, Digital	Lecturer*/ Assistant Professor, PC1 (Professorial Stream)	PhD, English (Cincinnati, 2019)	Mr. Shivener expects to complete his PhD in English in Rhetoric and Composition in March 2019. Mr. Shivener has designed courses in multimodal composition and digital writing. His research focuses on rhetorical activity and emotional labour in digital media productions.	Faculty Funded
Song, Heejin	F	Languages, Literatures & Linguistics, ESL	Assistant Professor, PC1 (Teaching Stream)	PhD, Language and Literacies Education (Toronto, 2016)	Dr. Song comes to us from her position as EAP Course Instructor with the International Foundation Programs at the University of Toronto. Her research focus is on critical pedagogy and discourse analysis. Dr. Song has conducted several collaborative research projects to improve curriculum and instruction practice.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Totten, Tyler	M	Social Science, LASO	Assistant Professor, PC1 (Teaching Stream)	PhD, Law & Legal Studies (Carleton, 2019)	Mr. Totten is expected to complete his PhD by July 2019. He has taught courses at Western University and the University of Ottawa. Mr. Totten is an interdisciplinary scholar with a thorough background in the field of socio-legal studies and he reveals an innovative and insightful approach to teaching.	Faculty Funded
Webber, Jeffery	M	Politics, Critical Study of Politics	Associate Professor with tenure (Professorial Stream)	PhD, Political Science (Toronto, 2009)	Dr. Webber comes to us from his position as Senior Lecturer with the School of Politics and International Relations at Queen Mary University of London. Previously he was an Assistant Professor in the Department of Political Science at the University of Regina. Dr. Webber's expertise and work is in the area of critical political economy, with a focus on resource extraction and a regional expertise in Latin America.	Faculty Funded
Wu, Cary	M	Sociology, Quantitative Methods	Lecturer*/Assistant Professor, PC1 (Professorial Stream)	PhD, Sociology (British Columbia, 2019)	Mr. Wu is expected to complete his degree in spring 2019. He is an instructor teaching undergraduate and graduate courses at the University of British Columbia. Mr. Wu's research areas of focus are in social inequality and in community and urban sociology.	Faculty Funded
<b>LASSONDE</b>						
Brar, Satinder Kaur (1-Jan-19)	F	Civil Engineering	Full Professor with tenure (Professorial Stream)	PhD, Water Sciences (INRS, 2007)	Dr. Brar is the holder of the James and Joanne Love Chair in Environmental Engineering for a five-year term in the Lassonde School of Engineering. Dr. Brar comes to us from her position as Full Professor at INRS, Centre Eau Terre Environnement. Her research interests include urban, industrial and agricultural water treatment; chemical pollutants; recycling and processing of solid waste; and, industrial and urban contamination of land.	Specially Funded
Freire-Gormaly, Marina	F	Mechanical Engineering	Assistant Professor, PC1	PhD, Mechanical and Industrial	Dr. Freire-Gormaly is currently a Postdoctoral Research Fellow in the Department of Mechanical and Industrial Engineering at the University	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
			(Professorial Stream)	Engineering (Toronto, 2018)	of Toronto. Dr. Freire-Gormaly's research is focused on solar powered water treatment systems.	
Jian, Cuiying	F	Mechanical Engineering	Assistant Professor, PC1 (Professorial Stream)	PhD, Mechanical Engineering (Alberta, 2015)	Dr. Jian is currently a Postdoctoral Scholar with the Department of Materials Science and Engineering at MIT and previously held a Postdoctoral Fellowship in the Department of Mechanical Engineering at the University of Alberta. She has teaching experience as sessional instructor at the University of Alberta and MacEwan University. Dr. Jian's research is in the area of natural carbonaceous materials.	Faculty Funded
Khazaei, Hamzeh	M	EECS, Computer Systems	Assistant Professor, PC3 (Professorial Stream)	PhD, Computer Science (Manitoba, 2013)	Dr. Khazaei comes to us from his position as Assistant Professor with the Department of Electrical and Computer Engineering at the University of Alberta. He previously held the positions of Research Associate at the University of Toronto and Postdoctoral Fellow at York University. Dr. Khazaei is an expert in cloud computing systems and his research strives to make the current generation of cloud distributed systems more dependable.	Faculty Funded
Srikantha, Pirathayini	F	EECS, Electric Power	Assistant Professor, PC3 (Professorial Stream)	PhD, Electrical and Computer Engineering (Toronto, 2017)	Dr. Srikantha will be nominated for a Canada Research Chair Tier 2 in Power Engineering in the October 2019 competition. Since her graduation, Dr. Srikantha has held the position of Assistant Professor in the Department of Electrical and Computer Engineering at Western University. Her research is focused on power system optimization, protection and security, and applications of artificial intelligence.	Specially Funded
Wang, Song	M	EECS, Software Engineering	Assistant Professor, PC1 (Professorial Stream)	PhD, Computer Science (Waterloo, 2018)	Dr. Wang has extensive industry experience as software developer and research intern. During his graduate training, he served as a teaching assistant for many software engineering related courses. Dr. Wang's research is focused on software engineering, software reliability, program analysis, and software testing.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
<b>LIBRARIES</b>						
Cohen-Palacios, Katrina	F	Media Archivist	Assistant Librarian, PC1	MI, Archives & Records Management (Toronto, 2015)	Ms Cohen-Palacios currently holds an adjunct archivist position in Clara Thomas Archives and Special Collections, York University Libraries. She previously held the position of Digitization Project Coordinator with the Office of the Governing Council at the University of Toronto. Ms Cohen-Palacios' research strengths include community engaged media archives and she has experience at significant museums and arts organizations.	Faculty Funded
<b>OSGOODE</b>						
Hewitt, Jeffrey	M	Indigenization	Assistant Professor, PC3 (Professorial Stream)	LLM (Osgoode, York, 2015)	Professor Hewitt comes to us from the Faculty of Law at the University of Windsor. Prior to joining Windsor Law, he was a Visiting Scholar and McMurtry Fellow at Osgoode as well as an adjunct faculty at both Osgoode and the University of Toronto. Mr. Hewitt served as General Counsel of Rama First Nation before embarking on an academic career. His primary area of research interest is Indigenous law and governance.	Faculty Funded
Penney, Jonathon (1-Jul-20)	M	Law & the Regulatory State	Associate Professor with tenure (Professorial Stream)	DPhil, Information, Communications and the Social Sciences (Oxford, 2016)	Dr. Penney comes to us from his position as Associate Professor with the Schulich School of Law at Dalhousie University. He is also a Research Affiliate at the Center for Information Technology Policy at Princeton, a Research Associate at MIT Media Lab, and Research Fellow with the Munk School of Global Affairs at the University of Toronto. Dr. Penney's research and expertise lies in the understanding and analyzing the legal, regulatory, and human rights challenges posed by technology.	Faculty Funded
<b>SCIENCE</b>						
Bozorgnia, Nassim (1-Jan-20)	F	Physics & Astronomy,	Assistant Professor, PC1	PhD, Physics (California, 2012)	Following graduation, Dr. Bozorgnia took up post-doctoral positions at several places, including at the Max Planck Institute of Nuclear Physics	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
		Theoretical	(Professorial Stream)		in Heidelberg, at the Oskar Klein Centre in Stockholm, and at the GRAPPA Centre of Excellence in Amsterdam. She is currently a junior research fellow at the Institute for Particle Physics Phenomenology at Durham University where she started her research into dark matter phenomenology.	
David, Claire	F	Physics & Astronomy, Experimental Particle	Assistant Professor, PC1 (Professorial Stream)	PhD, Particle Physics (Victoria, 2016)	Dr. David is completing a Postdoctoral Research Fellow at DESY, Hamburg, Germany. Dr. David has extensive experience in experimental particle physics through her activities in the ATLAS Collaboration. Dr. David will spend 50% of her time on activities related to the development of the Long-Baseline Neutrino Facility and the Deep Underground Neutrino Experience (DUNE) at the Fermi National Acceleratory Laboratory (Fermilab) to conduct research into experimental neutrino physics.	Faculty Funded/ Specially Funded
Hyde, Elaina (1-Jan-20)	F	Physics & Astronomy, NATS	Assistant Professor, PC1 (Teaching Stream)	PhD, Astronomy & Astrophysics (Macquarie, 2014)	Since graduation in 2014, Dr. Hyde has been based out of the University of Western Sydney where she has been a Casual Lecturer, an Astronomy Education, and an Adjunct Fellow. She has also been an information officer, a researcher, and telescope instrument specialist at the Australian Astronomical Observatory. Dr. Hyde's background and unique skill set will continue the outstanding profile of Astronomy at York.	Faculty Funded
Jang, Christopher	M	Biology, Cell and Molecular	Assistant Professor, PC1 (Teaching Stream)	PhD, Biochemistry (British Columbia, 2011)	Dr. Jang comes to us from his position of Lecturer (teaching stream) at the University of Pennsylvania. He previously held a Visiting Assistant Professor position at Haverford College and a Postdoctoral Fellowship at the University of Pennsylvania. Dr. Jang has expertise in evidence-based teaching strategies and pedagogical best practices. His interests are in the development, implementation, and assessment of novel teaching methods in the biological sciences.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Marushia, Robin	F	Natural Science, Ecology	Assistant Professor, PC1 (Teaching Stream)	PhD, Plant Biology (California, 2009)	Since graduation, Robin Marushia has held a Postdoctoral Fellowship at the University of Toronto and has taught at the University of Toronto and Seneca College. Her most recent position was as a Faculty Associate (contract faculty on 3-year renewable contracts) in the Department of Biology at Arizona State University. She has extensive teaching experience with experiential education components in several of her courses.	Faculty Funded
McEachern, Andrew	M	Mathematics & Statistics	Assistant Professor, PC1 (Teaching Stream)	PhD, Applied Mathematics (Guelph, 2013)	Dr. McEachern comes to us from his limited term position in the Department of Mathematics and Statistics at the University of Victoria. He previously held a Coleman postdoctoral fellowship at Queen's University. Dr. McEachern has a great deal of experience in the teaching of Mathematics and is committed to pedagogical enquiry and teaching innovation.	Faculty Funded
Schwarz, Birgit	F	Biology, NATS	Assistant Professor, PC1 (Teaching Stream)	PhD, Biological Sciences (Simon Fraser, 2016)	Dr. Schwarz is currently a Postdoctoral Fellow in the Institute of Teaching and Learning of the Disciplines at Simon Fraser University. She is also working as a research assistant on three projects related to the effectiveness of flipped classrooms, improving student metacognitive skills, and evaluation of the Biology curriculum. Dr. Schwarz is a proven academic biologist with expertise in the field of ecology.	Faculty Funded
VandenBoer, Trevor	M	Chemistry, Environmental	Assistant Professor, PC1 (Professorial Stream)	PhD, Environmental Chemistry (Toronto, 2012)	Dr. VandenBoer currently holds a True Visitor position with the Department of Chemistry at York University and an Adjunct member of the Graduate Program in Chemistry. He previously held a Banting Postdoctoral Fellow in the Department of Earth Science at Memorial University. Dr. VandenBoer is a highly accomplished analytical/environmental chemist who works on the development of analytical methodologies.	Faculty Funded

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<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank/Stream</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Funding</b>
Zheng, Tao (Toby)	M	Chemistry, Computational	Assistant Professor, PC2 (Professorial Stream)	PhD, Chemistry (Alberta, 2011)	Dr. Zheng comes to us from his position of Assistant Professor in the Department of Chemistry at Carleton University. He previously held postdoctoral fellowships at Cornell and Waterloo universities. He was awarded the Governor General of Canada's Academic Gold Medal in 2011. Dr. Zheng's area of expertise covers both electronic structure and quantum molecular dynamics.	Faculty Funded
<b>SCHULICH</b>						
Biçer, Işık	M	OMIS	Assistant Professor, PC2 (Professorial Stream)	PhD, Operations Management (Lausanne, 2014)	Dr. Biçer comes to us from his position as Assistant Professor in the Department of Technology and Operations Management at Erasmus University. Dr. Biçer's research interests focus on modelling various aspects of supply chain management including solving operational challenges of integrating demand and inventory control models.	Faculty Funded
Oppong-Tawiah, Divinis	M	OMIS, Information Systems	Lecturer/ Assistant Professor, PC1 (Professorial Stream)	PhD, Information Systems (McGill, 2019)	Mr. Oppong-Tawiah expects to defend his PhD in August 2019. He has taught at McGill and Queen's University. Mr. Oppong-Tawiah's research interests focus on understanding how sociality unfolds and shapes digitally enabled organizational work and how information systems can be designed to influence individual and firm level behavioural change.	Faculty Funded
Zhu, Luke (Lei)	M	Organization Studies	Associate with tenure (Professorial Stream)	PhD, Organizational Behaviour (British Columbia, 2014)	Dr. Zhu comes to us from his position as Associate Professor in Business Administration at the Asper School of Business at the University of Manitoba. Dr. Zhu's research interests focus on understanding the emergence and influences of moral leadership and exploring the consequences of the need for social dominance on individual cognitions and behaviours, particularly in the realm of preference for diversity in organizations.	Faculty Funded

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**Table 2 Recommendations for Appointment – New Contactually Limited Appointments<sup>2</sup> (since meeting of February 25, 2019)**

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
<b>LA&amp;PS</b>						
Malla, Pasha	M	English, Creative Writing	Sessional Assistant Professor	MA, Creative Writing and English Lit. (Concordia, 2004)	Mr. Malla has taught fiction and poetry writing at Brock University, the University of Guelph and the University of Toronto at the undergraduate and graduate level. Mr. Malla has won awards for both literary fiction and popular genre fiction.	1 year
Thienpont, Joshua	M	Geography, Physical	Sessional Assistant Professor	PhD, Biology (Queen's, 2013)	Dr. Thienpont has held teaching instructor positions at Carleton University, the University of Toronto and York University. He previously held a Postdoctoral Fellowship with the Geography Department at Brock University. Dr. Thienpont's research is related to ecological impacts of disturbances on lakes, associated with oil sands extraction, the legacy of gold mining, and landscape flooding in sensitive habitats.	1 year
Shabtay, Abigail	F	Humanities, Children's Studies	Sessional Lecturer	PhD, Educational Studies (McGill, 2019)	Ms Shabtay is expected to complete her PhD in August 2019. Ms Shabtay has teaching experience at the University of Toronto, Ryerson University and McGill University. Her research is driven by a commitment to developing child-centred research methodologies that examine children's experiences from their own perspectives as experts in their own lives.	1 year
<b>SCIENCE</b>						
Rastgoo, Saeed	M	Physics & Astronomy	Sessional Assistant Professor	PhD, Physics (Uruguay, 2012)	This appointment has been made through the spousal program at York University. Starting in 2012, Dr. Rastgoo held two back-to-back Postdoctoral Fellowships at Universidad Autonoma and UNAM in Mexico. He is an Assistant Professor at the Monterrey Institute of Technology, Mexico. Dr. Rastgoo has extensive research activity in the area of quantum gravity and black hole physics.	3 years

<sup>2</sup> All appointments effective July 1, 2019 except where indicated in the Name column.

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## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 24 June 2019

Subject: Multi-Year Budget Plan for 2019-20 to 2021-22

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the Multi-Year Budget Plan for 2019-20 to 2021-22 attached as Appendix A.**

### Background and Rationale:

The Budget Plan outlines the basis for the underlying assumptions for enrolment, tuition and grant revenue. The Plan also outlines the underlying assumptions for compensation, pension costs, faculty complement and strategic investments, as well as the ongoing impact of the labour disruption.

The multi-year budget plan presents a budget for 2019-20 and projections for the two outer years of 2020-21 and 2021-22. The current Strategic Mandate Agreement is ending in 2019-20. The two outer years of 2020-21 and 2021-22 will be subject to a new Strategic Mandate Agreement (SMA3), the details of which are subject to negotiation with the provincial government. SMA3 will also introduce performance-based funding. The budgets for 2020-21 and 2021-22 will be recalibrated as part of next year's budget cycle once the implications of SMA3 are fully understood.

The Plan is projecting an in-year surplus of \$3.8M for 2019-20, a projected (loss) in 2020-21 (\$6.1) and a surplus of \$19.8M in 2021-22. (The loss in 2020-21 is the result of a one-time down payment of \$10M by the School of Continuing Studies for its new building.)

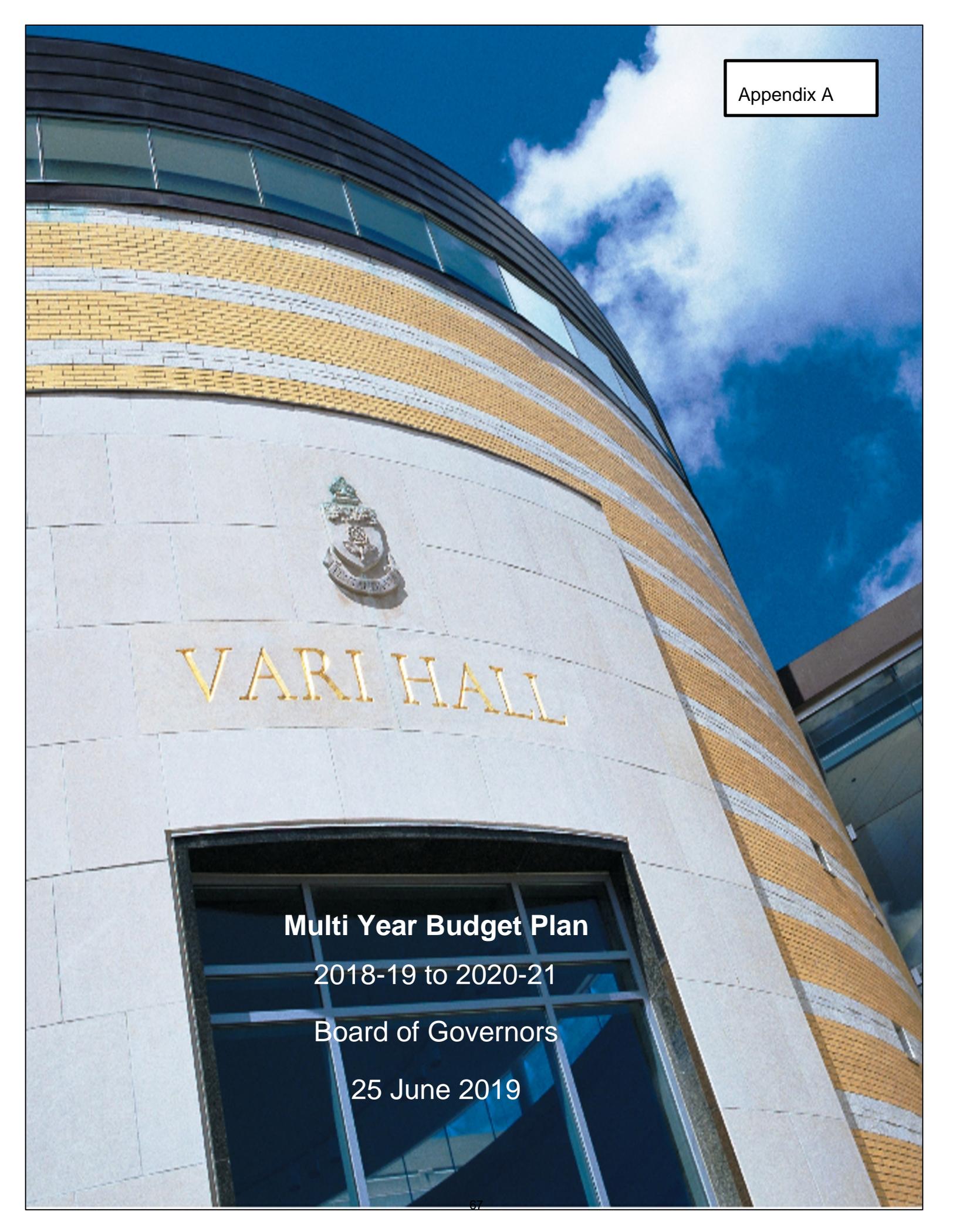
The Multi-Year Budget is summarized below:

# Board of Governors

## Total Operating Budget

(\$ millions)

	Appendix Reference	2018-19		2019-20	2020-21	2021-22
		Budget	Actuals	Budget	Budget	Budget
<b>Operating Revenues</b>						
Government Operating Grants	[Appendix 3]	\$ 307.5	\$ 308.9	\$ 306.9	\$ 306.2	\$ 305.2
Student Fees	[Appendix 4]	644.2	647.0	695.6	759.1	838.8
Grants and Student Fees Subtotal		951.6	955.9	1,002.5	1,065.3	1,144.0
Funding from Donations, Endowments, & Trusts		6.8	6.1	7.1	6.1	5.5
Investment Income		7.5	17.7	7.9	6.0	4.7
Other Recoveries		50.2	47.8	40.9	40.3	42.2
<b>Total Operating Revenues</b>		<b>1,016.2</b>	<b>1,027.5</b>	<b>1,058.5</b>	<b>1,117.6</b>	<b>1,196.5</b>
<b>Contingencies</b>		<b>(40.9)</b>	<b>-</b>	<b>(18.9)</b>	<b>(35.7)</b>	<b>(50.1)</b>
<b>Total Operating Revenues, Net of Contingencies</b>		<b>\$ 975.3</b>	<b>\$ 1,027.5</b>	<b>\$ 1,039.6</b>	<b>\$ 1,082.0</b>	<b>\$ 1,146.4</b>
<b>Operating Expenditures</b>						
Salaries and Wages		567.8	557.5	590.4	615.9	640.6
Employee Benefits		157.8	118.5	135.4	140.9	147.8
Operating Costs		136.3	127.4	156.8	162.1	170.8
Scholarships and Bursaries		72.4	61.2	71.7	72.5	71.7
Taxes and Utilities		26.7	21.6	26.0	28.6	29.3
Interest on Long-Term Debt		20.9	20.9	21.1	21.3	21.5
<b>Total Operating Expenditures</b>		<b>\$ 982.0</b>	<b>\$ 907.2</b>	<b>\$ 1,001.3</b>	<b>\$ 1,041.3</b>	<b>\$ 1,081.6</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before Transfers</b>		<b>\$ (6.7)</b>	<b>\$ 120.4</b>	<b>\$ 38.3</b>	<b>\$ 40.7</b>	<b>\$ 64.8</b>
<b>Transfers to Restricted Funds</b>						
Transfers to Capital Fund		(16.8)	(76.3)	(27.4)	(40.2)	(38.5)
Transfers to Ancillary Fund		(4.1)	(4.2)	(3.8)	(3.7)	(3.6)
Transfers to Other Funds		(5.9)	(2.4)	(3.4)	(2.9)	(2.9)
<b>Total Transfers to Restricted Funds</b>		<b>\$ (26.8)</b>	<b>\$ (82.8)</b>	<b>\$ (34.6)</b>	<b>\$ (46.8)</b>	<b>\$ (45.0)</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.</b>		<b>\$ (33.5)</b>	<b>\$ 37.5</b>	<b>\$ 3.8</b>	<b>\$ (6.1)</b>	<b>\$ 19.8</b>
<b>GAAP Adjustments</b>						
Remeasurement of Employee Benefit Plans		-	(53.3)	-	-	-
Strike Deferral		46.6	46.6	-	-	-
<b>GAAP Adjustments</b>		<b>\$ 46.6</b>	<b>\$ (6.7)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>In Year Surplus/(Deficit) for Operating Fund</b>	[Appendix 2]	<b>13.1</b>	<b>30.8</b>	<b>3.8</b>	<b>(6.1)</b>	<b>19.8</b>
Opening Accumulated Surplus/(Deficit) for Operating Fund		235.4	235.4	266.2	269.9	263.8
<b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>		<b>\$ 248.4</b>	<b>\$ 266.2</b>	<b>\$ 269.9</b>	<b>\$ 263.8</b>	<b>\$ 283.6</b>

A low-angle photograph of the VARI HALL building. The building is a curved structure with a light-colored stone or concrete facade. It features horizontal bands of yellow and white textured panels. A large window is visible in the foreground, and the name 'VARI HALL' is inscribed in gold letters on the wall. A crest is visible above the name. The sky is blue with some clouds.

VARI HALL

**Multi Year Budget Plan**

2018-19 to 2020-21

Board of Governors

25 June 2019

# TABLE OF CONTENTS

## **Budget Highlights**

### **1. Structure of the Multi-Year Budget Plan Report**

### **2. Fiscal Context**

- 2.1 Economic Climate
- 2.2 Enrolment Projections
- 2.3 Tuition and Ancillary Fees
- 2.4 Research Overhead Funding
- 2.5 Compensation
- 2.6 Pension
- 2.7 Deferred Maintenance

### **3. The Budget Process**

- 3.1 The Planning Process
- 3.2 York's Budget Model
  - 3.2.1 Implications of the New Funding Formula on SHARP
- 3.3 Surplus/Deficit Management

### **4. Key Planning Assumptions**

- 4.1 Revenue Projections
  - 4.1.1 Operating Grants
  - 4.1.2 Tuition Fee Revenue
  - 4.1.3 Tuition Fees for Continuing and Executive Education Programs
  - 4.1.4 Funding from Donations, Endowments and Trust
  - 4.1.5 Investment Income
  - 4.1.6 Fees and Other Recoveries
  - 4.1.7 Indirect Costs of Research on Grants and Contracts
- 4.2 Expenditure Projections
  - 4.2.1 Administrative Unit and General Institutional Costs
  - 4.2.2 Pension Special Payments and Pension Related Costs
  - 4.2.3 Academic Expense Budgets
  - 4.2.4 General University Fund
  - 4.2.5 Compensation Assumptions
  - 4.2.6 Enrolment Contingency
  - 4.2.7 Key Budget Risks

## **APPENDICES**

## **Budget Highlights**

This report contains the proposed Budget Plan for the three-year budget cycle 2019-20 to 2021-22, including the detailed operating budget for fiscal year 2019-20. The Budget Plan Report was developed based on the Shared Accountability and Resource Planning Budget (SHARP), using projected data that has been updated for 2019-20 to 2021-22.

In addition to the academic and financial priorities of the University over the next three years, the proposed Budget Plan will be informed by a number of factors and developments.

### **Tuition Fee Framework**

The change in the provincial government's tuition fee policy contained in the Tuition Fee Framework and Ancillary Fee Guidelines, 2019-20 to 2020-21 will have a significant effect on revenues. In the new Tuition Fee Framework, the Ontario government announced a 10 per cent cut to domestic tuition fee rates in 2019-20 relative to 2018-19 levels, followed by a freeze in 2020-21 for domestic students enrolled in programs that are eligible for provincial operating grants.

### **International Students**

International student tuition is unregulated and is not affected by the 10 per cent tuition fee cut. Over the next two years, York's international fee rates are projected to increase by an average of ten per cent for regular undergraduate programs and five per cent for professional programs. Fees for regular graduate programs will remain unchanged. York plans to increase its enrolment share of international students. York recognizes that the competition for international students among universities is growing. Also, the current volatile geopolitical context may impact the recruitment of international students. As a consequence, Faculties have budgeted enrolment contingencies, in the event planned international undergraduate target levels are not achieved.

### **Student Choice Initiative**

The new tuition fee policy also introduced changes to the Ancillary and Student Referenda fees, in what the government called the Student Choice Initiative (SCI). These changes allow students to opt out of ancillary and student referenda fees that the government does not deem compulsory or essential. The policy changes will have a minor impact on ancillary fees collected by the University, as almost all the fees are considered essential. However, many of the referenda fees will be considered non-essential, allowing students to opt-out of these fees. This will impact the amount of funding generated by student organizations to fund their programs.

### **Strategic Mandate Agreements**

York's current enrolment plans and projections have been adjusted to align with the funding formula implemented by the government in 2017-18. Fiscal 2019-20 is the third and final year of the University's current Strategic Mandate Agreement (SMA2) with the Province. During this SMA2 period, and as part of the transition to the new funding formula, the government committed to a revenue neutral position for all universities.

This means that while revenue in the new funding model is provided to the University through three bins - 1) an enrolment bin; 2) a quality and differentiation bin linked to outcomes-based metrics; and, 3) a special purpose grant bin - the amount of funding that the University receives for 2019-20 remains the same as that provided in 2016-17 for core funding (enrolment bin and quality and differentiation bin). Funds through the special purpose bin will remain unchanged.

The next round of negotiations for the SMA3 period is expected to begin in 2019 with 25 per cent of operating funding linked to performance-based outcomes in fiscal 2020-21, rising to 60 per cent by 2024-25. These outcomes will be measured based on 10 metrics.

### **Activity Based Budget Model**

York follows a modified version of an Activity Based Budget model that assumes shared financial responsibility called the Shared Accountability and Resource Planning (SHARP) Budget model. The SHARP Budget model was developed based on the Ministry's old funding formula. When the Ministry changed the funding formula in 2017-18, York made the decision to continue to base the Budget Plan on the Ministry's previous funding formula for the SMA2 period (2017-18 to 2019-20), and to switch to the new funding formula beginning 2020-21 (first year of SMA3). The University plans to review the SHARP Budget model in 2019-20, with the intention to incorporate any changes arising from this review, as well as changes to funding allocations resulting from switching to the new funding formula, into the Budget Plan in 2020-21 (first year of the SMA3 period).

The Budget Plan continues to be guided by two foundational documents of the University – the *University Academic Plan* and the *White Paper – Becoming an Engaged University 2010-2020*.

The *University Academic Plan 2015-2020* outlines three overarching principles:

- Academic quality
- Student Success
- Engagement and outreach

The *White Paper - Becoming an Engaged University 2010-2020*, envisions York as having an international reputation as a leading engaged University that enhances learning and research through academic excellence, diversity, social relevance, and civic engagement by the year 2020.

## Faculty Renewal

In keeping with the goals set out in the *University Academic Plan* and the *White Paper*, the University plans to hire 174 new faculty members (tenure track and contractually limited appointments) in 2019-20, 69 in 2020-21 and an additional 58 in 2021-22. This means a net increase of 113 new hires in 2019-20 when retirees and departures are factored in the projection. In 2020-21 and 2021-22, the plan is to increase faculty by a net of 33 and 25, respectively, for a total of 171 net new faculty by 2021-22. These appointments will help ensure continued success in the future by enhancing the student learning and research experience, improving academic quality and supporting the *White Paper's* goal of becoming a leading engaged University. Table 1 shows the details of projected faculty hires for 2019-20 to 2021-22.

**TABLE 1: Projected faculty hires**

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
<b>New Hires</b>			
Tenure Track	164	69	58
CLAs	10	0	0
<b>Total</b>	<b>174</b>	<b>69</b>	<b>58</b>
<b>Retirements/Departures</b>			
Tenure Track	31	28	31
CLAs	30	8	2
<b>Total</b>	<b>61</b>	<b>36</b>	<b>33</b>
<b>In-Year Increase (Decrease)</b>			
Tenure Track	133	41	27
CLAs	(20)	(8)	(2)
<b>Total</b>	<b>113</b>	<b>33</b>	<b>25</b>
<b>NOTE:</b> These are budgeted numbers only, and do not represent approved hires at this time			

**SOURCE:** *Provost Office*

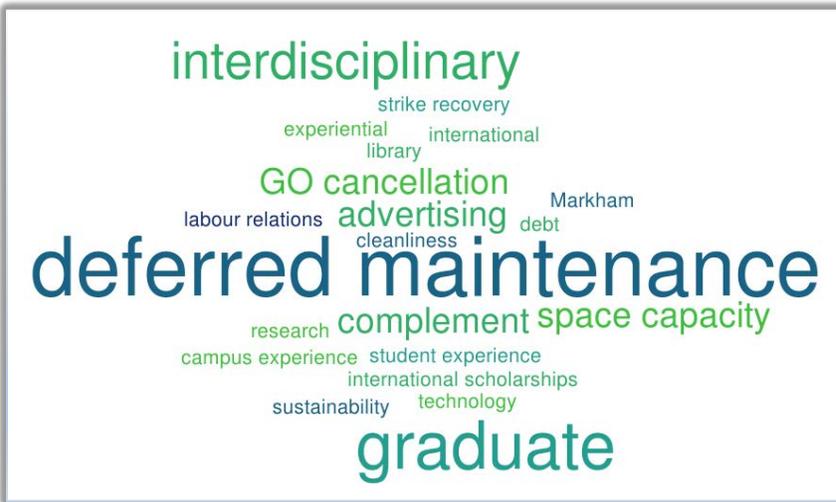
## Community Wide Budget Consultations

The President conducted a comprehensive series of budget consultations in 2018. The consultations provided valuable input into the development of the 2019-20 budget and the identification of strategic priorities for the University. Both in person and through digital means, a total of 883 community members participated in the sessions.

Consultations included the Academic Policy Planning and Research Committee, all Faculty Councils, student leaders, faculty and staff group leadership, the Board of Governors, and divisional staff.

Themes that emerged from the consultations are summarized in the word cloud (Figure 1) below.

**Figure 1: Themes emerging from consultations**



The University's strategic investments for 2019-20 and beyond are summarized in section 4.2.4.

### **Major Capital Programs**

The Board approved other major capital priority projects as follows:

- \$43.5M for the construction of a Neuroscience Facility and additional office space, constructed as part of the expansion of the Sherman Health Science Research Centre
- \$41.0M for a new Student Information System
- \$61.2M for a new building for the School of Continuing Studies, which will be funded entirely by the School

### **2018-19 Divisional Results**

At the divisional level, the Operating fund generated a surplus of \$35.1M for 2018-19 compared to a budgeted loss of \$13M (after excluding the enrolment contingency of \$40.9M that was budgeted in 2018-19, as a result of the labour disruption. See Appendix 2). The positive variance was attributable to better than budgeted international tuition revenue, offset by lower than budgeted domestic enrolments, lower salary and benefit costs, better than budgeted results for the School of Continuing Studies and general cost containment in both the Faculties and the administrative units.

## 2018-19 Enrolments

Despite the labour disruption that occurred in the spring of 2018-19 the University's enrolments were relatively positive, particularly at the international level. The summer session of 2018-19 was significantly reduced as a result of the labour disruption. The fall and winter sessions experienced stronger than expected enrolments which served to mitigate the reduction experienced in the summer.

**TABLE 2: Undergraduate Enrolment Targets vs Actuals by Term - 2018-19**

		<u>Target FTEs</u>	<u>Actual FTEs</u>	<u>Difference</u>
<b>Summer</b>	Eligible	3,828	1,632	(2,196)
	Ineligible - Visa	908	491	(417)
<b>Fall</b>	Eligible	16,040	16,395	355
	Ineligible - Visa	2,653	2,763	110
<b>Winter</b>	Eligible	16,195	16,895	700
	Ineligible - Visa	2,896	3,146	250
<b>Total</b>	Eligible	36,063	34,922	(1,141)
	Ineligible - Visa	6,457	6,400	(57)

**SOURCE: OIPA**

Based on experience, it is expected that the labour disruption will have some effect on enrolments for fall 2019. These will be closely monitored.

## 1. Structure of the Multi-Year Budget Plan Report

The multi-year budget report 2019-20 to 2021-22 describes the current strategic and fiscal environment in which the University operates, and highlights key assumptions used for projections of revenues and expenses for a three-year planning period.

The multi-year budget report, including the 2019-20 Budget, is presented in the Appendices as follows:

- |                    |   |
|--------------------|---|
| <b>Appendix 1A</b> | Provides a high-level summary of projected revenue and expense                                  |
| <b>Appendix 1B</b> | Provides a high-level summary of apportionment of operating revenues                            |
| <b>Appendix 2</b>  | Contains the in-year surplus/(deficit) positions for Operating Fund by Faculty/Unit             |
| <b>Appendix 3</b>  | Provides details on Provincial Operating Grants   |
| <b>Appendix 4</b>  | Provides details on student fees  |
| <b>Appendix 5</b>  | Contains the summary calculation of projected multi-year budget positions by Faculty/School     |
| <b>Appendix 6</b>  | Contains projected multi-year budget and expenditure allocations by administrative units        |
| <b>Appendix 7</b>  | Contains the closing accumulated surplus/(deficit) positions for Operating Fund by Faculty/Unit |
| <b>Appendix 8</b>  | Provides a summary of the General University Fund   |
| <b>Appendix 9</b>  | Provides details of reserve balances  |

## **2. Fiscal Context**

### **2.1 Economic Climate**

The new Progressive Conservative government was elected in 2018 and, shortly thereafter, completed a line-by-line audit of provincial spending. The review concluded provincial expenditures have been growing at a pace exceeding the rate of population growth. In the 2018 fall economic statement, the government projected a deficit of \$14.5 billion, and committed to working to eliminate this deficit and returning the Province to a balanced budget. York University's finances have been and will continue to be impacted by the provincial government's fiscal agenda.

York's operating budget continues to be comprised mostly of two revenue streams – 30 per cent from government grants and 63 per cent from tuition fee. Most of this revenue is regulated or directed by government which provides the University with limited flexibility to generate incremental revenue.

The postsecondary operating grant level did not change in 2019 and continues to be capped both at the undergraduate and graduate level. The new funding formula implemented in 2017-18 will continue to provide funding through three bins – a funding bin linked to enrolment, one linked to quality and differentiation and a special purpose bin. SMA2 will conclude with the 2019-20 fiscal year.

In the 2019 budget, the Ontario government announced that it would link some portion of operating funding to performance-based outcomes, beginning in 2020-21 (SMA3 period). In 2020-21, 25 per cent of operating funds (\$76.4M) will be linked to performance-based outcomes, rising to 60 per cent (\$169.4M) by the year 2024-25. There will be 10 university metrics (9 system-wide and 1 specific to York) used to link funding to performance. Six will be aligned with priorities in skills and job outcomes and four will be aligned with economic and community impact. These metrics will be weighted to reflect York's mandate and strategic objectives and will be linked to funding over a 3-year period to allow for data development in some instances.

Also, the upcoming SMA3 will cover a period of 5 years (2020-21 to 2024-25), up from 3 years in SMA1 and SMA2.

The government announced a new two-year tuition fee framework on January 17, 2019. This framework replaces the tuition fee framework that expired on April 30, 2019. In the new framework, the government imposed a 10 per cent tuition fee cut to domestic tuition fees beginning in the academic year 2019-20, with a tuition freeze to follow in 2020-21. This tuition fee cut applies to fees paid by domestic students enrolled in government funded programs including undergraduate, professional and graduate programs, and represents a reduction in projected University revenue of approximately \$46M in 2019-20 and \$60M in 2020-21. These figures are relative to budget plans developed last year for both 2019-20 and 2020-21.

In addition, the tuition framework beyond 2020-21 is currently unknown, which makes long term planning challenging. This budget plan covers a three-year planning period

and has assumed a 3% tuition fee increase for the last year of the planning period (the previous norm). International tuition fees will continue to be unregulated and are not affected by this cut.

Together with the announcement of the tuition fee framework, the government also announced changes to the ancillary fee policy through the Student Choice Initiative (SCI). The SCI allows students to opt out of fees for services and activities that the government considers non-essential. The following services and/or activities were categorized as essential and universities are allowed to charge compulsory ancillary fees for these:

Athletics and recreation  
Career services  
Student buildings  
Health and counselling  
Academic support  
Student ID cards  
Student achievement and records  
Financial aid offices  
Campus safety programs and services

All other ancillary fees that do not fall in the above categories were deemed non-essential, and students can opt out of these fees if they so choose.

In addition to the 10 per cent domestic tuition fee cut and changes to the ancillary fee policy, the government also introduced changes to the Ontario Student Assistance Program (OSAP).

Other government regulatory framework announced in the 2019 Budget include:

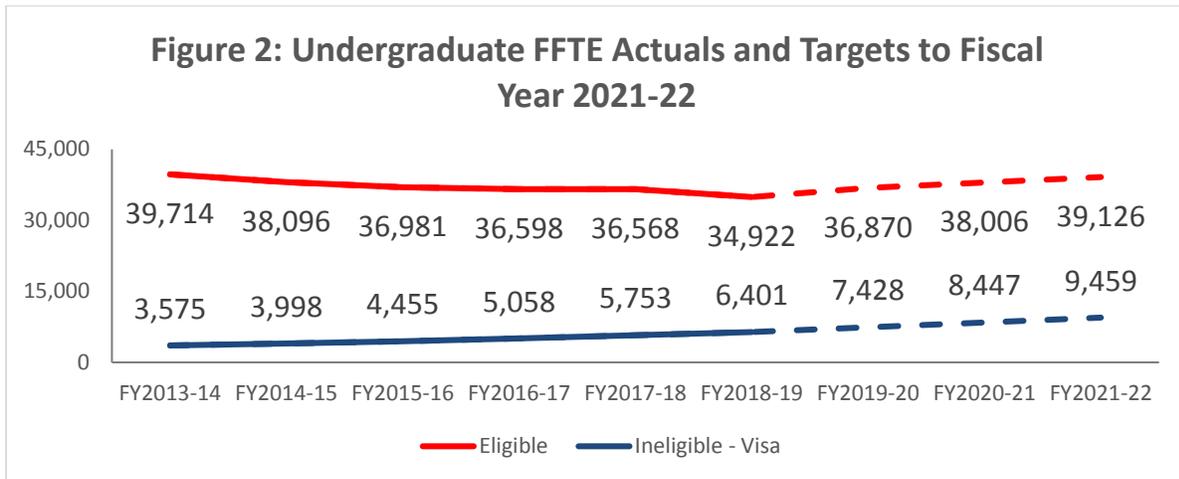
- The introduction of amendments to the *Ministry of Training, Colleges and Universities Act* related to sustainability and employee renewal to address employees drawing salary and pension payments simultaneously, or what the government refers to as “double dipping”.
- Proposed amendments to the *Broader Public Sector Executive Compensation Act, 2014*, that will introduce a new pay-for-performance framework linking pay increases for executives to results and/or achievements.

The effects of the 2018 labour disruption will continue to affect the University’s enrolments for 2019-20. In January 2019, domestic applications experienced a decline of 4.2% which can be attributed, to some extent, to the labour disruption. York will continue to monitor fall enrolments and the impact on budgets, and a more comprehensive understanding of enrolments will emerge as the summer progresses.

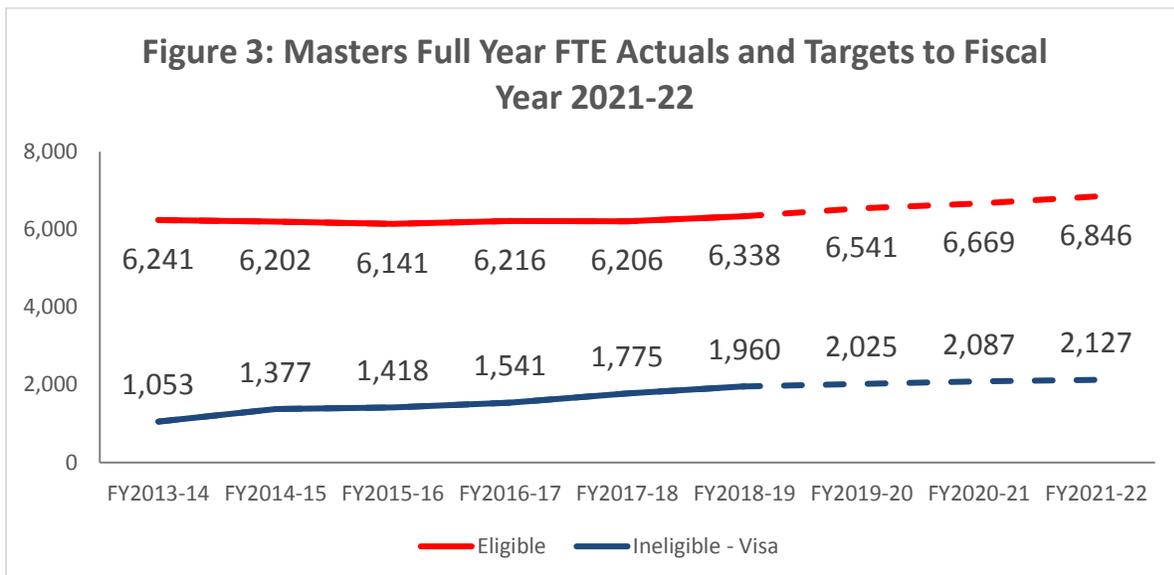
## 2.2 Enrolment Projections

A key planning assumption which drives revenue and cost changes is the enrolment plan. The current overall multi-year enrolment plan is provided in Figures 2 through 4 below. The plan outlines the projected enrolment targets by domestic and visa students for both undergraduate and graduate enrolments. These were developed in November 2018 in consultation with Faculties, taking into account York's SMA2 commitments, the new funding formula and Faculty-specific needs and aspirations.

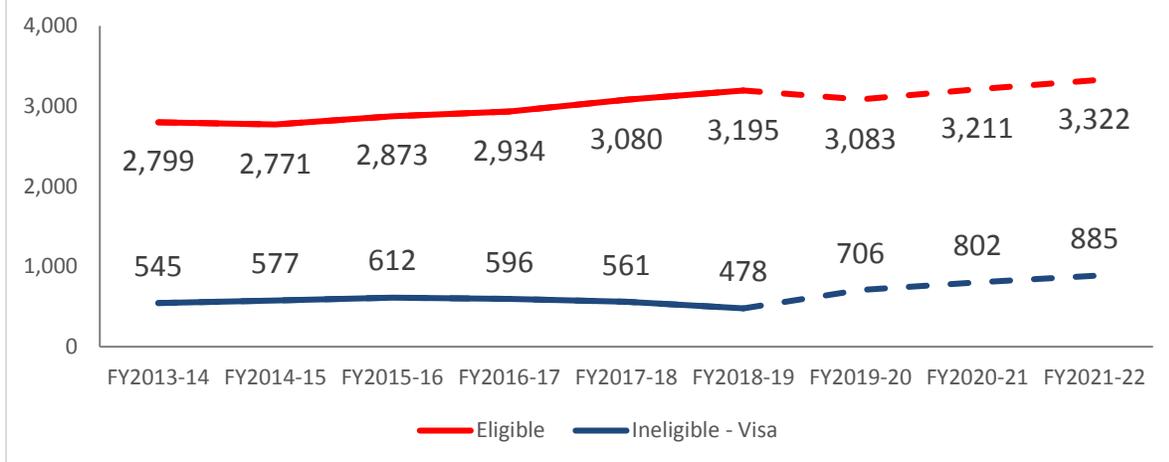
Overall, the actual 2018-19 undergraduate enrolments decreased at the domestic level compared to 2017-18. International undergraduate enrolments were significantly better than the prior year.



Enrolments for the summer session of 2018 were significantly reduced. The labour disruption caused a reduced program offering. The impact of the disruption was somewhat mitigated by strong retention of continuing students into the fall/winter session.



**Figure 4: Doctoral Full Year FTE Actuals and Targets to Fiscal Year 2021-22**



### 2.3 Tuition and Ancillary Fees

Domestic tuition fees at York are in accordance with the provincial government’s Tuition Fee Policy Framework. Fees for international students are based on market demand and should be competitive with peer universities.

As indicated under Section 2.1, the government announced a new two-year Tuition Fee Framework beginning in 2019-20. This framework is for domestic students enrolled in government funded programs. Under the new Tuition Fee Framework, universities are required to reduce tuition levels by 10 per cent in 2019-20 relative to 2018-19 and to freeze tuition at 2019-20 levels for 2020-21. The tuition reduction in 2019-20 and the subsequent freeze in 2020-21 applies to tuition rates for programs eligible for government operating grants, namely, regular undergraduate arts and science programs, professional programs and graduate programs.

International students in the undergraduate non-professional arts, science and other programs will experience a 10 per cent tuition fee increase in both 2019-20 and 2020-21, and fee increases of 0 per cent to 10 per cent for international professional and graduate programs. There are no fee increases for international students enrolled in research-based graduate programs.

Fee increases for 2019-20 and 2020-21 were approved by the Board on February 26, 2019.

The tuition revenue projections for 2019-20 to 2020-21 have been developed based on MTCU’s new Tuition Fee Framework to 2020-21 and projected enrolments as per current Faculty enrolment contracts. The Tuition Framework for the period beyond 2020-21 has not been announced and tuition revenue projections for 2021-22 assumes a 3 per cent increase in domestic tuition fee rates, and a continuation of the 2020-21 international fee rate increases for international students.

The government made changes to its Ancillary Fee Policy by introducing the Student Choice Initiative, an initiative that allows students to opt out of ancillary and student referenda fees deemed non-essential by the government.

It is expected that most ancillary fees retained by the University will conform to the Ministry's compulsory fee requirements, whereas a portion of the fees collected for student organizations will be subject to the opt-out rule.

MTCU continues to require universities and colleges to participate in the Student Access Guarantee (SAG) program. SAG warrants that participating institutions, such as York University, provide students in first-entry and second-entry programs with additional financial resources to fund direct education costs (tuition/books) when these costs are not covered through OSAP. The computation of SAG is influenced by educational fees, students' financial need and resources as determined through the OSAP application.

Despite the expected 10 per cent tuition fee cut to domestic fees in 2019-20, MTCU projections indicate that SAG will increase by \$1.5 million for York University in 2019-20 compared to 2018-19 (based on a 2% forecasted growth in OSAP uptake). In 2018-19 total bursary programs (including SAG) amounted to \$25.1 million.

In 2018-19, there were 29,359 full time domestic undergraduate and graduate students at York who received support from OSAP.

In addition to the financial needs-based funding, the University provides scholarship funding to students who meet certain academic standards. In 2018-19, these programs provided funding to undergraduate and graduate students totalling approximately \$36.4 million.

As indicated in Section 2.1 above, the government announced changes to OSAP which may impact York's obligations under the SAG program. These changes include:

- **Cancellation of the non-needs-based components of the Ontario Student Grant:** Effective 2019-20 academic year, the province will eliminate the non-needs-based components of the Ontario Student Grant. The marketing of "Free" tuition will be discontinued as students can no longer expect to receive enough grants through the Ontario Student Grant to cover the entire tuition fees. In addition, students from low-income families will be assessed at least 10 per cent of their OSAP funding in the form of loans, with the share of loan increasing with income.
- **Student debt cap:** Effective 2019-20 academic year, the total amount of a student's entitlement for loans will increase from \$5,100 per term in 2018-19, to \$7,500 per term in 2019-20.
- **Student minimum contribution:** Effective 2019-20 academic year, the fixed student contribution for provincial funding through OSAP will be set to \$3,600 per academic year, an increase of \$600 per academic year.

- **Independent Student category:** The definition of an independent student for Ontario will be changed from a student who has been out of school for four years to a student who has been out of school for six years. There is no change to this definition for the purposes of calculating a student's Federal loans/grants entitlement. Students can choose to apply for Federal grant funding if they have been out of high school for more than four years, but less than 6 years, and if they choose not to provide their parents' information.
- **Parental contribution:** Expected parental contributions for OSAP will increase and be based on the same rates that were in place in the 2017-18 academic year.

## 2.4 Research Overhead Funding

Federal funding provided to universities to support research is not part of the University's operating budget. However, included in the Operating Budget is the Federal Research Support Fund, which together with the Provincial Research Overhead Infrastructure Envelope (ROIE) is provided to institutions in support of research overhead costs.

York has allocated \$6.7 million from both the federal and provincial governments to offset institutional research (overhead) costs for 2019-20 to 2021-22.

As a long-standing subject of government advocacy, universities have been requesting that the federal government recognize the full cost of research in its research funding policy, with a 40 per cent rate as a minimum target for indirect costs. The final report of Canada's Fundamental Science Review (also known as the Naylor Report) released by a panel led by University of Toronto's former president David Naylor in April 2017 also recommended a 40 per cent rate as a target for funding of indirect costs.

The federal government began to provide institutions with funding for the indirect cost of research in 2003-04 through what is now called the Research Support Fund. This is currently contributing \$5.8 million to York's University's operating budget.

The federal government supports graduate students by providing fellowships on a competitive basis. These funds do not flow through the University's budget, but they provide indirect budget relief to Faculties by freeing up funds that would otherwise have to be used for graduate student support. Similarly, the provincial government provides support to graduate students through Ontario Graduate Student (OGS) scholarships.

## 2.5 Compensation

The University has been exercising restraint with respect to compensation both in collective bargaining and in setting compensation for employees not represented by unions. This was further supported by the fiscal realities faced by the University due to static levels in government grants and modest increases in domestic tuition rates, as regulated by the Province.

As the University's budget planning cycle begins in the fall, Faculties are provided with salary increment guidance in preparing their budgets. The following guidelines for salary increases were incorporated in the University Budget.

**TABLE 3: Guidelines for Salary Increases - 2019-20 to 2021-22**

Affiliations	Salary Increments for Planning Purposes			
	Type*	FY 2020	FY 2021	FY 2022
<b>Academic</b>				
YUFA	ATB	2.20%	2.10%	2.00%
	PTR	\$2,750	\$2,750	\$2,750
OHFA	ATB	2.30%	2.20%	2.10%
	PTR	\$1,570	\$1,570	\$1,570
	Merit	\$1,525	\$1,525	\$1,525
CUPE 3903-1	ATB	2.30%	2.00%	2.00%
CUPE 3903-2	ATB	2.30%	2.00%	2.00%
CUPE 3903-3	ATB	2.30%	2.00%	2.00%
<b>Non-Academic</b>				
YUSA	ATB	2.00%	2.00%	2.00%
CUPE 1356	ATB	2.00%	2.00%	2.00%
CUPE 1356-1	ATB	2.00%	2.00%	2.00%
IUOE	ATB	2.00%	2.00%	2.00%
CPM	Merit	2.00%	2.00%	2.00%

\* ATB – Across the Board; PTR – Progression Through the Ranks.

## 2.6 Pension

The University has a defined contribution plan, which has a defined benefit component that provides a minimum level of pension benefits. The current economic and financial climate and the regulatory landscape create considerable uncertainty with respect to pensions.

In December 2017, the Province announced new rules concerning the funding of pension plans. The new regulations provide relief to plans which have a solvency ratio of more than 85 per cent. York's current ratio is 95 per cent at December 31, 2018 (99 per cent --December 31, 2017). Based on the last filed valuation for December 31, 2017, York will not be required to make special contributions for calendar 2019, 2020 and 2021. If York University does not file a valuation report with the regulatory authorities until the next required valuation report as at December 31, 2020, the earliest date York will have to make special payments will be in calendar year 2022 as there is a twelve-month deferral period for special payments pursuant to a filed valuation.

As at December 31, 2018, the York Pension Plan reports a going concern deficit of approximately \$49.6 million (\$19.1 million surplus as at December 31, 2017). The decline in the going concern surplus is the result of lower than planned investment returns in calendar 2018. The Plan incurred a loss of 0.65 per cent for calendar 2018. Investment returns have a significant impact on the Pension Plan's financial status. The valuation of December 31, 2018 indicates that special payments of approximately \$6.9

million per year would be required beginning in calendar 2020, had York filed this valuation. A valuation report is only required to be filed every three years.

Further details are included in the Key Planning Assumptions section of this report.

## **2.7 Deferred Maintenance**

Deferred maintenance across the two campuses is estimated at \$526.7 million. This estimate as presented to the Land and Property Committee in February 2019, includes deferred maintenance for Academic, Infrastructure, Ancillary and Residence. Both the Keele and Glendon campus experienced an increase in their respective total liability compared to the prior year.

The operating budget sets aside a total of approximately \$6.4 million in 2019-20 for deferred maintenance at both campuses. An additional \$6.7 million has been budgeted in 2019-20 for deferred maintenance in recognition of York's growing deferred maintenance backlog.

Additional funds are available to address deferred maintenance through the Provincial Facilities Renewal Program (FRP). Based on the 2019 Provincial Budget, York's annual budget allocation is expected to be \$4.3 million in 2019-20, \$5.7 million in 2020-21 and \$5.1 million in 2021-22.

## **3. The Budget Process**

### **3.1 The Planning Process**

York University adopted the Shared Accountability & Resource Planning (SHARP) budget model in fiscal 2017-18. This is a modified version of an Activity Based Budget model (ABB) that assumes shared financial responsibility. The SHARP model replaced the former incremental budget model and is a culmination of many years of research and extensive consultation with the York community.

With the implementation of SHARP, the University aligned its budget cycles to better support its academic priorities and processes. The new University budget planning cycle for SHARP is fully integrated with the enrolment planning cycle and identifies the parameters and timelines around which the annual University budget planning process is developed. The integrated budget cycle identifies all the activities and timelines required to support resource decision making at the University and to inform the development of the annual institutional budget.

Academic and Administrative/Shared Service units are responsible for developing strategic initiatives that align with their priorities and with institutional priorities as outlined in the *University Academic Plan 2015-2020* and in the *White Paper*. These initiatives are submitted to the University Budget and Advisory Committee (UBAC), which is responsible for advising the President on institutional priorities. Faculties also work with the Office of Institutional Planning and Analysis (OIPA) to develop multi-year enrolment projections, which are used to inform Faculty budget envelopes.

University Shared Service units support the central academic mission of York University by providing quality administrative services to the York community and enhancing quality of campus life. In 2019-20, Shared Service units will retain their previous year base budgets, plus additional allocations that consist of 50 per cent of their negotiated salary increments, less budget cuts.

As a result of the 10 per cent tuition fee cut announced by the government as part of the Tuition Fee Framework, budgets for Shared Services were reduced by 4.5 per cent in 2019-20 and 1 per cent in 2020-21. Shared Services will be challenged to absorb this level of budget cuts, and will be relying on accumulated carryforwards to mitigate the impact of the aforementioned budget cuts. It is expected that all budgets for Shared Services will be reviewed in the fall of 2019.

In late Fall after strategic decisions are completed and approved, the Finance Department distributes budget envelopes to Faculties (excluding Faculty direct revenues) and Shared Service units. Faculties and Shared Service units then begin developing detailed three-year rolling budget plans to be completed by the end of January.

At this time, the Faculties review their budget plans with the Provost & VP Academic, and the Shared Service units also review their budget plans with their respective Vice-President.

Once all the budgets are approved, the Finance Department prepares a comprehensive institutional budget document to be presented to the Board Finance & Audit Committee, and to the Board of Governors, for review and approval, in June 2019.

The Faculty budget plans are based on projected enrolments. Once actual data is available at year-end, the Finance Department recalculates Faculty budgets based on actuals and communicates any adjustments that will be made to the Faculties to assist them with planning for the next budget cycle. Adjustments are made on an in-year basis.

### **3.2 York's Budget Model**

The new SHARP Budget model adopted by the University in 2017-18 has the following benefits:

- Provides a high degree of transparency enabling a clear understanding of University revenues and expenses
- Facilitates greater alignment of resources with priorities
- Provides Faculties with greater control over the revenue they generate and the costs they incur, and enables them to seek out new opportunities for revenue growth and cost control
- Is based on clear and agreed upon allocation methodologies
- Provides a predictable and sustainable framework for budget planning

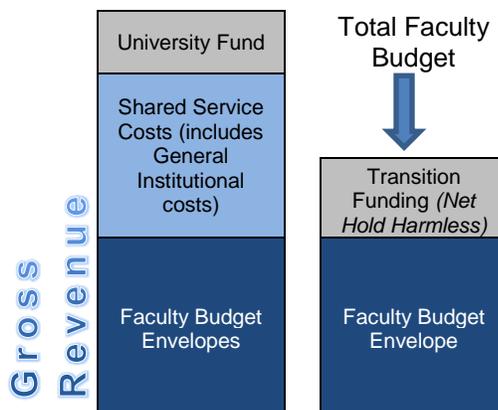
- Clearly identifies accountability
- Highlights costs of operating and opportunities to improve service

Under SHARP, revenue is attributed to the Faculty/unit that generates it. Most of the institutional revenue is attributed to Faculties, as they engage in teaching and research, and generate associated funding streams through tuition and government operating grants. Revenue that cannot be reasonably attributed to a Faculty or unit is assigned to the General University Fund (see Figure 5).

A Faculty's annual budget allocation is equal to its share of the University's gross revenue (attributed revenue) less its share of expenses, including shared service costs, and its contribution to the University Fund. This allocation primarily reflects revenues generated from its programs and student enrolments.

In addition to revenues generated from its programs and students, some Faculties are allocated transition funding from the University Fund.

**Figure 5: York's SHARP Budget Model**



The process of attributing revenues and costs to Faculties has been designed to be simple and straight forward, using readily available and easily verifiable revenue and cost parameters. For revenue attribution, the parameters used are the same or as close as possible to the parameters used to flow these funds to the University using the previous Ministry funding model. These parameters will be updated to reflect the new funding model in 2020-21, the first year of the SMA3 period. Shared Service unit costs are attributed to Faculties using costs drivers which were chosen based on their suitability as a measure of the extent to which a Faculty/unit utilizes a resource or service. Examples of cost drivers include number of students, number of faculty and staff, net assignable square meters occupied, etc.

The budget planning cycle is based on a three-year rolling window. Planning assumptions are updated each year, and new assumptions are prepared for one additional year. Revised revenue and expense projections are then prepared for the new cycle based on these assumptions.

### **3.2.1 Implications of the New Funding Formula on SHARP**

Beginning 2017-18, the Ministry made changes to the funding formula used to fund universities. As a result, York's grant funding now consists of:

- 1) Enrolment Related Funding – stable funding for enrolment within a negotiated enrolment corridor.
- 2) Differentiation Funding – funding based on negotiated Performance Metrics.
- 3) Mission Related Funding – No Change

Under SHARP principles, revenue is allocated to Faculties based on how the revenue is earned and, in a formula, as close as possible to how the University receives it. To meet SHARP principles, the University must now align its grant revenue in accordance with the new Funding Formula and the changes anticipated with SMA3, particularly the methodology on how at-risk funds will be attributed to Faculties. In the current SHARP model, both enrolment and performance funding are distributed to Faculties based on proportionate enrolments.

As indicated in section 2.1, the government announced it would begin to tie 25 per cent of funding (performance-based funding) to predefined metrics starting with SMA3 in 2020-21, increasing to 60 per cent by 2024-25. The University will access this funding based on the outcomes of ten metrics. Six metrics will be aligned with priorities in skills and job outcomes including: graduate earnings; experiential learning; skills and competencies; graduate employment; graduation rates; and a negotiated metric based on institutional strength/focus. Four metrics will be related to economic and community impacts including: research funding and capacity (Tri-Council funding); research funding from industry (as a measure of innovation); impact in the local community; and a negotiated institution-specific metric. York will have the flexibility to weigh the metrics that best reflect its differentiated strategic goals and will be measured against its own targets based on historical performance.

Through the SMA2 period (which concludes in 2019-20), the SHARP Budget model will continue to attribute funds to Faculties based on the previous funding formula. The process for developing a revised SHARP allocation mechanism that mirrors the new provincial funding formula is currently ongoing as part of a review of the SHARP model.

### **3.3 Surplus/Deficit Management**

The University has a multi-year budget planning cycle that at an institutional level strives to achieve a balanced position over a three-year period.

The University has managed over the last few years to eliminate the accumulated deficits within each of the University's divisions. This has allowed the University to make positive investments in both faculty renewal and strategic initiatives, which are fundamental to delivering on the University's mission.

## **4. Key Planning Assumptions**

### **4.1 Revenue Projections**

University operating revenues are derived primarily from provincial operating grants (30 per cent) and tuition fees (63 per cent). Other operating revenues include investment income, endowment income, donations, funding for indirect costs of research and other miscellaneous revenue.

The University projects total operating revenues of \$1,058.5 million in 2019-20; \$1,117.6 million in 2020-21; and, \$1,196.5 million in 2021-22. These figures are before an allowance for possible enrolment contingencies.

The details of the University operating revenues are shown in Appendix 1A.

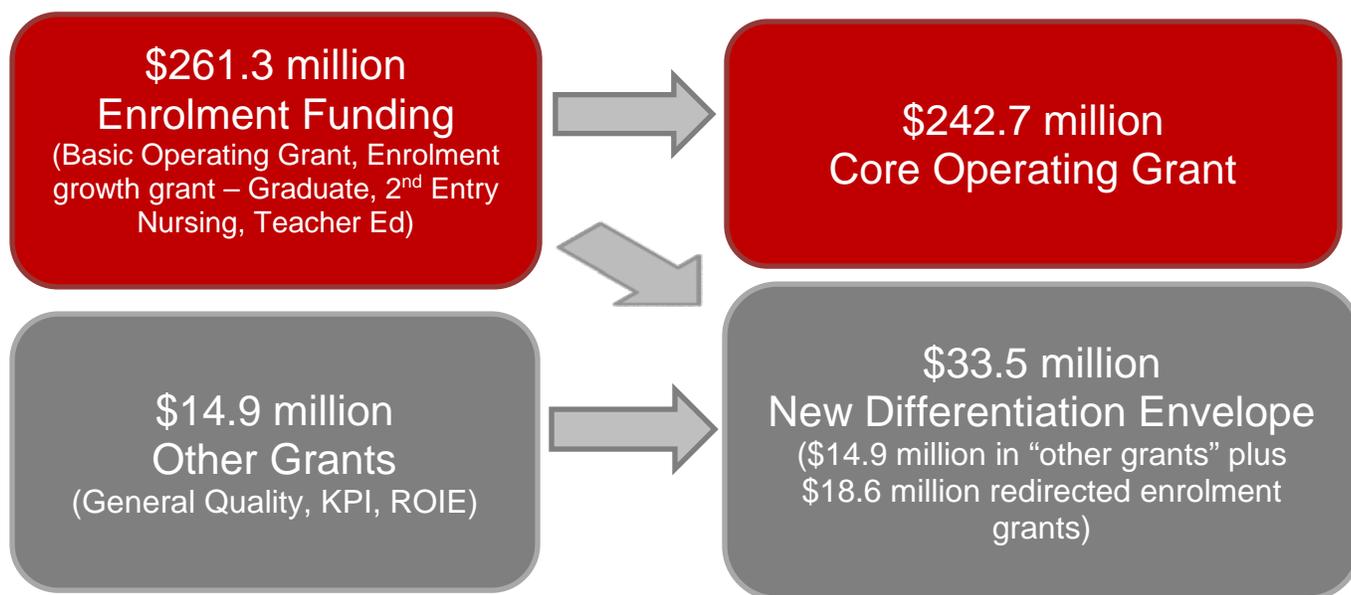
#### **4.1.1 Operating Grants**

The current operating grant funding framework includes stable funding for enrolment within a negotiated enrolment corridor. Following the announcement of the 10 per cent tuition fee cut, the Minister of Training, Colleges and Universities indicated that there would be no grant cuts in this budget cycle. This means operating grant funding for enrolments within the corridor will remain at the same level in 2019-20 as in 2018-19.

A modest increase of \$0.3 million is projected in graduate expansion grants over the three-year planning period as a result of the graduate expansion spaces (primarily doctoral enrolment growth) previously approved through the SMA process. Should the government continue to fund graduate expansion, this additional funding will be used to fund incremental student spaces. There is no assumed increase in per student funding.

When the new funding formula was implemented in 2017-18, the Ministry created a new differentiation envelope which combined the 2016-17 University's existing share of the Access to Higher Education Quality Fund (\$13.0 million), the Key Performance Indicator grants (\$1.1 million), and the ROIE grants (\$0.9 million) with \$18.6 million redirected from the University's enrolment related grants existing in 2016-17. The intention of the previous government was that this funding was to be at risk in 2020-21 (beginning of the SMA3 period), with no redistribution of this funding during the transition period (SMA2 period 2017-18 to 2019-20).

**Figure 6: Reclassification of 2016-17 Operating Grants in the New Funding Formula\***



*\*Totals may not add up due to rounding*

In 2019-20, there will be no change to the way the government distributes this differentiation funding.

The 2019 Budget confirmed that funding in the differentiation envelope will be at risk in 2020-21 (beginning of SMA3). However, the amount in the “at risk” envelope will increase to 25 per cent of total funding in 2020-21, and rise annually until it reaches 60 per cent by 2024-25. The performance metrics used to measure achievement will also increase to ten (see section 3.2.1).

The multi-year budget plan projects a total of \$306.9 million in operating grants in 2019-20; \$306.2 million in 2020-21; and, \$305.2 million in 2021-22. Details of operating grants are included in Appendix 3.

The budget assumes the following for provincial grants:

- The core operating grant will remain stable at the 2018-19 level of \$243.1 million for the 3-year planning period. This amount is based on domestic enrolment plans that are within the funding corridor set by the Province, and includes Teacher Education funding of \$0.4 million that was included in the COG in 2018-19;
- The budget projections are based on Faculty enrolment contract targets;
- The budget projections do not include funding for capital expansion. These are directed to the University’s capital fund;
- The Ministry operating grants do not include an inflationary increase;
- The Ministry will fund enrolment growth for graduate students through the SMA2 period based on the existing funding formula. It is assumed that growth will be

funded up to the SMA2 agreement allocation. In cases where Faculty projections exceed this allocation, Faculties will receive the additional tuition revenue only.

- Budgets for 2020-21 and 2021-22 will be reviewed in the next budget cycle once the implications of SMA3 are better understood.

#### 4.1.2 Tuition Fee Revenue

Faculties receive tuition revenue generated from credit programs based on the number of students registered in the Faculty. This methodology applies to domestic and international students, both at the undergraduate and graduate levels.

A breakdown of tuition fee revenue, including centrally collected ancillary fees, continuing/professional education fees, student referenda fees and application fees, is included in Appendix 4.

The domestic tuition fee revenue is generated using enrolment projections from Faculty enrolment contract targets and Board approved tuition fee rates based on the recently announced Ministry Tuition Fee Framework that expires in the spring of 2021. The fee rates used for 2019-20 have been reduced by 10 per cent compared to 2018-19 rates, and the rates used for 2020-21 are frozen at 2019-20 levels. For 2021-22, the fee rates assume a 3 per cent increase in tuition fee rates for regular programs compared to 2020-21, and a five per cent increase for professional programs. These rates will be updated when the new tuition fee framework beyond 2020-21 is announced and the fees are approved by the Board.

International tuition fees are not regulated under the Ministry's Tuition Fee Framework and are set at a level that takes into consideration the full cost of providing the program, and fees for comparable programs at peer universities. Over the next three years, most international tuition fee increases for undergraduate programs will range from five to ten per cent depending on the program and Faculty, and the increase for most graduate programs will range from no increase to a five per cent increase. With the decline in the Canadian dollar, tuition fees are relatively more favorable for students from key international markets such as China, India and the United States.

The projected tuition revenue is a result of decreases/increases in tuition fee rates and enrolments.

Table 4a to Table 4d summarizes Board approved tuition fee rates for some of the programs offered at York.

**TABLE 4a. Approved Undergraduate Domestic Fee Rates (\$)**

	2018-19	2019-20	2020-21
Arts, Science and Other	6,798	6,118	6,118
Bachelor of Design	9,999	8,999	8,999
UG Prof. Programs (BCom, ITEC, BPA, BBA/iBBA, etc)	9,608	8,647	8,647
BEng - Computer Science	11,530	10,377	10,377
BEng - Mechanical/Civil/Electrical	12,763	11,487	11,487
JD/LLB	27,558	24,802	24,802

**TABLE 4b. Approved Undergraduate International Fee Rates (\$)**

	2018-19	2019-20	2020-21
Arts, Science and Other	26,030	28,633	31,496
Bachelor of Design	24,238	26,662	29,328
UG Prof. Program (BCom, ITEC, BPA, BDEM)	27,783	30,562	33,618
UG Prof. Programs (BBA/iBBA)	28,472	30,607	32,903
BEng - Computer Science	26,261	27,574	28,953
BEng - Software, Computer, Geometrics, Space	31,513	34,384	36,103
BEng - Mechanical/Civil/Electrical	32,746	34,384	36,103
JD/LLB	28,468	34,820	36,561

**TABLE 4c. Approved Tuition Fee Rates - Graduate Domestic (\$)**

	2018-19	2019-20	2020-21
Non-Professional Masters Programs (3 Terms)	4,785	4,307	4,307
Doctoral Programs (3 Terms)	4,785	4,307	4,307
MBA/iMBA/MF/MBAN (2 Terms)	38,930	35,037	35,037
LLM/PDP - International Business Law	25,339	22,805	22,805
Master of Real Estate and Infrastructure (2 Terms)	37,948	34,153	34,153
Master of Human Resources Management	35,985	32,387	32,387
Master of Conference Interpreting	7,293	6,564	6,564

**TABLE 4d. Approved Graduate International Fee Rates (\$)**

	2018-19	2019-20	2020-21
Non-Professional Masters Programs	18,825	18,825	18,825
Doctoral Programs	18,000	18,000	18,000
MBA/iMBA/MF/MBAN (2 Terms)	50,002	51,253	52,534
LLM/PDP - International Business Law	38,381	40,300	42,315
Master of Real Estate and Infrastructure (2 Terms)	50,002	50,002	52,503
Master of Human Resources Management	55,154	56,809	58,513
Master of Conference Interpreting	20,755	20,755	20,755

#### 4.1.3 Tuition Fees for Continuing and Executive Education Programs

The School of Continuing Education and some Faculties offer continuing and/or executive education programs. The fees in these types of programs are not regulated by the Ministry's Tuition Fee Framework and are set based on the cost of the program and market demand. These programs generate a significant amount of revenue. As shown in Appendix 4, they are projected to generate revenue of \$65.4 million in 2019-20, \$69.7 million in 2020-21 and \$73.2 million in 2021-22. Some of the continuing and executive education programs offered are certificates in Advanced Cyber Security, Dispute Resolution, Big Data Analytics, Risk Management, and Human Resources Management; and English language courses taught at the English Language Institute (including the Summer Immersion Program), etc.

#### **4.1.4 Funding from Donations, Endowments and Trust**

The University receives donations (both restricted and unrestricted), income from endowments, and other income from trusts, which fund certain expenditures in the operating fund. Income from donations are susceptible to variations (See Appendix 1A for details).

#### **4.1.5 Investment Income**

The University has short and medium-term assets composed of operating and research funds, expendable donations, and capital reserve funds. These Short-Medium Term investments are held and managed separately from the assets of the University endowments and pension funds and are governed by the Short-Medium Term Fund Investment Guidelines under the responsibility of the Board Investment Committee.

The investment strategy of the Fund is formulated to address the University's requirements for maintaining adequate liquidity and producing incremental yield while ensuring the flexibility needed for matching of the University's obligations and commitments to planned and anticipated cash flows.

The investment income generated by this strategy makes up a small but important portion of the total operating revenue. This revenue will fluctuate based on the size of available funds and market conditions.

The projection is based on assumptions of cash balances, revenue and expenditure rates, divisional reserve balances, capital expenditure patterns, research revenue forecasts and investment return rates. The investment income is projected at \$7.9 million in 2019-20, \$6.0 million in 2020-21 and \$4.7 million in 2021-22 (see Appendix 1A). Interest income on operating funds is highly susceptible to changes in interest rates.

#### **4.1.6 Fees and Other Recoveries**

This income source is projected to be \$40.9 million in 2019-20, \$40.3 million in 2020-21 and \$42.2 million in 2021-22 (shown in Appendix 1A as Other Recoveries). This source of income includes application, registration and examination fee revenue, fines and penalties, course material fees, contributions from ancillary operations, and other external/miscellaneous income.

#### **4.1.7 Indirect Costs of Research on Grants and Contracts**

The funding in this category includes the Federal Research Support Fund (previously known as Indirect Costs of Research Program) and indirect costs recovered through the Provincial ROIE program. The Research Support Fund applies to certain NSERC, SSHRC, CIHR and Networks of Centres of Excellence funding programs, whereas the ROIE applies to all indirect costs of research.

The University's Federal Research Support fund is projected at \$5.8 million and is projected to remain constant over the planning period. Revenue from the provincial ROIE is projected to remain at \$0.9 million over the planning period.

## **4.2 Expenditure Projections**

Expenditure projections by nature of expenditures are included in Appendix 1A. A more detailed view outlining projections for each Faculty and Administrative unit are included in Appendix 5 and 6.

The University continues to find itself in a resource constrained environment resulting from weakness in domestic enrolments, no expected growth in provincial funding, a new Tuition Fee Framework that has imposed a 10 per cent tuition fee cut to domestic fee rates for 2019-20 and a freeze for 2020-21, compensation increases and the continuing effects of a major labour disruption in 2018. The University is therefore restrained in allocation of resources while it must continue to focus on its mission to deliver quality academic programs and commitment to research. Expenditure allocations are proposed within these competing constraints to ensure quality of programs.

### **4.2.1 Administrative Unit and General Institutional Costs**

Budgets for Administrative units are included in Appendix 6. Under the SHARP model, the costs of Administrative units are attributed to Faculties, based on cost drivers.

The annual budgets for Administrative units are established as follows:

- The 2016-17 base funding of the Administrative units was rolled forward to 2017-18 and later years;
- Add to this estimated salary increment funding each year (Administrative units are funded at 50 per cent of salary increases);
- Apply any transitional plan assessments or budget cuts as required; and
- Apply any additional funding outlined in the institutional budget plan or approved by the President based on recommendations of the UBAC.

To ensure equity across the University in the absorption of the 10 per cent tuition fee roll back as outlined in Section 4.1.2, budgets for administrative units are reduced by 4.5 per cent in 2019-20 and by 1 per cent in 2020-21.

General institutional costs include allocations and commitments funded through the University Fund, and transfers to/from institutional reserves (Appendix 9). Reserve balances include collective agreement benefit commitments, pension and post-retirement benefits, institutional reserves and contingencies, and other financial obligations such as GAAP adjustments.

The annual budget for the General Institutional costs is established as follows:

- Funding decisions outlined in the institutional budget plan approved by the President based on recommendations from UBAC; and
- Automatic adjustments as required by collective agreement commitments.

#### **4.2.2 Pension Special Payments and Pension Related Costs**

York University filed its last pension valuation as at December 31, 2017. Based on this valuation, York is not required to make special pension contributions for both calendar 2019 and 2020. However, the most current valuation as at December 31, 2018 (had it been filed) indicates that York would have been required to make special pension contributions in calendar 2020 and 2021 of approximately \$6.9 million. This illustrates the susceptibility of the plan to unfavourable returns. The Pension Plan incurred a loss of 0.65 per cent for calendar 2018 versus a positive return of 11.9 per cent for calendar 2017.

As a consequence, the University continues to budget for special payments given the uncertainty of pension plan returns. The University has budgeted \$4.5 million for each of fiscal 2019-20, 2020-21 and 2021-22. These funds will remain in reserve.

#### **4.2.3 Academic Expense Budgets**

Each Faculty is expected to budget total expenditures within its Faculty Budget envelope and other direct revenue. Examples of direct revenue are non-credit tuition fees, external cost recoveries, internal cost recoveries, inter-fund transfers and budget allocations to/from other departments (i.e., allocations that are not centrally sourced).

Faculties are responsible for the hiring of tenure and teaching stream faculty, the hiring of staff, and to fund costs such as salary increments, professional expense reimbursements (PER), which are funds made available to faculty members for the direct pursuit of their professional responsibilities, progress-through-the-ranks (PTR) funding as per collective agreements with Faculty Associations, research overloads, graduate supervision, graduate student support, service teaching among Faculties, etc. They are also responsible for their enrolment shortfall (100 per cent impact of grant and tuition), and to budget contingency funds for items such as renovation costs.

#### **4.2.4 General University Fund**

As part of the SHARP Budget model, the University created a General University Fund that is financed from unallocated revenue and attributions to Faculties and Units (Appendix 8). This Fund was created for the purposes of funding the following:

##### **1) Strategic Initiatives**

These are funds set aside for strategic allocations including incentives for institutional priorities and assistance for special projects undertaken by Faculties and/or Units.

To support the goals in the *White Paper* and in the *University Academic Plan* the following strategic investments are budgeted from the University Fund and existing reserves for 2019-20:

**TABLE 5: University Fund Allocations**

	Commitments 2019-20 \$	Commitments 2020-21 \$	Commitments 2021-22 \$	Comments
<b>Academic and Institutional Support</b>				
Faculty of Education	600,000			SHARP transition funding
Faculty of Science--Strategic Research Initiatives	200,000	200,000		Commitment made to Faculty of Science for strategic research initiatives.
Glendon	125,000			Glendon Branding Plan
YU Start	250,000	250,000		Ystart Support
VPS Wayfinding	250,000	250,000		Wayfinding
International recruitment	570,000	570,000	570,000	To support international recruitment
Digital Program Marketing	280,000	280,000	280,000	Funding for marketing of programs
York International		349,000	335,000	Additional staffing to support international students
Provost office	500,000	500,000	500,000	Markham support
Research	150,000	150,000	150,000	Yspace support
	<b>2,925,000</b>	<b>2,549,000</b>	<b>1,835,000</b>	
<b>Faculty Complement Renewal</b>	<b>3,100,000</b>	<b>3,100,000</b>	<b>3,100,000</b>	Commitment to support faculty complement renewal
<b>Student Aid/Scholarships</b>	<b>2,024,000</b>	<b>3,521,000</b>	<b>1,121,000</b>	Student Support, Work Study, etc
<b>VPRI and Research Support</b>				
Electronic CV Management	351,000	231,000	210,000	To implement an electronic CV management system
Investment in Strategic Research Plan		1,000,000	1,000,000	Funding towards a strategic fund
NCE Institutional Support	217,803	217,803	217,803	Central support for National Centre of Excellence
	<b>568,803</b>	<b>1,448,803</b>	<b>1,427,803</b>	
<b>Classroom Renewal</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	Classroom technology renewal
<b>Deferred Maintenance</b>				
Incremental Funding for Deferred Maintenance	3,500,000	3,500,000	3,500,000	To address deferred maintenance
Scott Library	650,000			Scott Library enhancements
	<b>4,150,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	
<b>Total</b>	<b>\$ 14,767,803</b>	<b>\$ 16,118,803</b>	<b>\$ 12,983,803</b>	

**TABLE 6: Other Strategic Priorities funded from Reserves**

	<b>Commitments 2019-20 \$</b>	<b>Commitments 2020-21 \$</b>	<b>Commitments 2021-22 \$</b>
Brand and reputation enhancing	2,715,000		
Strategic research plan		2,100,000	2,995,000
UIT System Upgrades	227,573	555,120	566,223
Community Safety			
Emergency Notification	100,000	80,000	80,000
Survey	50,000		50,000
CCTV/Door Access	80,400	80,400	80,400
	<b>\$ 3,172,973</b>	<b>\$ 2,815,520</b>	<b>\$ 3,771,623</b>

In addition to the above noted investments, Faculty set aside funds for Faculty Specific Projects. These funds are reserved for wet lab spaces, offices and facilities renewal (Table 7).

**TABLE 7: Faculty Funds Reserved for Investment in 2019-20**

AMPD	\$ 660,000
LAPS	7,690,000
Lassonde	1,500,000
Education	2,200,000
Health	6,000,000
Science	4,500,000
	<b>\$ 22,550,000</b>

## 2) Transition Funding

As part of transitioning from the incremental budget model to the SHARP Budget model, the University decided to hold Faculties harmless to the impact of the change in Budget models based on their 2013-14 budgets. Faculties negatively impacted by the change to SHARP continue to receive support from the General University Fund through what is called the Budget Implementation Formula Adjustments (BIFA). This is the difference between funding for a Faculty under the incremental Budget model and the SHARP Budget model based on 2013-14 results.

As part of the SHARP Budget Review, the University will be reviewing the continuation of this funding.

#### 4.2.5 Compensation Assumptions

The budget model holds all Faculties responsible for covering salary and benefit increases. Shared Service units receive 50 per cent of their salary increments and are held responsible to fund the remaining portion of their increments through cost efficiencies. Most employee compensation increases are driven by collective agreements and all known and assumed agreements have been factored into the budgets of the Faculties, Schools and Shared Service units. Where agreements are not known, an extension of the current negotiated rates of increases has been assumed.

Assumptions with respect to salary increments are described in Section 2.5 of this document.

#### 4.2.6 Enrolment Contingency

The labour disruption has had an unfavourable impact on reputation, applications and registrations. For 2018-2019 undergraduate enrolment was below plan by 1,141 domestic FTEs and 57 international FTEs.

For 2019-2020 applications for students in January were approximately 4.2% lower for domestic and international, on a year over year basis.

Enrolment contracts for undergraduate international students show significant year over year increases at the same time when other universities are also focusing on recruiting international students. Given these circumstances, Faculties are budgeting a contingency against enrolment targets.

**TABLE 8: Enrolment Contingency**

(in millions)	2019-20	2020-21	2021-22
<b>Faculty</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Arts, Media, & Performance Design	1.7	3.6	4.4
Education	-	-	-
Environmental Studies	1.0	1.0	1.0
Glendon	1.0	1.0	1.0
Health	-	2.0	2.0
Liberal Arts & Professional Studies	13.7	24.9	37.9
Lassonde	0.5	1.2	2.0
Osgoode	-	-	-
Schulich	-	-	-
Science	1.0	2.0	2.0
<b>Total</b>	<b>18.9</b>	<b>35.7</b>	<b>50.1</b>

(numbers may not add due to rounding)

#### **4.2.7 Key Budget Risks**

The following outlines key budget risks for the University:

- Enrolment
  - Recovery from Labour Disruption
  - Achieving targets in domestic and growing international
- Impact of 10% Tuition reduction and freeze for 2019-20 and 2020-21
- New tuition framework beyond 2020-21
- Future Labour Relations
- Performance Based Government Funding, beginning in 2020-21
- Realignment of enrolment and budget plans based on the Province's new funding formula
- Changing Political Landscape
- Achieving successes in Service Transformation

# APPENDICES

(Numbers in tables may not add due to rounding)

<b>Total Operating Budget</b>						
(\$ millions)						
	Appendix Reference	2018-19		2019-20	2020-21	2021-22
		Budget	Actuals	Budget	Budget	Budget
<b>Operating Revenues</b>						
Government Operating Grants	[Appendix 3]	\$ 307.5	\$ 308.9	\$ 306.9	\$ 306.2	\$ 305.2
Student Fees	[Appendix 4]	644.2	647.0	695.6	759.1	838.8
Grants and Student Fees Subtotal		951.6	955.9	1,002.5	1,065.3	1,144.0
Funding from Donations, Endowments, & Trusts		6.8	6.1	7.1	6.1	5.5
Investment Income		7.5	17.7	7.9	6.0	4.7
Other Recoveries		50.2	47.8	40.9	40.3	42.2
<b>Total Operating Revenues</b>		<b>1,016.2</b>	<b>1,027.5</b>	<b>1,058.5</b>	<b>1,117.6</b>	<b>1,196.5</b>
<b>Contingencies</b>		<b>(40.9)</b>	<b>-</b>	<b>(18.9)</b>	<b>(35.7)</b>	<b>(50.1)</b>
<b>Total Operating Revenues, Net of Contingencies</b>		<b>\$ 975.3</b>	<b>\$ 1,027.5</b>	<b>\$ 1,039.6</b>	<b>\$ 1,082.0</b>	<b>\$ 1,146.4</b>
<b>Operating Expenditures</b>						
Salaries and Wages		567.8	557.5	590.4	615.9	640.6
Employee Benefits		157.8	118.5	135.4	140.9	147.8
Operating Costs		136.3	127.4	156.8	162.1	170.8
Scholarships and Bursaries		72.4	61.2	71.7	72.5	71.7
Taxes and Utilities		26.7	21.6	26.0	28.6	29.3
Interest on Long-Term Debt		20.9	20.9	21.1	21.3	21.5
<b>Total Operating Expenditures</b>		<b>\$ 982.0</b>	<b>\$ 907.2</b>	<b>\$ 1,001.3</b>	<b>\$ 1,041.3</b>	<b>\$ 1,081.6</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before Transfers</b>		<b>\$ (6.7)</b>	<b>\$ 120.4</b>	<b>\$ 38.3</b>	<b>\$ 40.7</b>	<b>\$ 64.8</b>
<b>Transfers to Restricted Funds</b>						
Transfers to Capital Fund		(16.8)	(76.3)	(27.4)	(40.2)	(38.5)
Transfers to Ancillary Fund		(4.1)	(4.2)	(3.8)	(3.7)	(3.6)
Transfers to Other Funds		(5.9)	(2.4)	(3.4)	(2.9)	(2.9)
<b>Total Transfers to Restricted Funds</b>		<b>\$ (26.8)</b>	<b>\$ (82.8)</b>	<b>\$ (34.6)</b>	<b>\$ (46.8)</b>	<b>\$ (45.0)</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.</b>		<b>\$ (33.5)</b>	<b>\$ 37.5</b>	<b>\$ 3.8</b>	<b>\$ (6.1)</b>	<b>\$ 19.8</b>
<b>GAAP Adjustments</b>						
Remeasurement of Employee Benefit Plans		-	(53.3)	-	-	-
Strike Deferral		46.6	46.6	-	-	-
<b>GAAP Adjustments</b>		<b>\$ 46.6</b>	<b>\$ (6.7)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>In Year Surplus/(Deficit) for Operating Fund</b>	[Appendix 2]	<b>13.1</b>	<b>30.8</b>	<b>3.8</b>	<b>(6.1)</b>	<b>19.8</b>
<b>Opening Accumulated Surplus/(Deficit) for Operating Fund</b>		<b>235.4</b>	<b>235.4</b>	<b>266.2</b>	<b>269.9</b>	<b>263.8</b>
<b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>		<b>\$ 248.4</b>	<b>\$ 266.2</b>	<b>\$ 269.9</b>	<b>\$ 263.8</b>	<b>\$ 283.6</b>
<b>Closing Accumulated Position, by Division:</b>						
President		\$ 1.8	\$ 2.7	\$ 1.8	\$ 2.0	\$ 2.0
VP Advancement		1.2	3.4	0.3	0.8	0.9
VP Academic		(54.7)	24.7	27.0	20.6	47.2
VP Finance & Administration		9.1	13.8	7.7	4.2	0.4
VP Research		2.2	4.1	1.3	0.2	(0.4)
<b>Closing Divisional Accumulated Surplus/(Deficit)</b>		<b>(40.4)</b>	<b>48.6</b>	<b>38.1</b>	<b>27.9</b>	<b>50.2</b>
<b>University Fund</b>	[Appendix 9]	<b>58.2</b>	<b>58.4</b>	<b>73.8</b>	<b>78.6</b>	<b>78.4</b>
<b>Institutional Reserves</b>	[Appendix 9]	<b>230.7</b>	<b>159.1</b>	<b>158.0</b>	<b>157.3</b>	<b>155.0</b>
<b>Closing Accumulated Surplus/(Deficit) for Operating</b>	[Appendix 7]	<b>\$ 248.4</b>	<b>\$ 266.2</b>	<b>\$ 269.9</b>	<b>\$ 263.8</b>	<b>\$ 283.6</b>

### Apportionment of Operating Revenues

(\$ millions)

	Appendix Reference	2018-19		2019-20	2020-21	2021-22
		Budget	Actuals	Budget	Budget	Budget
		<b>Apportionment of Operating Revenues</b>				
Faculties & Schools		\$ 592.3	\$ 652.5	\$ 681.9	\$ 732.5	\$ 799.2
Administrative Units		264.4	270.8	261.4	263.0	265.3
General Institutional (GI)		91.3	71.6	74.1	75.5	75.8
University Fund		27.3	32.7	22.3	11.0	6.1
<b>Total Apportionment of Operating Revenues</b>	[Appendix 1A]	<b>\$ 975.3</b>	<b>\$ 1,027.5</b>	<b>\$ 1,039.6</b>	<b>\$ 1,082.0</b>	<b>\$ 1,146.4</b>

**In Year Surplus/(Deficit) for Operating Fund  
by Faculty/Unit  
(\$ millions)**

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>VP Academic</b>					
Arts, Media, & Performance Design	\$ 0.0	\$ 0.7	\$ (0.6)	\$ (0.3)	\$ 0.9
Education	(0.8)	0.9	(1.1)	(1.2)	(0.5)
Environmental Studies	(1.7)	(1.9)	(2.0)	(1.1)	(0.3)
Glendon	(1.7)	(1.4)	(3.6)	(2.5)	0.2
Health	(1.2)	0.9	3.9	2.0	3.5
Liberal Arts & Professional Studies	3.4	11.1	4.1	5.5	7.0
Lassonde	(4.5)	1.5	(1.8)	0.4	3.9
Osgoode	0.1	6.1	1.9	1.4	1.6
Schulich	(3.4)	(0.9)	(4.9)	2.7	8.3
Science	0.0	4.2	0.6	0.9	4.2
Continuing Studies	0.6	9.9	7.1	(8.4)	3.5
Provost's Contingency Fund	(33.7)	1.4	-	-	-
<b>Total Faculties &amp; Schools</b>	<b>(42.7)</b>	<b>32.5</b>	<b>3.6</b>	<b>(0.7)</b>	<b>32.3</b>
<b>Graduate Studies</b>	<b>(0.7)</b>	<b>(0.2)</b>	<b>(1.1)</b>	<b>(1.2)</b>	<b>(1.1)</b>
<b>Libraries</b>	<b>0.0</b>	<b>1.1</b>	<b>(0.7)</b>	<b>(1.0)</b>	<b>(0.9)</b>
<b>Vice Provost Students</b>	<b>(2.5)</b>	<b>(1.2)</b>	<b>(5.2)</b>	<b>(3.2)</b>	<b>0.3</b>
<b>PVPA</b>	<b>(1.3)</b>	<b>(0.1)</b>	<b>5.7</b>	<b>(0.3)</b>	<b>(4.1)</b>
<b>Total VP Academic</b>	<b>(47.2)</b>	<b>32.1</b>	<b>2.4</b>	<b>(6.4)</b>	<b>26.6</b>
<b>President</b>	<b>(0.3)</b>	<b>0.5</b>	<b>(0.9)</b>	<b>0.2</b>	<b>0.1</b>
<b>VP Advancement</b>	<b>(1.7)</b>	<b>0.5</b>	<b>(3.1)</b>	<b>0.5</b>	<b>0.1</b>
<b>VP Finance</b>					
Facilities	(0.0)	0.1	(1.1)	(0.9)	(1.1)
Community Safety	(0.1)	0.1	(0.5)	0.0	0.0
Finance	(0.5)	(0.1)	(0.2)	0.0	(0.1)
Human Resources	(0.7)	(0.3)	(1.0)	(0.7)	(0.8)
Internal Audit	0.0	0.0	(0.0)	(0.0)	(0.0)
UIT	(1.5)	1.7	(2.4)	(1.8)	(1.9)
VPFA Office	(0.7)	(0.3)	(0.9)	0.0	0.0
<b>Total VP Finance</b>	<b>(3.5)</b>	<b>1.1</b>	<b>(6.1)</b>	<b>(3.5)</b>	<b>(3.8)</b>
<b>VP Research</b>	<b>(1.1)</b>	<b>0.8</b>	<b>(2.9)</b>	<b>(1.0)</b>	<b>(0.6)</b>
<b>In Year Divisional Surplus/ (Deficit)</b>	<b>\$ (53.9)</b>	<b>\$ 35.1</b>	<b>\$ (10.6)</b>	<b>\$ (10.2)</b>	<b>\$ 22.3</b>
<b>University Fund</b>	<b>27.3</b>	<b>27.5</b>	<b>15.4</b>	<b>4.8</b>	<b>(0.2)</b>
<b>Institutional Reserves</b>	<b>39.8</b>	<b>(31.8)</b>	<b>(1.0)</b>	<b>(0.7)</b>	<b>(2.3)</b>
<b>In Year Surplus/(Deficit) for Operating Fund</b>	<b>\$ 13.1</b>	<b>\$ 30.8</b>	<b>\$ 3.8</b>	<b>\$ (6.1)</b>	<b>\$ 19.8</b>

## Operating Grants

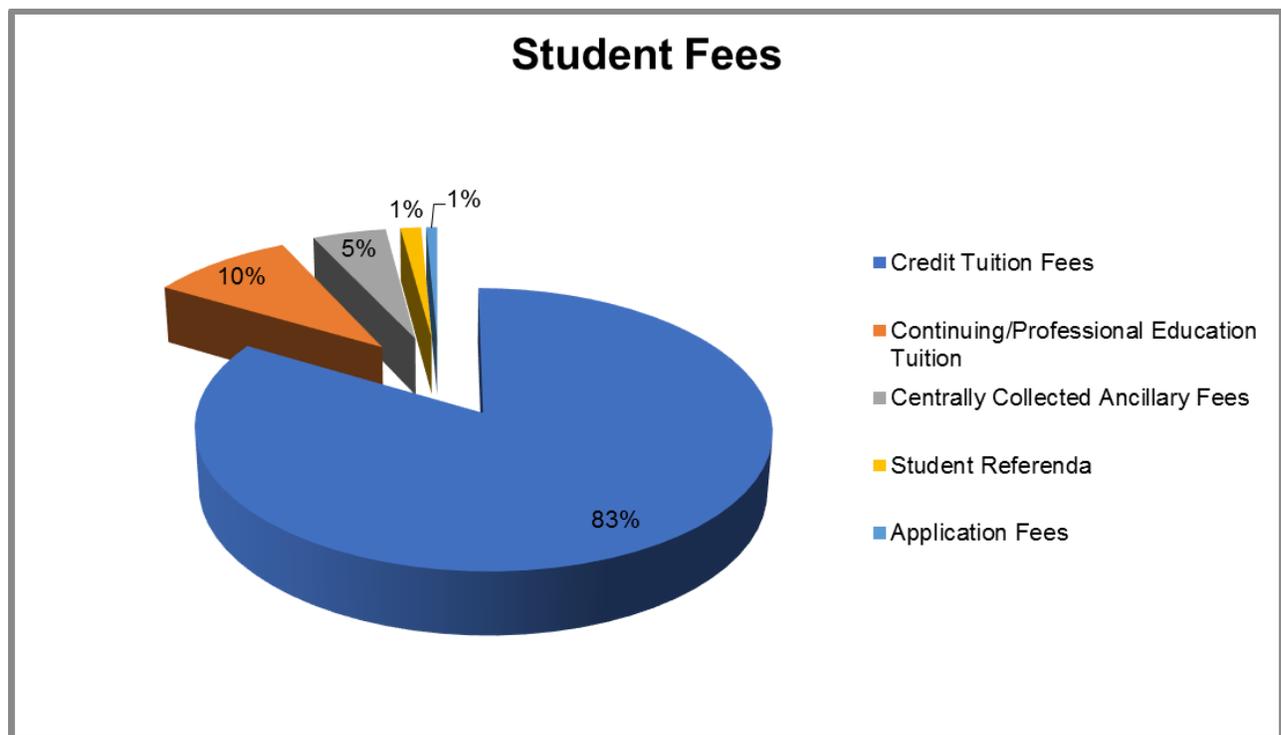
(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Provincial Operating Grants</b>					
Enrolment					
Core Operating Grant	\$ 243.2	\$ 243.1	\$ 243.1	\$ 243.1	\$ 243.1
International Student Recovery	(5.4)	(5.3)	(6.1)	(6.9)	(7.7)
Graduate Expansion	2.1	2.7	2.0	3.0	3.0
Differentiation					
Performance/Student Success	32.7	33.0	32.9	33.0	33.0
Mission Related - Bilingualism	3.2	3.2	3.2	3.2	3.2
Mission Related - French Language Access	0.5	0.5	0.5	0.5	0.5
Research Overheads Infrastructure Envelope (ROIE)	0.9	0.9	0.9	0.9	0.9
Special Purpose					
Municipal Tax Grant	2.9	2.9	3.1	3.5	3.6
French Language Support	6.8	6.8	6.8	6.8	6.8
Nursing	6.6	7.5	7.3	7.3	7.3
Collaborative Design	1.4	1.4	1.1	0.8	0.4
First Generation Support	0.2	0.2	0.2	0.2	0.2
Aboriginal Support	0.5	0.5	0.5	0.5	0.5
Support for Students with Disabilities	4.0	3.9	4.0	4.0	4.0
Mental Health	0.3	0.3	0.3	0.1	0.1
Other Special Purpose Grants	2.2	1.5	1.5	0.6	0.6
<b>Total Provincial Operating Grants</b>	<b>302.0</b>	<b>303.2</b>	<b>301.2</b>	<b>300.5</b>	<b>299.5</b>
Federal Research Support Fund	5.5	5.8	5.8	5.8	5.8
<b>Total Government Operating Grants</b>	<b>\$ 307.5</b>	<b>\$ 308.9</b>	<b>\$ 306.9</b>	<b>\$ 306.2</b>	<b>\$ 305.2</b>

**Student Fees**

(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Student Fees</b>					
Credit Tuition Fees	\$ 546.6	\$ 540.1	\$ 585.1	\$ 643.8	\$ 719.8
Continuing/Professional Education Tuition	54.8	61.5	65.4	69.7	73.2
Centrally Collected Ancillary Fees	30.4	31.7	31.8	32.1	32.4
Student Referenda	8.5	8.9	8.5	8.6	8.7
Application Fees	3.8	4.7	4.7	4.7	4.7
<b>Total Student Fees</b>	<b>\$ 644.2</b>	<b>\$ 647.0</b>	<b>\$ 695.6</b>	<b>\$ 759.1</b>	<b>\$ 838.8</b>



## Appendix 5

### Faculty/School Budget Positions

(\$ millions)

	2018-2019		2019-2020	2020-2021	2021-2022
	Budget	Actuals	Budget	Budget	Budget
<b><u>Arts, Media, &amp; Performance Design</u></b>					
Revenues, Net of Contingencies	\$ 39.7	\$ 39.9	\$ 42.2	\$ 44.2	\$ 47.1
Expenditures, Net of Recoveries	(39.7)	(38.3)	(41.8)	(43.5)	(45.2)
In Year Surplus/(Deficit), Before Transfers	0.0	1.6	0.4	0.7	1.9
Transfers to Capital Fund	-	(0.9)	(1.0)	(1.0)	(1.0)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	0.0	0.7	(0.6)	(0.3)	0.9
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(16.6)</b>	<b>(16.6)</b>	<b>(15.9)</b>	<b>(16.4)</b>	<b>(16.7)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (16.6)</b>	<b>\$ (15.9)</b>	<b>\$ (16.4)</b>	<b>\$ (16.7)</b>	<b>\$ (15.9)</b>
<b><u>Education</u></b>					
Revenues, Net of Contingencies	\$ 20.5	\$ 23.4	\$ 20.8	\$ 20.9	\$ 21.4
Expenditures, Net of Recoveries	(21.3)	(20.3)	(22.0)	(22.1)	(21.9)
In Year Surplus/(Deficit), Before Transfers	(0.8)	3.1	(1.1)	(1.2)	(0.5)
Transfers to Capital Fund	-	(2.2)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.8)	0.9	(1.1)	(1.2)	(0.5)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>6.6</b>	<b>6.6</b>	<b>7.5</b>	<b>6.4</b>	<b>5.2</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 5.8</b>	<b>\$ 7.5</b>	<b>\$ 6.4</b>	<b>\$ 5.2</b>	<b>\$ 4.7</b>
<b><u>Environmental Studies</u></b>					
Revenues, Net of Contingencies	\$ 11.9	\$ 11.2	\$ 11.5	\$ 12.8	\$ 13.9
Expenditures, Net of Recoveries	(13.5)	(13.1)	(13.5)	(13.9)	(14.2)
In Year Surplus/(Deficit), Before Transfers	(1.7)	(1.9)	(2.0)	(1.1)	(0.3)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	0.0	0.0	-	-
In Year Surplus/(Deficit)	(1.7)	(1.9)	(2.0)	(1.1)	(0.3)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(4.5)</b>	<b>(4.5)</b>	<b>(6.4)</b>	<b>(8.3)</b>	<b>(9.4)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (6.1)</b>	<b>\$ (6.4)</b>	<b>\$ (8.3)</b>	<b>\$ (9.4)</b>	<b>\$ (9.7)</b>
<b><u>Glendon</u></b>					
Revenues, Net of Contingencies	\$ 33.6	\$ 33.4	\$ 32.4	\$ 32.8	\$ 35.4
Expenditures, Net of Recoveries	(35.3)	(34.7)	(36.0)	(35.3)	(35.2)
In Year Surplus/(Deficit), Before Transfers	(1.7)	(1.3)	(3.6)	(2.5)	0.2
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.1)	-	-	-
In Year Surplus/(Deficit)	(1.7)	(1.4)	(3.6)	(2.5)	0.2
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(10.0)</b>	<b>(10.0)</b>	<b>(11.4)</b>	<b>(14.9)</b>	<b>(17.4)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (11.7)</b>	<b>\$ (11.4)</b>	<b>\$ (14.9)</b>	<b>\$ (17.4)</b>	<b>\$ (17.2)</b>

## Appendix 5

### Faculty/School Budget Positions

(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Health</b>					
Revenues, Net of Contingencies	\$ 66.6	\$ 70.0	\$ 76.6	\$ 78.9	\$ 83.7
Expenditures, Net of Recoveries	(67.8)	(63.2)	(72.7)	(76.9)	(80.1)
In Year Surplus/(Deficit), Before Transfers	(1.2)	6.9	3.9	2.0	3.5
Transfers to Capital Fund	-	(6.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	0.0	-	-	-
In Year Surplus/(Deficit)	(1.2)	0.9	3.9	2.0	3.5
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>6.3</b>	<b>6.3</b>	<b>7.2</b>	<b>11.1</b>	<b>13.1</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 5.1</b>	<b>\$ 7.2</b>	<b>\$ 11.1</b>	<b>\$ 13.1</b>	<b>\$ 16.6</b>
<b>Liberal Arts &amp; Professional Studies</b>					
Revenues, Net of Contingencies	\$ 203.0	\$ 204.9	\$ 219.2	\$ 240.8	\$ 271.9
Expenditures, Net of Recoveries	(197.7)	(184.9)	(212.3)	(228.9)	(250.8)
In Year Surplus/(Deficit), Before Transfers	5.2	20.0	7.0	11.9	21.1
Transfers to Capital Fund	(1.5)	(8.7)	(2.8)	(6.3)	(14.0)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.3)	(0.2)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	3.4	11.1	4.1	5.5	7.0
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(46.5)</b>	<b>(46.5)</b>	<b>(35.4)</b>	<b>(31.4)</b>	<b>(25.8)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (43.1)</b>	<b>\$ (35.4)</b>	<b>\$ (31.4)</b>	<b>\$ (25.8)</b>	<b>\$ (18.8)</b>
<b>Lassonde</b>					
Revenues, Net of Contingencies	\$ 42.0	\$ 45.8	\$ 47.5	\$ 54.3	\$ 61.3
Expenditures, Net of Recoveries	(46.5)	(42.8)	(49.3)	(53.9)	(57.3)
In Year Surplus/(Deficit), Before Transfers	(4.5)	3.0	(1.8)	0.4	4.0
Transfers to Capital Fund	-	(1.5)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	(0.0)	(0.0)	(0.0)
In Year Surplus/(Deficit)	(4.5)	1.5	(1.8)	0.4	3.9
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(10.9)</b>	<b>(10.9)</b>	<b>(9.4)</b>	<b>(11.3)</b>	<b>(10.9)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (15.4)</b>	<b>\$ (9.4)</b>	<b>\$ (11.3)</b>	<b>\$ (10.9)</b>	<b>\$ (6.9)</b>
<b>Osgoode</b>					
Revenues, Net of Contingencies	\$ 42.7	\$ 46.6	\$ 44.9	\$ 45.1	\$ 46.3
Expenditures, Net of Recoveries	(42.6)	(40.5)	(42.9)	(43.7)	(44.6)
In Year Surplus/(Deficit), Before Transfers	0.2	6.1	2.0	1.4	1.7
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.0)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	0.1	6.1	1.9	1.4	1.6
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>16.5</b>	<b>16.5</b>	<b>22.6</b>	<b>24.5</b>	<b>25.9</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 16.6</b>	<b>\$ 22.6</b>	<b>\$ 24.5</b>	<b>\$ 25.9</b>	<b>\$ 27.5</b>

## Appendix 5

### Faculty/School Budget Positions

(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Schulich</b>					
Revenues, Net of Contingencies	\$ 83.7	\$ 81.9	\$ 87.5	\$ 97.3	\$ 104.5
Expenditures, Net of Recoveries	(83.1)	(78.8)	(88.8)	(91.1)	(92.8)
In Year Surplus/(Deficit), Before Transfers	0.6	3.1	(1.2)	6.2	11.7
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	(3.7)	(3.8)	(3.4)	(3.3)	(3.2)
Transfers to Other Funds	(0.2)	(0.3)	(0.2)	(0.2)	(0.2)
In Year Surplus/(Deficit)	(3.4)	(0.9)	(4.9)	2.7	8.3
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(11.0)</b>	<b>(11.0)</b>	<b>(12.0)</b>	<b>(16.8)</b>	<b>(14.2)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (14.4)</b>	<b>\$ (12.0)</b>	<b>\$ (16.8)</b>	<b>\$ (14.2)</b>	<b>\$ (5.9)</b>
<b>Science</b>					
Revenues, Net of Contingencies	\$ 55.7	\$ 58.5	\$ 62.7	\$ 67.7	\$ 74.1
Expenditures, Net of Recoveries	(55.7)	(49.8)	(62.1)	(66.8)	(69.9)
In Year Surplus/(Deficit), Before Transfers	0.0	8.7	0.6	0.9	4.2
Transfers to Capital Fund	-	(4.5)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.0	4.2	0.6	0.9	4.2
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(1.5)</b>	<b>(1.5)</b>	<b>2.8</b>	<b>3.4</b>	<b>4.3</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (1.4)</b>	<b>\$ 2.8</b>	<b>\$ 3.4</b>	<b>\$ 4.3</b>	<b>\$ 8.5</b>
<b>Continuing Studies</b>					
Revenues, Net of Contingencies	\$ 26.7	\$ 36.7	\$ 36.5	\$ 37.7	\$ 39.5
Expenditures, Net of Recoveries	(26.1)	(26.8)	(29.4)	(34.4)	(33.8)
In Year Surplus/(Deficit), Before Transfers	0.6	9.9	7.1	3.3	5.8
Transfers to Capital Fund	-	-	-	(11.8)	(2.3)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.6	9.9	7.1	(8.4)	3.5
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>22.1</b>	<b>22.1</b>	<b>32.0</b>	<b>39.1</b>	<b>30.7</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 22.7</b>	<b>\$ 32.0</b>	<b>\$ 39.1</b>	<b>\$ 30.7</b>	<b>\$ 34.1</b>
<b>Provost's Contingency Fund</b>					
Revenues, Net of Contingencies	\$ (33.7)	-	-	-	-
Expenditures, Net of Recoveries	-	-	-	-	-
In Year Surplus/(Deficit), Before Transfers	(33.7)	-	-	-	-
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	1.4	-	-	-
In Year Surplus/(Deficit)	(33.7)	1.4	-	-	-
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>24.7</b>	<b>24.7</b>	<b>26.0</b>	<b>26.0</b>	<b>26.0</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (9.0)</b>	<b>\$ 26.0</b>	<b>\$ 26.0</b>	<b>\$ 26.0</b>	<b>\$ 26.0</b>

## Faculty/School Budget Positions

(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Total Faculties &amp; Schools</b>					
Revenues, Net of Contingencies	\$ 592.3	\$ 652.5	\$ 681.9	\$ 732.5	\$ 799.2
Expenditures, Net of Recoveries	(629.3)	(593.2)	(670.7)	(710.4)	(745.9)
In Year Surplus/(Deficit), Before Transfers	(36.9)	59.3	11.2	22.1	53.2
Transfers to Capital Fund	(1.5)	(23.8)	(3.8)	(19.1)	(17.3)
Transfers to Ancillary Fund	(3.7)	(3.8)	(3.4)	(3.3)	(3.2)
Transfers to Other Funds	(0.6)	0.8	(0.4)	(0.4)	(0.4)
In Year Surplus/(Deficit)	(42.7)	32.5	3.6	(0.7)	32.3
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(24.8)</b>	<b>(24.8)</b>	<b>7.7</b>	<b>11.3</b>	<b>10.6</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (67.6)</b>	<b>\$ 7.7</b>	<b>\$ 11.3</b>	<b>\$ 10.6</b>	<b>\$ 43.0</b>

**Administrative Units Budget Positions**  
(\$ millions)

**Appendix 6**

	2018-19		2019-20		2020-21		2021-22	
	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals
<b><u>Graduate Studies</u></b>								
Revenues, Net of Contingencies	\$ 2.9	\$ 3.5	\$ 2.7		\$ 2.6		\$ 2.6	
Expenditures, Net of Recoveries	(3.6)	(3.3)	(3.8)		(3.8)		(3.7)	
In Year Surplus/(Deficit), Before Transfers	(0.7)	0.2	(1.1)		(1.2)		(1.1)	
Transfers to Capital Fund	-	-	-		-		-	
Transfers to Ancillary Fund	-	-	-		-		-	
Transfers to Other Funds	-	(0.3)	-		-		-	
In Year Surplus/(Deficit)	(0.7)	(0.2)	(1.1)		(1.2)		(1.1)	
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.9</b>	<b>2.9</b>	<b>2.7</b>		<b>1.6</b>		<b>0.4</b>	
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 2.2</b>	<b>\$ 2.7</b>	<b>\$ 1.6</b>		<b>\$ 0.4</b>		<b>\$ (0.7)</b>	
<b><u>Libraries</u></b>								
Revenues, Net of Contingencies	\$ 31.1	\$ 30.9	\$ 30.5		\$ 31.1		\$ 32.0	
Expenditures, Net of Recoveries	(31.1)	(29.8)	(31.1)		(32.0)		(32.9)	
In Year Surplus/(Deficit), Before Transfers	0.0	1.1	(0.6)		(0.9)		(0.9)	
Transfers to Capital Fund	-	-	-		-		-	
Transfers to Ancillary Fund	-	-	-		-		-	
Transfers to Other Funds	(0.0)	-	(0.0)		(0.0)		-	
In Year Surplus/(Deficit)	0.0	1.1	(0.7)		(1.0)		(0.9)	
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>1.8</b>	<b>1.8</b>	<b>2.9</b>		<b>2.3</b>		<b>1.3</b>	
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.8</b>	<b>\$ 2.9</b>	<b>\$ 2.3</b>		<b>\$ 1.3</b>		<b>\$ 0.4</b>	
<b><u>Vice Provost Students</u></b>								
Revenues, Net of Contingencies	\$ 74.7	\$ 76.8	\$ 72.6		\$ 74.0		\$ 75.1	
Expenditures, Net of Recoveries	(77.1)	(75.5)	(77.7)		(77.1)		(74.7)	
In Year Surplus/(Deficit), Before Transfers	(2.4)	1.2	(5.1)		(3.1)		0.4	
Transfers to Capital Fund	-	(2.3)	-		-		-	
Transfers to Ancillary Fund	-	-	-		-		-	
Transfers to Other Funds	(0.1)	(0.2)	(0.1)		(0.1)		(0.1)	
In Year Surplus/(Deficit)	(2.5)	(1.2)	(5.2)		(3.2)		0.3	
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>12.5</b>	<b>12.5</b>	<b>11.3</b>		<b>6.1</b>		<b>2.9</b>	
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 10.0</b>	<b>\$ 11.3</b>	<b>\$ 6.1</b>		<b>\$ 2.9</b>		<b>\$ 3.2</b>	
<b><u>PVPA</u></b>								
Revenues, Net of Contingencies	\$ 16.1	\$ 15.8	\$ 23.5		\$ 15.4		\$ 11.9	
Expenditures, Net of Recoveries	(13.4)	(12.9)	(14.9)		(13.4)		(13.6)	
In Year Surplus/(Deficit), Before Transfers	2.8	2.8	8.6		2.0		(1.7)	
Transfers to Capital Fund	-	-	-		-		-	
Transfers to Ancillary Fund	-	-	-		-		-	
Transfers to Other Funds	(4.1)	(3.0)	(2.8)		(2.4)		(2.4)	
In Year Surplus/(Deficit)	(1.3)	(0.1)	5.7		(0.3)		(4.1)	
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>		<b>5.7</b>		<b>5.4</b>	
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (1.2)</b>	<b>\$ 0.0</b>	<b>\$ 5.7</b>		<b>\$ 5.4</b>		<b>\$ 1.3</b>	

## Administrative Units Budget Positions

(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>President Division</b>					
Revenues, Net of Contingencies	\$ 12.4	\$ 13.8	\$ 12.6	\$ 13.6	\$ 13.7
Expenditures, Net of Recoveries	(12.7)	(13.0)	(13.5)	(13.4)	(13.6)
In Year Surplus/(Deficit), Before Transfers	(0.3)	0.8	(0.9)	0.2	0.1
Transfers to Capital Fund	-	(0.3)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	0.0	-	-	-
In Year Surplus/(Deficit)	(0.3)	0.5	(0.9)	0.2	0.1
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.2</b>	<b>2.2</b>	<b>2.7</b>	<b>1.8</b>	<b>2.0</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.8</b>	<b>\$ 2.7</b>	<b>\$ 1.8</b>	<b>\$ 2.0</b>	<b>\$ 2.0</b>
<b>Advancement Division</b>					
Revenues, Net of Contingencies	\$ 10.9	\$ 11.1	\$ 9.3	\$ 12.9	\$ 13.0
Expenditures, Net of Recoveries	(12.6)	(10.6)	(12.4)	(12.5)	(12.9)
In Year Surplus/(Deficit), Before Transfers	(1.7)	0.5	(3.1)	0.5	0.1
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(1.7)	0.5	(3.1)	0.5	0.1
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.9</b>	<b>2.9</b>	<b>3.4</b>	<b>0.3</b>	<b>0.8</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.2</b>	<b>\$ 3.4</b>	<b>\$ 0.3</b>	<b>\$ 0.8</b>	<b>\$ 0.9</b>
<b>Facilities</b>					
Revenues, Net of Contingencies	\$ 53.7	\$ 54.1	\$ 52.1	\$ 52.8	\$ 55.1
Expenditures, Net of Recoveries	(53.6)	(48.6)	(51.2)	(53.6)	(56.0)
In Year Surplus/(Deficit), Before Transfers	0.1	5.5	0.9	(0.8)	(1.0)
Transfers to Capital Fund	-	(5.3)	(1.9)	-	-
Transfers to Ancillary Fund	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.0)	0.1	(1.1)	(0.9)	(1.1)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>1.8</b>	<b>1.8</b>	<b>1.9</b>	<b>0.8</b>	<b>(0.1)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.8</b>	<b>\$ 1.9</b>	<b>\$ 0.8</b>	<b>\$ (0.1)</b>	<b>\$ (1.2)</b>
<b>Community Safety</b>					
Revenues, Net of Contingencies	\$ 9.6	\$ 10.4	\$ 9.3	\$ 9.2	\$ 9.3
Expenditures, Net of Recoveries	(9.7)	(10.3)	(9.8)	(9.2)	(9.3)
In Year Surplus/(Deficit), Before Transfers	(0.1)	0.1	(0.5)	0.0	0.0
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.1)	0.1	(0.5)	0.0	0.0
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>0.2</b>	<b>0.2</b>	<b>0.4</b>	<b>(0.1)</b>	<b>(0.1)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.1</b>	<b>\$ 0.4</b>	<b>\$ (0.1)</b>	<b>\$ (0.1)</b>	<b>\$ (0.1)</b>

**Administrative Units Budget Positions**  
(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Finance</b>					
Revenues, Net of Contingencies	\$ 6.8	\$ 6.9	\$ 6.6	\$ 6.6	\$ 6.6
Expenditures, Net of Recoveries	(7.3)	(7.1)	(6.8)	(6.6)	(6.7)
In Year Surplus/(Deficit), Before Transfers	(0.5)	(0.1)	(0.2)	0.0	(0.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.5)	(0.1)	(0.2)	0.0	(0.1)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>3.7</b>	<b>3.7</b>	<b>3.5</b>	<b>3.3</b>	<b>3.3</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 3.1</b>	<b>\$ 3.5</b>	<b>\$ 3.3</b>	<b>\$ 3.3</b>	<b>\$ 3.3</b>
<b>Human Resources</b>					
Revenues, Net of Contingencies	\$ 8.1	\$ 8.0	\$ 7.0	\$ 6.8	\$ 6.8
Expenditures, Net of Recoveries	(8.3)	(8.1)	(8.0)	(7.5)	(7.6)
In Year Surplus/(Deficit), Before Transfers	(0.3)	(0.1)	(1.0)	(0.7)	(0.8)
Transfers to Capital Fund	(0.4)	(0.3)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.7)	(0.3)	(1.0)	(0.7)	(0.8)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>1.6</b>	<b>1.6</b>	<b>1.2</b>	<b>0.3</b>	<b>(0.4)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.9</b>	<b>\$ 1.2</b>	<b>\$ 0.3</b>	<b>\$ (0.4)</b>	<b>\$ (1.2)</b>
<b>Internal Audit</b>					
Revenues, Net of Contingencies	\$ 0.7	\$ 0.7	\$ 0.7	\$ 0.7	\$ 0.7
Expenditures, Net of Recoveries	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
In Year Surplus/(Deficit), Before Transfers	0.0	0.0	(0.0)	(0.0)	(0.0)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.0	0.0	(0.0)	(0.0)	(0.0)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.2</b>	<b>\$ 0.2</b>	<b>\$ 0.2</b>	<b>\$ 0.2</b>	<b>\$ 0.1</b>
<b>UIT</b>					
Revenues, Net of Contingencies	\$ 27.6	\$ 26.1	\$ 24.4	\$ 24.2	\$ 24.4
Expenditures, Net of Recoveries	(27.6)	(22.6)	(26.0)	(25.3)	(25.6)
In Year Surplus/(Deficit), Before Transfers	0.1	3.5	(1.6)	(1.1)	(1.2)
Transfers to Capital Fund	(1.6)	(1.9)	(0.7)	(0.8)	(0.8)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	0.0	-	-	-
In Year Surplus/(Deficit)	(1.5)	1.7	(2.4)	(1.8)	(1.9)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.8</b>	<b>2.8</b>	<b>4.5</b>	<b>2.2</b>	<b>0.3</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.3</b>	<b>\$ 4.5</b>	<b>\$ 2.2</b>	<b>\$ 0.3</b>	<b>\$ (1.6)</b>

**Administrative Units Budget Positions**  
(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b><u>VPFA Office</u></b>					
Revenues, Net of Contingencies	\$ 1.5	\$ 2.2	\$ 2.0	\$ 2.0	\$ 2.0
Expenditures, Net of Recoveries	(2.2)	(2.5)	(2.7)	(2.0)	(2.0)
In Year Surplus/(Deficit), Before Transfers	(0.7)	(0.3)	(0.7)	0.0	0.0
Transfers to Capital Fund	-	-	(0.2)	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.7)	(0.3)	(0.9)	0.0	0.0
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.3</b>	<b>2.3</b>	<b>2.0</b>	<b>1.1</b>	<b>1.1</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.6</b>	<b>\$ 2.0</b>	<b>\$ 1.1</b>	<b>\$ 1.1</b>	<b>\$ 1.1</b>
<b><u>VP Research</u></b>					
Revenues, Net of Contingencies	\$ 8.3	\$ 10.5	\$ 8.3	\$ 11.1	\$ 12.0
Expenditures, Net of Recoveries	(9.3)	(9.5)	(11.2)	(12.1)	(12.6)
In Year Surplus/(Deficit), Before Transfers	(1.0)	0.9	(2.9)	(1.0)	(0.6)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.1)	-	-	-
In Year Surplus/(Deficit)	(1.1)	0.8	(2.9)	(1.0)	(0.6)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>3.3</b>	<b>3.3</b>	<b>4.1</b>	<b>1.3</b>	<b>0.2</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 2.2</b>	<b>\$ 4.1</b>	<b>\$ 1.3</b>	<b>\$ 0.2</b>	<b>\$ (0.4)</b>
<b><u>Total Administrative Units</u></b>					
Revenues, Net of Contingencies	\$ 264.4	\$ 270.8	\$ 261.4	\$ 263.0	\$ 265.3
Expenditures, Net of Recoveries	(269.2)	(254.5)	(269.7)	(269.2)	(272.0)
In Year Surplus/(Deficit), Before Transfers	(4.8)	16.2	(8.2)	(6.2)	(6.7)
Transfers to Capital Fund	(2.0)	(10.0)	(2.9)	(0.8)	(0.8)
Transfers to Ancillary Fund	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Transfers to Other Funds	(4.3)	(3.6)	(3.0)	(2.5)	(2.5)
In Year Surplus/(Deficit)	(11.2)	2.6	(14.2)	(9.6)	(10.0)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>38.4</b>	<b>38.4</b>	<b>40.9</b>	<b>26.8</b>	<b>17.2</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 27.2</b>	<b>\$ 40.9</b>	<b>\$ 26.8</b>	<b>\$ 17.2</b>	<b>\$ 7.2</b>

**Closing Accumulated Surplus/(Deficit) for Operating Fund  
by Faculty/Unit**  
(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>VP Academic</b>					
Arts, Media, & Performance Design	\$ (16.6)	\$ (15.9)	\$ (16.4)	\$ (16.7)	\$ (15.9)
Education	5.8	7.5	6.4	5.2	4.7
Environmental Studies	(6.1)	(6.4)	(8.3)	(9.4)	(9.7)
Glendon	(11.7)	(11.4)	(14.9)	(17.4)	(17.2)
Health	5.1	7.2	11.1	13.1	16.6
Liberal Arts & Professional Studies	(43.1)	(35.4)	(31.4)	(25.8)	(18.8)
Lassonde	(15.4)	(9.4)	(11.3)	(10.9)	(6.9)
Osgoode	16.6	22.6	24.5	25.9	27.5
Schulich	(14.4)	(12.0)	(16.8)	(14.2)	(5.9)
Science	(1.4)	2.8	3.4	4.3	8.5
Continuing Studies	22.7	32.0	39.1	30.7	34.1
Provost's Contingency Fund	(9.0)	26.0	26.0	26.0	26.0
<b>Total Faculties &amp; Schools</b>	<b>(67.6)</b>	<b>7.7</b>	<b>11.3</b>	<b>10.6</b>	<b>43.0</b>
<b>Graduate Studies</b>	<b>2.2</b>	<b>2.7</b>	<b>1.6</b>	<b>0.4</b>	<b>(0.7)</b>
<b>Libraries</b>	<b>1.8</b>	<b>2.9</b>	<b>2.3</b>	<b>1.3</b>	<b>0.4</b>
<b>Vice Provost Students</b>	<b>10.0</b>	<b>11.3</b>	<b>6.1</b>	<b>2.9</b>	<b>3.2</b>
<b>PVPA</b>	<b>(1.2)</b>	<b>0.0</b>	<b>5.7</b>	<b>5.4</b>	<b>1.3</b>
<b>Total VP Academic</b>	<b>(54.7)</b>	<b>24.7</b>	<b>27.0</b>	<b>20.6</b>	<b>47.2</b>
<b>President</b>	<b>1.8</b>	<b>2.7</b>	<b>1.8</b>	<b>2.0</b>	<b>2.0</b>
<b>VP Advancement</b>	<b>1.2</b>	<b>3.4</b>	<b>0.3</b>	<b>0.8</b>	<b>0.9</b>
<b>VP Finance</b>					
Facilities	1.8	1.9	0.8	(0.1)	(1.2)
Community Safety	0.1	0.4	(0.1)	(0.1)	(0.1)
Finance	3.1	3.5	3.3	3.3	3.3
Human Resources	0.9	1.2	0.3	(0.4)	(1.2)
Internal Audit	0.2	0.2	0.2	0.2	0.1
UIT	1.3	4.5	2.2	0.3	(1.6)
VPFA Office	1.6	2.0	1.1	1.1	1.1
<b>Total VP Finance</b>	<b>9.1</b>	<b>13.8</b>	<b>7.7</b>	<b>4.2</b>	<b>0.4</b>
<b>VP Research</b>	<b>2.2</b>	<b>4.1</b>	<b>1.3</b>	<b>0.2</b>	<b>(0.4)</b>
<b>Closing Divisional Accumulated Surplus/(Deficit)</b>	<b>\$ (40.4)</b>	<b>\$ 48.6</b>	<b>\$ 38.1</b>	<b>\$ 27.9</b>	<b>\$ 50.2</b>
<b>University Fund</b>	<b>58.2</b>	<b>58.4</b>	<b>73.8</b>	<b>78.6</b>	<b>78.4</b>
<b>Institutional Reserves</b>	<b>230.7</b>	<b>159.1</b>	<b>158.0</b>	<b>157.3</b>	<b>155.0</b>
<b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>	<b>\$ 248.4</b>	<b>\$ 266.2</b>	<b>\$ 269.9</b>	<b>\$ 263.8</b>	<b>\$ 283.6</b>

## General University Fund

(\$ millions)

	2018-19		2019-20	2020-21	2021-22
	Budget	Actuals	Budget	Budget	Budget
<b>Revenues, Net of Expenses</b>					
SHARP Revenues, Net of Shared Services Costs					
Net Investment Income	\$ 7.5	\$ 18.6	\$ 7.4	\$ 5.4	\$ 4.2
Fines and Penalties	2.8	2.5	3.0	3.0	3.0
Contribution from Ancillary Operations	2.2	2.0	2.2	2.2	2.2
MTCU Unearned Grants	15.6	22.9	9.4	2.2	(4.8)
Undesignated Donations	-	(1.6)	-	-	-
Miscellaneous Revenues	9.3	9.1	9.2	9.3	9.4
Total SHARP Revenues, Net of Shared Services Costs	37.4	53.6	31.2	22.1	14.0
Faculty/School Contributions to University Fund	15.4	15.4	14.0	13.8	13.8
<b>Total Revenues, Net of Expenses</b>	<b>52.8</b>	<b>69.0</b>	<b>45.2</b>	<b>35.8</b>	<b>27.8</b>
<b>Allocations</b>					
Net Transition Adjustments	15.4	15.4	15.0	15.0	15.0
TCO Funding	-	8.2	-	-	-
Strategic Investments	10.2	17.9	14.8	16.1	13.0
<b>Total Allocations</b>	<b>25.5</b>	<b>41.5</b>	<b>29.8</b>	<b>31.1</b>	<b>28.0</b>
<b>In Year Surplus/(Deficit)</b>	<b>27.3</b>	<b>27.5</b>	<b>15.4</b>	<b>4.8</b>	<b>(0.2)</b>
Opening Accumulated Balance of University Fund	30.9	30.9	58.4	73.8	78.6
<b>Closing Accumulated Balance of University Fund</b>	<b>\$ 58.2</b>	<b>\$ 58.4</b>	<b>\$ 73.8</b>	<b>\$ 78.6</b>	<b>\$ 78.4</b>

## Appendix 9

### Continuity of Reserve Balances

(\$ millions)

	Appendix Reference	2018-19		2019-20	2020-21	2021-22
		Budget	Actuals	Budget	Budget	Budget
<b>University Fund</b>						
Opening Balance		\$ 30.9	\$ 30.9	\$ 58.4	\$ 73.8	\$ 78.6
<b>In Year</b>						
Revenues, Net of Expenses	[Appendix 8]	52.8	69.0	45.2	35.8	27.8
Allocations and Commitments	[Appendix 8]	(25.5)	(41.5)	(29.8)	(31.1)	(28.0)
Transfers to University Fund for Unspent Funds	[Appendix 8]	27.3	27.5	15.4	4.8	(0.2)
Closing Balance	[Appendix 8]	\$ 58.2	\$ 58.4	\$ 73.8	\$ 78.6	\$ 78.4
<b>Institutional Reserves</b>						
Opening Balance		\$ 190.9	\$ 190.9	\$ 159.1	\$ 158.0	\$ 157.3
<b>In Year (Revenues, Net of Expenses)</b>						
Remeasurement of Employee Benefit Plans		-	(53.3)	-	-	-
Strike Related Provisions		46.6	46.6	-	-	-
Transfers (to)/from Institutional Reserves		(6.8)	(25.1)	(1.0)	(0.7)	(2.3)
In Year Change to Institutional Reserves		39.8	(31.8)	(1.0)	(0.7)	(2.3)
Closing Balance		\$ 230.7	\$ 159.1	\$ 158.0	\$ 157.3	\$ 155.0
Closing Reserve Balances		\$ 288.8	\$ 217.5	\$ 231.9	\$ 235.9	\$ 233.4

### Components of Reserve Balances

(\$ millions)

	Appendix Reference	2018-19		2019-20	2020-21	2021-22
		Budget	Actuals	Budget	Budget	Budget
University Fund	[Appendix 8]	\$ 58.2	\$ 58.4	\$ 73.8	\$ 78.6	\$ 78.4
<b>Institutional Reserves</b>						
Collective Agreement Benefit Commitments		9.3	9.6	8.4	6.8	4.7
Pension & Post Retirement Benefits		14.8	25.4	29.2	33.0	36.8
Institutional Reserves and Contingencies		75.3	58.2	54.5	51.6	47.7
Other Obligations (GAAP Adjustments)		131.2	65.9	65.9	65.9	65.9
Total Institutional Reserves		\$ 230.7	\$ 159.1	\$ 158.0	\$ 157.3	\$ 155.0
Closing Reserve Balances		\$ 288.8	\$ 217.5	\$ 231.9	\$ 235.9	\$ 233.4

## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 25 June 2019

Subject: Financial Statements for Year ended 30 April 2019

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the financial statements for the year ended 30 April 2019.**

### Background:

Attached are the York University financial statements for the year ended 30 April 2019. Also attached is a presentation providing additional context as well as highlights of the year-over-year changes associated with this year's financial results. A brief presentation of the year end results will be provided at the meeting.



**(DRAFT 20190611B)**

## **FINANCIAL STATEMENTS**

**APRIL 30, 2019**

### INDEX

	<i>Page</i>
Statement of Administrative Responsibility .....	1
Introduction to York University Financial Statements – 2018-2019 .....	2
Summary of Revenue and Expenses .....	4
Independent Auditor’s Report on Financial Statements .....	8
Balance Sheet .....	10
Statement of Operations and Changes in Deficit .....	11
Statement of Changes in Net Assets .....	12
Statement of Cash Flows .....	13
Notes to Financial Statements .....	14

**Draft  
For Approval of the Finance and Audit Committee  
June 24, 2019**



## STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

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

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2019 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

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

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

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

Ernst & Young LLP, Chartered Professional Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2019. The independent auditor's report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Carol McAulay  
Vice-President, Finance and Administration

Rhonda L. Lenton  
President and Vice-Chancellor

## INTRODUCTION TO YORK UNIVERSITY FINANCIAL STATEMENTS – 2018-2019

The fiscal year was highlighted by the completion of four major projects at York. Schulich's new Rob and Cheryl McEwen Graduate Study & Research Building will provide a home for research activities and graduate students. The renovation and upgrading of the Farquharson Life Science Facility will provide the University with modern research and lab space. The new student center also officially opened in September 2018, and will add 126,000 square feet of student space to the campus. The updating of the University's Central Utilities and Cogeneration Facility was also completed in the fiscal year. The completion of these projects will enhance the campus experience for students, faculty and staff.

Enrolment and financial results for 2018-19 were affected by the labour disruption by CUPE 3903, which represents over 3,000 individuals employed as contract faculty, teaching and graduate assistants by the University. The labour disruption began on March 5, 2018 and ended July 25, 2018, when the provincial government passed back-to-work legislation.

The labour disruption adversely affected the summer session in 2018. The session length was reduced and was conducted at approximately 50% of normal academic operations. As a consequence, undergraduate enrolment for the summer session was lower than normal. However, with the conclusion of the labour disruption, enrolments for both the fall and winter terms were above plan. Notwithstanding, for the full year, domestic enrolments were slightly below plan and international enrolments were close to plan.

As reported in 2017-18, a number of classes and exams were suspended and some students were not able to complete their terms by the end of April 2018, which would have been the normal conclusion of instruction and exams. The University conducted remediation efforts in fiscal 2018-19 for those students who were unable to complete their term by the end of the 2017-18 fiscal year. Students were also given the option of withdrawing from courses and receiving an equivalent tuition credit to be used before the end of the winter term of fiscal 2019. In addition, certain services provided to students related to housing and parking were extended beyond the 2017-18 fiscal year. As a consequence, approximately \$64 million in student fees and other revenue for services, which was deferred in fiscal 2017-18, was realized in fiscal 2018-19.

Government grants, which consist largely of provincial operating grants and other research related funding, amounted to \$418 million (2017-18 – \$390 million). Provincial operating grants were unchanged relative to the prior fiscal year. This is consistent with the University's Strategic Mandate Agreement with the Province and the funding formula, which has established government operating grants at the 2016-17 level. The University, however, was able to realize additional funding directed to research.

Investment income from operating funds increased to \$19 million (2017-18 – \$13 million), largely the result of more favourable short-term interest rates. The University follows the deferral method for accounting for investment income on external endowments, and recognizes investment income in the Statement of Operations as related expenses are incurred. The amount of investment income recognized in the Statement of Operations for both internal and external endowments was just over \$14 million (2017-18 – \$8 million).

The market value of the University's endowments was \$496 million at April 30, 2019, compared to \$467 million, for the prior year. The University's rate of return was 9.1% in 2018-19 (2017-18 – 2.3%) as capital markets in general were stronger this year, compared to last year. The investment income credited to endowments was \$40 million this year compared to \$8 million last year.

The University's operating cash and cash equivalents amounted to \$124 million at April 30, 2019 (2017-18 – \$157 million). The University maintains cash and cash equivalent balances to maintain liquidity for capital projects and to leverage favourable returns offered by the University's banking institutions. Operating resources invested in short to medium term fixed income products amounted to \$701 million at April 30, 2019 (2017-18 – \$530 million).

Salaries and benefits increased from \$715 million in 2017-18 to \$754 million in 2018-19. The increase in salaries and benefits was largely the result of salary increments from collective agreements and remediation costs to complete the academic terms as a result of the labour disruption.

The University continues to support students with financial assistance. Scholarships and bursaries amounted to \$84 million in 2018-19 and reflects the University's ongoing support for both graduate and undergraduate students.

Interest on long-term debt remained relatively unchanged at \$26 million for 2018-19, compared to \$27 million for 2017-18. As previously reported, the University issued a new debenture of \$100 million on May 26, 2016. The proceeds from this debenture together with government assistance from the Strategic Investment Fund and support from University donors have been invested in some of the aforementioned capital projects to support the University's academic mission.

Planning, design and procurement for the Markham Centre Campus was well underway when, on October 23, 2018, the provincial government cancelled capital funding for the project. The Ontario government had committed to provide \$127.3 million towards the cost of the new Campus. The University remains committed to the Campus and is reviewing options.

Operating costs for 2018-19 were \$166 million compared to \$155 million for 2017-18. A portion of the increase is the result of the expensing of soft costs related to the Markham project.

As summarized on the balance sheet, the University's unrestricted accumulated deficit has decreased from \$36 million in 2018 to \$33 million in 2019. The decrease in the accumulated deficit is the result of a small surplus in the University's ancillary operations. Surpluses related to academic operations are internally restricted and do not affect the University's unrestricted deficit.

Going forward, the University will be challenged by the provincial government's announcements concerning both the tuition framework and government grants. On January 17, 2019, the provincial government announced a 10% cut to tuition fees for domestic students. The University has estimated that this will cost the institution approximately \$46 million in 2019-20 and \$60 million in 2020-21 in incremental budgeted tuition revenue. The University relies on tuition revenue to deliver high quality academic programs to students. It is also unclear what the provincial government's policy will be with respect to the tuition framework in fiscal 2021-22 which will make long-range planning challenging. The government released its budget on April 11, 2019 and announced major changes to operating grants. Beginning in 2020-21, 25% of the University's operating grants will become linked to certain performance metrics. An additional 10% will be added in each of the three subsequent years, and 5% will be added in the last year, 2024-25, when the proportion of funds tied to performance will reach 60%. The University will work with the sector and the provincial government to assess the impact on the University's finances, once further details are released by the provincial government. These announcements introduce some uncertainty in the University's financial plans. The University will have to navigate the future carefully to ensure the institution's resources deliver on high quality academic programs.

Carol McAulay  
Vice-President, Finance and Administration

## SUMMARY OF REVENUE AND EXPENSES

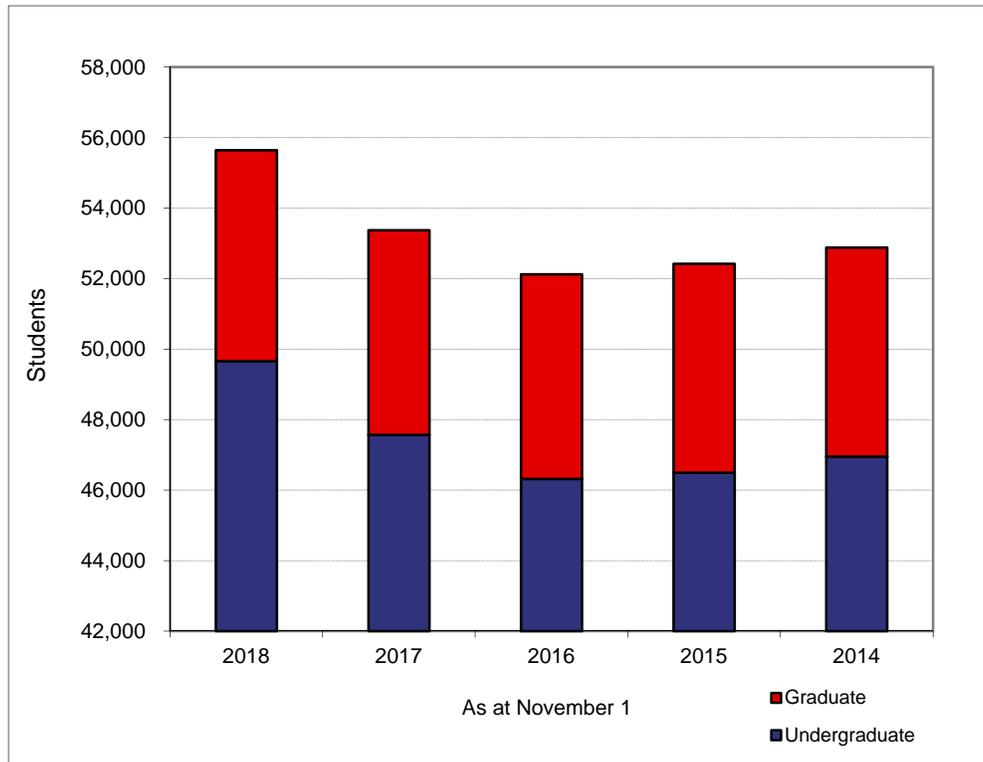
### Total Revenue and Expenses (Millions of dollars)

Year ended April 30	2019	2018	2017	2016	2015
	\$	\$	\$	\$	\$
<b>REVENUE</b>					
Student fees	694.2	550.4	555.5	519.8	498.2
Grants and contracts	418.1	390.0	380.3	371.7	371.7
Sales and services	69.1	64.4	66.2	64.8	62.0
Fees, recoveries and other income	38.6	37.4	39.7	37.1	35.1
Investment income	33.1	21.0	25.1	23.6	25.6
Amortization of deferred capital contributions	17.5	15.2	16.2	15.6	13.9
Donations	8.5	15.0	12.1	8.6	10.5
	<b>1,279.1</b>	<b>1,093.4</b>	<b>1,095.1</b>	<b>1,041.2</b>	<b>1,017.0</b>
<b>EXPENSES</b>					
Salaries and benefits	754.4	715.1	715.4	696.8	691.1
Operating costs	166.5	154.9	142.9	138.9	132.8
Scholarships and bursaries	84.1	85.7	80.8	68.8	61.0
Amortization of capital assets	46.1	43.4	45.3	42.7	41.5
Taxes and utilities	25.2	31.3	33.3	33.0	33.2
Interest on long-term debt	26.1	26.8	26.8	23.5	23.5
Cost of sales and services	12.4	13.6	14.2	14.2	14.0
	<b>1,114.8</b>	<b>1,070.8</b>	<b>1,058.7</b>	<b>1,017.9</b>	<b>997.1</b>

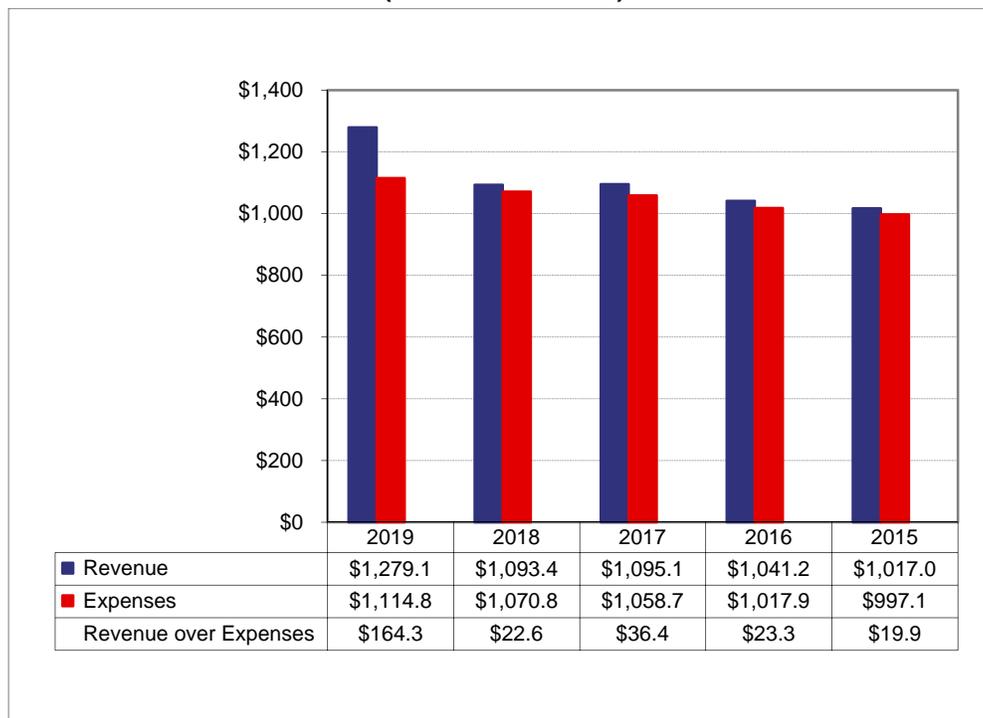
### % of Total Revenue and Expenses

Year ended April 30	2019	2018	2017	2016	2015
	%	%	%	%	%
<b>REVENUE</b>					
Student fees	54.3	50.3	50.7	49.9	49.0
Grants and contracts	32.7	35.7	34.7	35.7	36.5
Sales and services	5.4	5.9	6.0	6.2	6.1
Fees, recoveries and other income	2.9	3.4	3.7	3.6	3.5
Investment income	2.6	1.9	2.3	2.3	2.5
Amortization of deferred capital contributions	1.4	1.4	1.5	1.5	1.4
Donations	0.7	1.4	1.1	0.8	1.0
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>EXPENSES</b>					
Salaries and benefits	67.8	66.7	67.6	68.5	69.3
Operating costs	14.9	14.5	13.5	13.6	13.3
Scholarships and bursaries	7.5	8.0	7.6	6.8	6.1
Amortization of capital assets	4.1	4.1	4.3	4.2	4.2
Taxes and utilities	2.3	2.9	3.1	3.2	3.3
Interest on long-term debt	2.3	2.5	2.6	2.3	2.4
Cost of sales and services	1.1	1.3	1.3	1.4	1.4
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## STUDENT HEADCOUNT 2014 – 2018

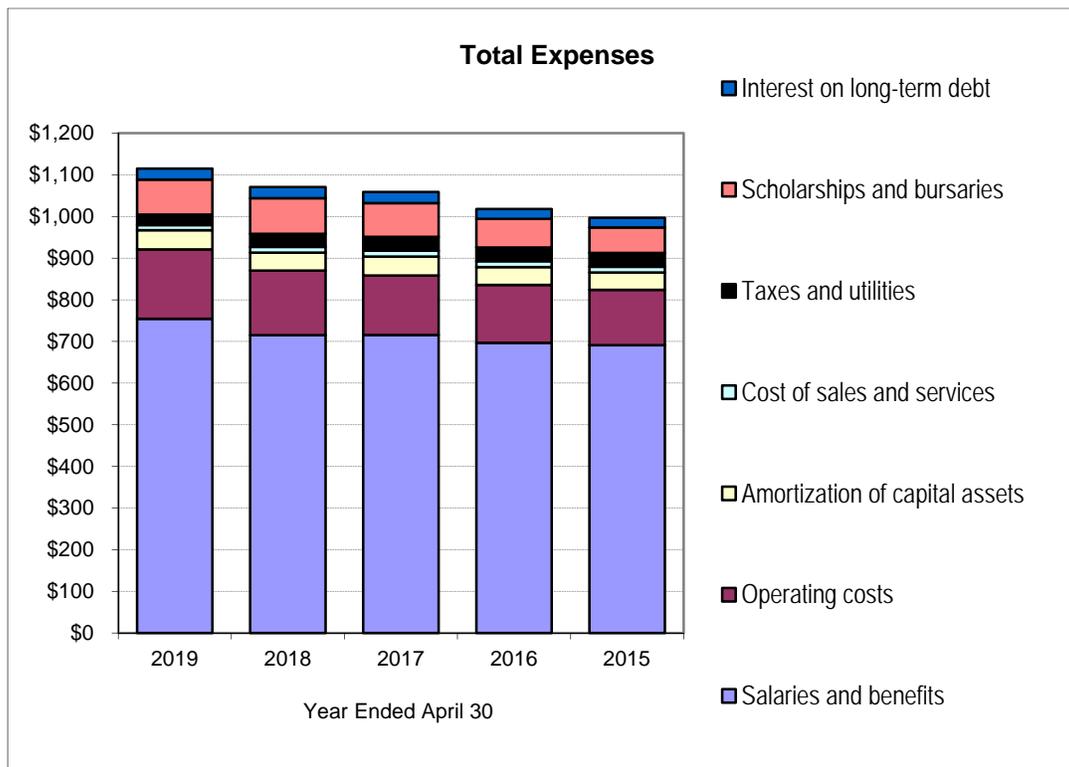
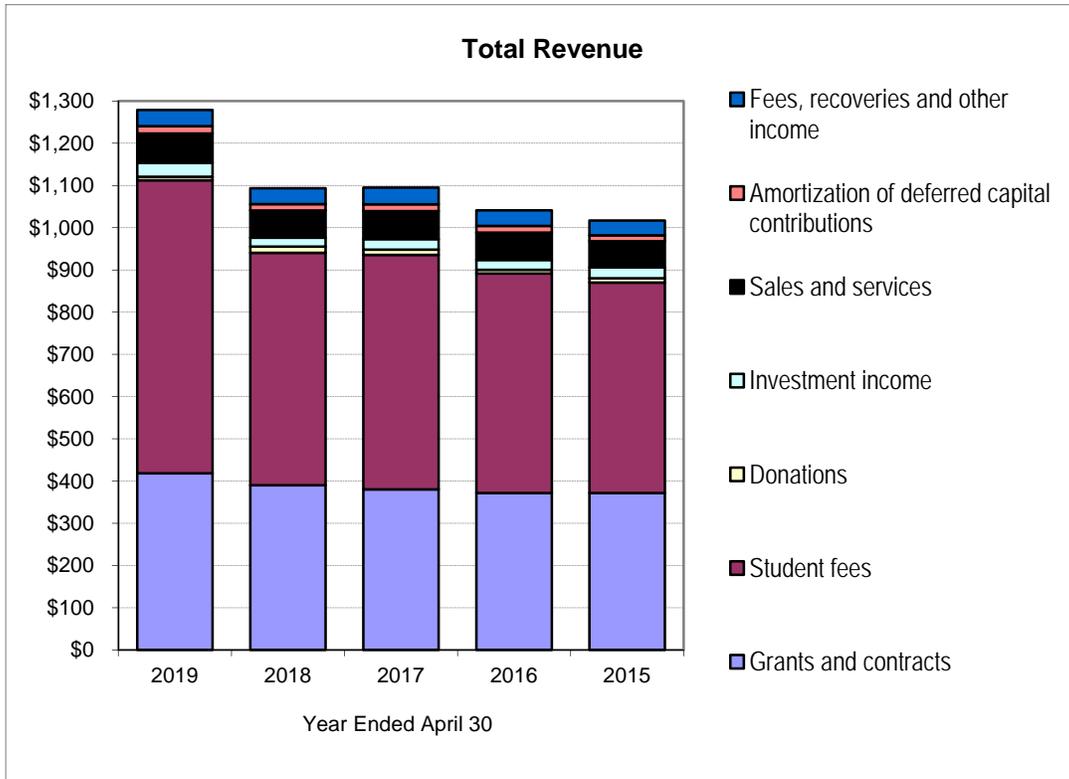


## REVENUE AND EXPENSES Year Ended April 30 2015 – 2019 (Millions of dollars)



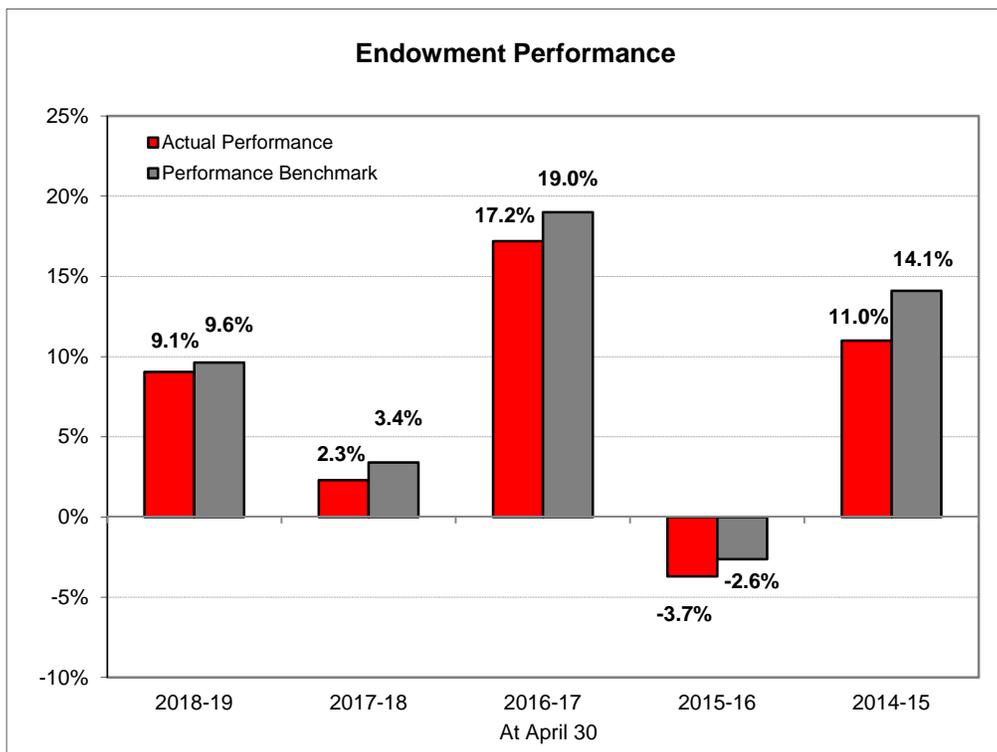
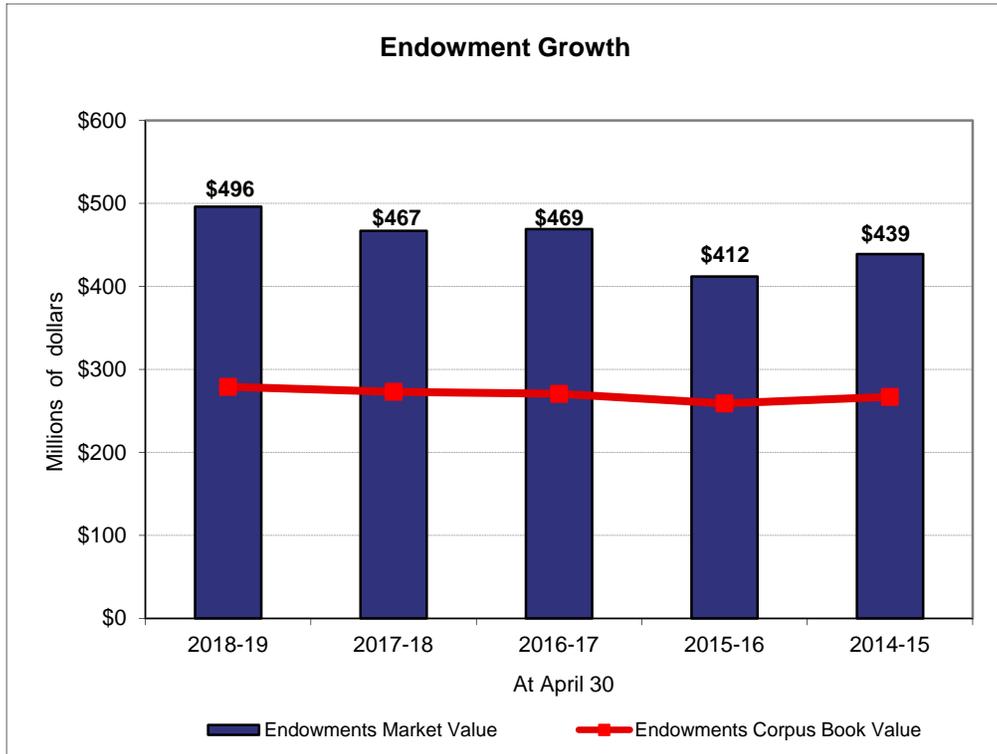
## SUMMARY OF REVENUE AND EXPENSES

**2015 – 2019**  
(Millions of dollars)



# ENDOWMENT GROWTH AND PERFORMANCE

2015 – 2019



# INDEPENDENT AUDITOR'S REPORT

## To the Board of Governors of York University

### Opinion

We have audited the financial statements of York University (the "University"), which comprise the balance sheet as at April 30, 2019 and the statement of operations and changes in deficit, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for opinion

We conducted our audit in accordance with Canadian accounting standards for not-for-profit organizations. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other information

Management is responsible for the other information. The other information comprises the information included in the financial report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information, and in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the other information prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

### Responsibilities of management and those charged with governance for the financial statements

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

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada  
June 25, 2019

Chartered Professional Accountants  
Licensed Public Accountants

**BALANCE SHEET**  
(Thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	123,959	157,413
Accounts receivable (notes 4 and 14)	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
<b>Total current assets</b>	<b>232,229</b>	<b>295,182</b>
Pension plan asset (note 13)	58,589	107,201
Investments (note 3)	1,196,931	997,472
Investment in lease (note 4)	41,887	42,333
Capital assets, net (note 5)	1,521,023	1,511,415
	<b>3,050,659</b>	<b>2,953,603</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	131,567	136,484
Current portion of long-term debt (note 9)	467	505
Deferred revenue (note 18)	58,917	98,176
<b>Total current liabilities</b>	<b>190,951</b>	<b>235,165</b>
Deferred contributions (note 6)	168,602	162,819
Long-term liabilities (notes 8 and 13)	148,447	143,545
Long-term debt (note 9)	498,523	498,846
Deferred capital contributions (note 10)	454,008	464,325
<b>Total liabilities</b>	<b>1,460,531</b>	<b>1,504,700</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

See accompanying notes

On behalf of the Board of Governors:

Paul Tsaparis  
Chair

Rhonda L. Lenton  
President and Vice-Chancellor

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

Year ended April 30

	2019 \$	2018 \$
<b>REVENUE</b>		
Student fees ( <i>note 18</i> )	694,215	550,414
Grants and contracts ( <i>note 6</i> )	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income ( <i>note 3</i> )	33,141	20,987
Amortization of deferred capital contributions ( <i>note 10</i> )	17,467	15,247
Donations	8,496	15,005
<b>Total revenue</b>	<b>1,279,127</b>	<b>1,093,404</b>
<b>EXPENSES</b>		
Salaries and benefits ( <i>note 13</i> )	754,399	715,083
Operating costs	166,430	154,937
Scholarships and bursaries	84,139	85,682
Amortization of capital assets	46,133	43,426
Taxes and utilities	25,234	31,285
Interest on long-term debt ( <i>note 9</i> )	26,110	26,771
Cost of sales and services	12,350	13,600
<b>Total expenses</b>	<b>1,114,795</b>	<b>1,070,784</b>
<b>Revenue over expenses for the year</b>	<b>164,332</b>	<b>22,620</b>
Employee benefit plans – remeasurements ( <i>note 13</i> )	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets ( <i>note 11</i> )	(106,893)	81,171
Net transfers to internally restricted endowments ( <i>note 12</i> )	(1,493)	(251)
<b>Change in deficit in the year</b>	<b>2,689</b>	<b>3,386</b>
<b>Deficit, beginning of year</b>	<b>(35,736)</b>	<b>(39,122)</b>
<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

See accompanying notes

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

Year ended April 30				2019	2018
	Deficit \$	Internally restricted \$	Endowments \$	Total \$	Total \$
		<i>(note 11)</i>	<i>(note 12)</i>		
<b>Net assets, beginning of year</b>	<b>(35,736)</b>	<b>1,033,108</b>	<b>451,531</b>	<b>1,448,903</b>	1,531,307
Revenue over expenses for the year	<b>164,332</b>	-	-	<b>164,332</b>	22,620
Employee benefit plans – remeasurements <i>(note 13)</i>	<b>(53,257)</b>	-	-	<b>(53,257)</b>	(100,154)
Net transfers to internally restricted net assets from deficit <i>(note 11)</i>	<b>(106,893)</b>	<b>106,893</b>	-	-	-
Contribution related to land and artwork	-	<b>47</b>	-	<b>47</b>	150
Investment income on externally restricted endowments less amounts made available for spending <i>(note 12)</i>	-	-	<b>24,344</b>	<b>24,344</b>	(6,797)
Contributions to externally restricted endowments <i>(note 12)</i>	-	-	<b>5,759</b>	<b>5,759</b>	1,777
Net transfers to internally restricted endowments <i>(note 12)</i>	<b>(1,493)</b>	-	<b>1,493</b>	-	-
<b>Net assets, end of year</b>	<b>(33,047)</b>	<b>1,140,048</b>	<b>483,127</b>	<b>1,590,128</b>	1,448,903

See accompanying notes

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

Year ended April 30

	2019 \$	2018 \$
<b>OPERATING ACTIVITIES</b>		
Revenue over expenses for the year	164,332	22,620
Add (deduct) non-cash items:		
Amortization of capital assets	46,133	43,426
Amortization of deferred capital contributions	(17,467)	(15,247)
Amortization of transaction costs	45	45
Employee benefit plan expense	44,300	38,782
Net change in non-cash balances related to operations <i>(note 14)</i>	(803)	81,893
Contributions to employee benefit plans	(43,597)	(43,157)
<b>Cash provided by operating activities</b>	<b>192,943</b>	<b>128,362</b>
<b>INVESTING ACTIVITIES</b>		
Sale (purchase) of investments, net <i>(note 14)</i>	(175,115)	28,182
Purchase of capital assets <i>(note 14)</i>	(62,657)	(123,904)
<b>Cash used in investing activities</b>	<b>(237,772)</b>	<b>(95,722)</b>
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(406)	(623)
Contributions restricted for capital purposes <i>(note 14)</i>	6,022	81,809
Contributions to externally restricted endowments	5,759	1,777
<b>Cash provided by financing activities</b>	<b>11,375</b>	<b>82,963</b>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>(33,454)</b>	<b>115,603</b>
Cash and cash equivalents, beginning of year	157,413	41,810
<b>Cash and cash equivalents, end of year</b>	<b>123,959</b>	<b>157,413</b>

See accompanying notes

## **NOTES TO FINANCIAL STATEMENTS**

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

**APRIL 30, 2019**

### **1. DESCRIPTION OF THE ORGANIZATION**

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

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

### **2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

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

#### **a) Revenue recognition**

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

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

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

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

## b) Use of estimates

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

## c) Cash and cash equivalents

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

## d) Inventories

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

## e) Financial instruments

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

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

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

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

## f) Capital assets

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

	<b>Annual Rate</b>	<b>Years</b>
Buildings, facilities and infrastructure	2.5% to 10%	10 to 40
Equipment and furnishings	10% to 33.3%	3 to 10
Library books	100%	1

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

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

### g) Foreign exchange translation

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

### h) Employee benefit plans

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

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

## 3. INVESTMENTS

a) Investments consist of the following:

	2019	2018
	\$	\$
Cash	8,258	2,920
Short-term investments	8,885	11,254
Guaranteed investment certificates	382,127	220,146
Canadian government bonds	74,376	99,019
Canadian corporate bonds	237,631	181,127
Foreign bonds	49,703	44,495
Mortgages	72,914	92,051
Canadian equities	78,015	75,115
US equities	103,844	93,175
International and emerging markets	144,822	147,219
Infrastructure	35,474	30,282
Other	882	669
<b>Total</b>	<b>1,196,931</b>	<b>997,472</b>

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

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

	2019	2018
	\$	\$
Fair value – endowments	496,040	467,004
Amortized cost – operating and sinking funds	700,891	530,468
<b>Total</b>	<b>1,196,931</b>	<b>997,472</b>

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

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

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

	2019		2018	
	Notional value (CAD \$)	Fair value of contract (CAD \$)	Notional value (CAD \$)	Fair value of contract (CAD \$)
<b>Currency sold</b>				
USD	26,575	(278)	23,849	2

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

b) Investment income consists of the following:

	2019 \$	2018 \$
Investment income on endowments, net of management fees ( <i>note 12</i> )	39,577	8,339
Remove investment income credited to external endowments ( <i>note 12</i> )	(37,987)	(7,992)
Add allocations for spending on external endowments, net of deferrals	12,943	7,871
<b>Investment income attributable to endowments</b>	<b>14,533</b>	<b>8,218</b>
Other investment income	18,608	12,769
<b>Total</b>	<b>33,141</b>	<b>20,987</b>

#### 4. INVESTMENT IN LEASE

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

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

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

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

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

	2019 \$	2018 \$
Aggregate future minimum lease payments	115,238	120,056
Less unearned finance income	(72,905)	(77,320)
<b>Investment in lease</b> (note 8)	<b>42,333</b>	42,736
Less current portion recorded in accounts receivable	(446)	(403)
<b>Balance, end of year</b>	<b>41,887</b>	42,333

Minimum future lease payments are expected to be as follows:

	\$
2020	4,818
2021	4,818
2022	4,818
2023	4,818
2024	4,818
Thereafter	91,148
<b>Total</b>	<b>115,238</b>

The University has recorded the amounts owed to the consortium under the lease assignment within the liabilities section of the Balance Sheet. The current portion of \$446 (2018 – \$403) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$41,887 (2018 – \$42,333) (note 8). This liability has been discounted at a rate of 10.5% and will reduce over the 35-year lease assignment term, concurrent with the reduction to investment in lease.

## 5. CAPITAL ASSETS

Capital assets consist of the following:

	2019			2018		
	Cost \$	Accumulated amortization \$	Net book value \$	Cost \$	Accumulated amortization \$	Net book value \$
Land	590,472	-	590,472	590,472	-	590,472
Buildings, facilities and infrastructure	1,421,978	570,884	851,094	1,246,209	538,945	707,264
Equipment and furnishings	141,774	85,666	56,108	133,777	81,791	51,986
Library books	52,242	52,242	-	55,257	55,257	-
Construction in progress	17,146	-	17,146	155,835	-	155,835
Art collection	6,203	-	6,203	5,858	-	5,858
<b>Total</b>	<b>2,229,815</b>	<b>708,792</b>	<b>1,521,023</b>	2,187,408	675,993	1,511,415

- a) During the year, the total cost of items added to library books was \$2,778 (2018 – \$3,501) and the total cost of items removed was \$5,793 (2018 – \$6,154).

- b) The Glendon campus land and a majority of the Keele campus land were acquired by grants. These grants had restrictive covenants, which have been registered on the title of the property, and which purport to limit use of the properties for educational or research purposes at the University level.

## 6. DEFERRED CONTRIBUTIONS

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

	2019			2018		
	Research and other grants and contracts \$	Donations and expendable balances from endowments \$	Total \$	Research and other grants and contracts \$	Donations and expendable balances from endowments \$	Total \$
<b>Balance, beginning of year</b>	114,973	47,846	162,819	104,873	40,316	145,189
Contributions, grants and investment income	87,711	28,048	115,759	91,516	35,768	127,284
Transfers to revenue	(84,786)	(25,190)	(109,976)	(81,416)	(28,238)	(109,654)
<b>Balance, end of year</b>	<b>117,898</b>	<b>50,704</b>	<b>168,602</b>	<b>114,973</b>	<b>47,846</b>	<b>162,819</b>

## 7. CREDIT FACILITIES

The University has an unsecured demand operating facility in the amount of \$20 million. This facility bears interest at a rate that varies with the balances on deposit, ranging from the bank's prime rate of 3.95% plus or minus 0.5%. Letters of credit in the amount of \$5.0 million (2018 – \$5.7 million) have been utilized against this facility.

## 8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2019 \$	2018 \$
Obligation under lease assignment ( <i>note 4</i> )	42,333	42,736
Less current portion recorded in accounts payable and accrued liabilities	(446)	(403)
<b>Long-term portion of obligation under lease assignment</b>	<b>41,887</b>	<b>42,333</b>
Employee other benefits ( <i>note 13</i> )	106,560	101,212
<b>Total</b>	<b>148,447</b>	<b>143,545</b>

## 9. LONG-TERM DEBT

Long-term debt consists of the following:

	2019	2018
	\$	\$
<b>Debentures</b>		
Senior unsecured debenture bearing interest at 6.48%, maturing on March 7, 2042	<b>200,000</b>	200,000
Senior unsecured debenture bearing interest at 5.84%, maturing on May 4, 2044	<b>100,000</b>	100,000
Senior unsecured debenture bearing interest at 4.46%, maturing on February 26, 2054	<b>100,000</b>	100,000
Senior unsecured debenture bearing interest at 3.58%, maturing on May 26, 2056	<b>100,000</b>	100,000
Other debentures bearing interest at 6.88% to 7.63%, maturing from 2021 to 2023 Weighted average interest rate is 7.32% (2018 – 7.27%)	<b>1,435</b>	1,741
<b>Term Loans</b>		
Term loan bearing interest at 4.50%, maturing in 2023	<b>569</b>	669
	<b>502,004</b>	502,410
<b>Unamortized transaction costs</b>	<b>(3,014)</b>	(3,059)
	<b>498,990</b>	499,351
<b>Less current portion</b>	<b>(467)</b>	(505)
<b>Total</b>	<b>498,523</b>	498,846

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

	\$
2020	467
2021	498
2022	345
2023	368
2024	326
Thereafter	500,000
<b>Total</b>	<b>502,004</b>

Certain buildings with an insignificant net book value have been pledged as collateral for certain mortgages and certain term loans. The amount of interest expense during the year on long-term debt was \$26,110 (2018 – \$26,771).

## 10. DEFERRED CAPITAL CONTRIBUTIONS

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

	2019	2018
	\$	\$
<b>Balance, beginning of year</b>	<b>464,325</b>	385,756
Contributions in the year	7,150	93,816
Amortization of deferred capital contributions	(17,467)	(15,247)
<b>Balance, end of year</b>	<b>454,008</b>	464,325
Comprising:		
Capital contributions - expended	454,008	458,497
Capital contributions - unexpended	-	5,828
<b>Balance, end of year</b>	<b>454,008</b>	464,325

## 11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2019	2018
	\$	\$
Departmental carryforwards	118,200	66,564
University fund	58,448	30,918
Computing systems development	13,012	15,102
Contractual commitments to employee groups	5,984	5,723
Research programs	30,413	28,496
Employee pension benefits ( <i>note 13</i> )	58,589	107,201
Sinking fund	74,425	70,146
Investment in capital assets	36,801	47,863
Land appraisal reserve	585,602	585,602
Capital reserve	183,853	102,535
Future funded capital projects	(25,279)	(27,042)
<b>Total</b>	<b>1,140,048</b>	1,033,108

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

- i. Departmental carryforwards – These represent the cumulative positions of all Faculties and Divisions with net unspent balances at year-end. Under Board policy, which is approved annually, Faculties and Divisions are entitled to carry forward the net unspent funds from previous years' allocations. These funds provide units with a measure of flexibility established through prudent administration over several years to assist with future balancing of their budgets in the face of additional anticipated budget reductions, as well as resources that are to meet commitments made during the year.
- ii. University fund – This represents funds set aside to address future academic and strategic initiatives of the University.
- iii. Computing systems development – The University is planning to implement or upgrade several administrative computing and information systems. These appropriated funds support forward commitments for these systems planned or in progress, as well as planned future stages of system implementation not yet contracted for at year-end.
- iv. Contractual commitments to employee groups – This is the net carryforward of funds to meet future commitments defined under collective agreements with various employee groups.

- v. Research programs – This represents appropriations for internally-funded research.
- vi. Employee pension benefits – This represents the pension asset associated with the pension plan.
- vii. Sinking fund – This represents funds set aside to retire capital debt.
- viii. Investment in capital assets – This represents the net amount of capital assets funded using internal capital.
- ix. Land appraisal reserve – This represents the increase to the appraised value of University land, as at May 1, 2011.
- x. Capital reserve – This represents funds restricted for deferred maintenance, capital emergencies and capital projects planned or in progress.
- xi. Future funded capital projects – This represents projects that will be funded in the future through a combination of budget allocations, donations and debt.

## 12. ENDOWMENTS

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

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

	2019			2018		
	Internally restricted \$	Externally restricted \$	Total \$	Internally restricted \$	Externally restricted \$	Total \$
<b>Balance, beginning of year</b>	<b>17,103</b>	<b>434,428</b>	<b>451,531</b>	17,294	439,006	456,300
Contributions	-	5,759	5,759	-	1,777	1,777
Investment income ( <i>note 3</i> )	1,590	37,987	39,577	347	7,992	8,339
Available for spending	(97)	(13,643)	(13,740)	(96)	(14,789)	(14,885)
Transfers	(552)	552	-	(442)	442	-
<b>Balance, end of year</b>	<b>18,044</b>	<b>465,083</b>	<b>483,127</b>	17,103	434,428	451,531

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

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

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

<b>For the year ended April 30</b>	<b>OSOTF I</b>	<b>OSOTF II</b>	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Endowment Funds:</b>				
<b>Endowment at book value, beginning and end of year</b>	<b>67,583</b>	<b>10,714</b>	<b>78,297</b>	78,297
<b>Endowment at market value, end of year</b>	<b>112,586</b>	<b>16,805</b>	<b>129,391</b>	121,673
<b>Expendable Funds:</b>				
Balance, beginning of year	26,148	2,152	28,300	26,199
Realized investment gains, net of capital protection	5,112	763	5,875	5,939
Bursaries awarded	(3,283)	(702)	(3,985)	(3,838)
<b>Expendable funds available for awards, end of year</b>	<b>27,977</b>	<b>2,213</b>	<b>30,190</b>	28,300
<b>Number of bursaries awarded</b>	<b>1,661</b>	<b>329</b>	<b>1,990</b>	2,468

<b>OTSS</b>	<b>2019</b>	<b>2018</b>
<b>For the year ended March 31*</b>	<b>\$</b>	<b>\$</b>
<b>Endowment Funds:</b>		
<b>Endowment at book value, beginning and end of year</b>	<b>45,764</b>	45,764
<b>Endowment at market value, end of year</b>	<b>69,985</b>	68,291
<b>Expendable Funds:</b>		
Balance, beginning of year	16,397	15,125
Realized investment gains, net of capital protection	3,052	3,292
Bursaries awarded	(1,946)	(2,020)
<b>Expendable funds available for awards, end of year</b>	<b>17,503</b>	16,397
<b>Number of bursaries awarded</b>	<b>1,003</b>	1,181

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

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

### 13. EMPLOYEE BENEFIT PLANS

The University has a number of funded and unfunded benefit plans that provide pension, other retirement and post-employment benefits to most of its employees. The pension plan is a defined contribution plan, which has a defined benefit component that provides a minimum level of pension benefits. The most recent actuarial valuation for funding purposes for the pension plan was performed as at December 31, 2018.

Other retirement benefit plans are contributory health care plans with retiree contributions adjusted annually. A plan also provides for long-term disability income benefits after employment, but before retirement. The most recent actuarial valuation for other post-retirement benefits was performed as at May 1, 2017. The most recent actuarial valuation for post-employment benefits was performed as at April 30, 2019.

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

	2019		2018	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	\$	\$	\$	\$
<b>Plan surplus (deficit), beginning of year</b>	<b>107,201</b>	<b>(101,212)</b>	204,069	(102,301)
Employee benefit plan expense	(34,658)	(9,642)	(28,368)	(10,414)
Remeasurements	(52,048)	(1,209)	(107,088)	6,934
Employer contributions	38,094	5,503	38,588	4,569
<b>Plan surplus (deficit), end of year</b>	<b>58,589</b>	<b>(106,560)</b>	107,201	(101,212)
<b>Additional Information:</b>				
Plan assets	2,739,620	-	2,570,988	-
Plan obligations	(2,681,031)	(106,560)	(2,463,787)	(101,212)
<b>Plan surplus (deficit), end of year</b>	<b>58,589</b>	<b>(106,560)</b>	107,201	(101,212)
Employee contributions	32,772	-	31,499	-
Benefits paid and administrative expenses	113,360	5,503	111,045	4,569

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

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

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

	2019		2018	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	%	%	%	%
<b>Accrued benefit surplus (deficit)</b>				
Discount rate	5.75	5.75	5.75	5.75
Rate of inflation	2.00	2.00	2.00	2.00
Rate of compensation increase	4.00	4.00	4.00	4.00
<b>Benefit expense</b>				
Discount rate	5.75	5.75	5.75	5.75
Rate of inflation	2.00	2.00	2.00	2.00
Expected long-term rate of return on plan assets	5.75	-	5.75	-
Rate of compensation increase	4.00	4.00	4.00	4.50

For measurement purposes, 4.89% (2018 – 4.88%) and 4.76% (2018 – 4.76%) annual increases in the cost of covered health care benefits were assumed for the post-retirement benefit and post-employment benefit plans, respectively. The rate of increase was assumed to decrease gradually to 4.00% in 2038 and 2029 for post-retirement benefit plan and post-employment benefit plan, respectively; the rate of increase is to remain at that level thereafter.

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

	2019	2018
	%	%
Equities	53	54
Fixed income	30	30
Other	17	16
<b>Total</b>	<b>100</b>	<b>100</b>

#### 14. ADDITIONAL INFORMATION

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

	2019	2018
	\$	\$
Accounts receivable	31,186	(19,467)
Inventories	(877)	215
Prepaid expenses	318	(2,471)
Accounts payable and accrued liabilities	2,046	24,106
Deferred revenue	(39,259)	61,880
Deferred contributions	5,783	17,630
<b>Net change in non-cash balances related to operations</b>	<b>(803)</b>	<b>81,893</b>

The purchase of investments is calculated as follows:

	2019	2018
	\$	\$
Change in investments	(199,459)	34,979
Investment income (loss) on externally restricted endowments less amounts made available for spending ( <i>note 12</i> )	24,344	(6,797)
<b>Sale (purchase) of investments, net</b>	<b>(175,115)</b>	<b>28,182</b>

The purchase of capital assets is calculated as follows:

	2019	2018
	\$	\$
Additions to capital assets	(55,741)	(126,626)
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	(6,963)	2,572
Donations of artwork and land	47	150
<b>Purchase of capital assets</b>	<b>(62,657)</b>	<b>(123,904)</b>

Contributions restricted for capital purposes is calculated as follows:

	2019	2018
	\$	\$
Additions to deferred capital contributions	7,150	93,816
Change in current year, from the previous year, in accounts receivable related to capital asset additions	(1,128)	(12,007)
<b>Contributions restricted for capital purposes</b>	<b>6,022</b>	<b>81,809</b>

As at April 30, 2019, accounts payable and accrued liabilities include government remittances payable of \$16,647 (2018 – \$14,349).

## 15. RELATED ENTITY

The University is a member, with thirteen other universities, of a joint venture called TRIUMF, Canada's national laboratory for particle and nuclear physics located on the University of British Columbia ("UBC") campus. TRIUMF is an unincorporated registered charity, and each university has an undivided 7.14% (2018 – 7.69%) interest in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and its operations are funded by federal government grants, and the University has made no direct financial contribution to date. TRIUMF's net assets are not contemplated to be and are not readily realizable by the University. The University's interest in the assets, liabilities and results of operations are not included in these financial statements (see also *note 16(c)*).

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

	2019	2018
	\$	\$
	(Unaudited)	(Audited)
<b>Statement of Financial Position</b>		
Total assets	54,737	50,147
Total liabilities	9,019	9,095
Total fund balances	45,718	41,052
<b>Statement of Combined Funding/Income and Expenses</b>		
Revenue	87,080	95,213
Expenses	82,414	81,629
Surplus of revenue over expenses	4,666	13,584

## 16. COMMITMENTS AND CONTINGENT LIABILITIES

### a) Litigation and other regulatory proceedings

The nature of the University's activities is such that there is usually litigation and/or other regulatory proceedings pending or in prospect at any one time. With respect to known claims at April 30, 2019, the University believes it has valid defences and appropriate insurance coverage in place. Therefore, such claims are not expected to have a material effect on the University's financial position. There exist other claims or potential claims where the outcome cannot be determined at this time. Should any additional losses occur, they would be charged to income in the year they can be estimated.

**b) Canadian University Reciprocal Insurance Exchange (“CURIE”)**

The University participates in a reciprocal exchange of insurance risks in association with other Canadian universities. This self-insurance reciprocal, CURIE, involves a subscriber agreement to share the insurable property and liability risks of member universities for a term of not less than five years. Plan members are required to pay annual deposit premiums, which are actuarially determined and expensed in the year. Plan members are subject to further assessment in proportion to their participation in the event premiums are insufficient to cover losses and expenses. As at December 31, 2018, CURIE was fully funded.

**c) TRIUMF**

While there is no intention of decommissioning the TRIUMF facilities, the TRIUMF joint venture members have complied with federal legislation by putting in place a decommissioning plan, including a funding plan, in the event TRIUMF is decommissioned. The decommissioning plan is updated regularly in compliance with TRIUMF’s licensing requirements. As at March 31, 2018, the balance in the fund, \$11.2 million, is held in an escrow account to fund decommissioning costs. Each member university has entered into an agreement confirming they will share the cost of any funding shortfall in the event decommissioning costs exceed funding available for decommissioning.

**d) Capital and other commitments**

The estimated cost to complete committed capital and other projects as at April 30, 2019 is approximately \$20.9 million. These capital projects will be financed by government grants, internal funds, and fundraising.

## **17. FINANCIAL INSTRUMENTS**

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

### **Foreign currency risk**

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

### **Interest rate risk**

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

### **Credit risk**

The University is exposed to credit risk in connection with its accounts receivable and its short-term and fixed income investments because of the risk that one party to the financial instrument may cause a financial loss for the other party by failing to discharge an obligation. The credit quality of fixed income investments is managed by the University’s investment managers in accordance with policies of the University. The external managers are responsible for the regular monitoring of credit exposures. The majority of the University’s investments in fixed income securities are of investment grade.

### **Other price risk**

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

## **Liquidity risk**

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

## **18. LABOUR DISRUPTION**

The University experienced a labour disruption in fiscal 2017-18 by CUPE 3903, which represents over 3,000 individuals employed as contract faculty, teaching and graduate assistants by the University. The labour disruption began on March 5, 2018 and had not been settled by April 30, 2018.

As a consequence of this labour disruption, a number of classes were suspended and some students were not able to complete their classes and exams, by the end of April 30, 2018, which represents the normal conclusion of instruction and exams. The University conducted remediation efforts in fiscal 2018-19 for those students who were unable to complete their term by the end of fiscal 2017-18. Students were also given the option of withdrawing from courses and receiving an equivalent tuition credit to be used before the end of the winter term of fiscal 2019.

In addition, certain services provided to students related to housing and parking were extended beyond fiscal 2017-18.

In fiscal 2017-18, the University deferred a portion of student fees totalling \$61,808 and sales and services revenue totalling \$2,010 for services not yet performed. The amounts deferred in fiscal 2017-18 are all recognized in revenue in fiscal 2018-19.



Fiscal 2018-19  
Financial Statement Review  
Board of Governors

**June 25, 2019**

# Agenda

## 2018-2019 Highlights

- Financial Statement Overview
- Audit Opinion
- Accounting for Labour Disruption
- Financial Highlights
  - Comparative Analysis – Revenue/Expenses
  - Endowment Growth and Performance
- Balance Sheet
- Statement of Operations and Changes in Deficit
- Statement of Changes in Net Assets
- Statement of Cash Flows

# Financial Statement Overview

## Financial Statements include:

- Operating Fund
- Ancillary Operations (Parking, Residence, Food Services, Executive Learning Centre, etc.)
- Internally and Externally Funded Research
- Capital Fund
- Endowments / Trusts
- York University Development Corporation  
(York Lanes Mall and other development work for the University)

# INDEPENDENT AUDITOR'S REPORT

## Unqualified Opinion

To the Board of Governors of  
York University

### Opinion

We have audited the financial statements of **York University** (the "University"), which comprise the balance sheet as at April 30, 2019 and the statement of operations and changes in deficit, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for opinion

We conducted our audit in accordance with Canadian accounting standards for not-for-profit organizations. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other information

Management is responsible for the other information. The other information comprises the information included in the financial report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information, and in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the other information prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

### Responsibilities of management and those charged with governance for the financial statements

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

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada  
June 25, 2019

Chartered Professional Accountants  
Licensed Public Accountants

Toronto, Canada  
To be dated on Board approval



# Accounting for Labour Disruption (Note 18)

- Many Winter and Full Year courses were not completed in 2018-19
- Portion of tuition revenue pertaining to the March 5, 2018-April 30, 2018 period was deferred
  - Tuition revenue deferral was \$62M
  - Other Ancillary revenue was also deferred \$2M
- Total of \$64M was deferred from 2018-19 to 2019-20

## 18. LABOUR DISRUPTION

The University experienced a labour disruption in fiscal 2017-18 by CUPE 3903, which represents over 3,000 individuals employed as contract faculty, teaching and graduate assistants by the University. The labour disruption began on March 5, 2018 and had not been settled by April 30, 2018.

As a consequence of this labour disruption, a number of classes were suspended and some students were not able to complete their classes and exams, by the end of April 30, 2018, which represents the normal conclusion of instruction and exams. The University conducted remediation efforts in fiscal 2018-19 for those students who were unable to complete their term by the end of fiscal 2017-18. Students were also given the option of withdrawing from courses and receiving an equivalent tuition credit to be used before the end of the winter term of fiscal 2019.

In addition, certain services provided to students related to housing and parking were extended beyond fiscal 2017-18.

In fiscal 2017-18, the University deferred a portion of student fees totalling \$61,808 and sales and services revenue totalling \$2,010 for services not yet performed. The amounts deferred in fiscal 2017-18 are all recognized in revenue in fiscal 2018-19.

# Financial Highlights: Comparative Analysis - Revenue/Expenses

## % of Total Revenue and Expenses

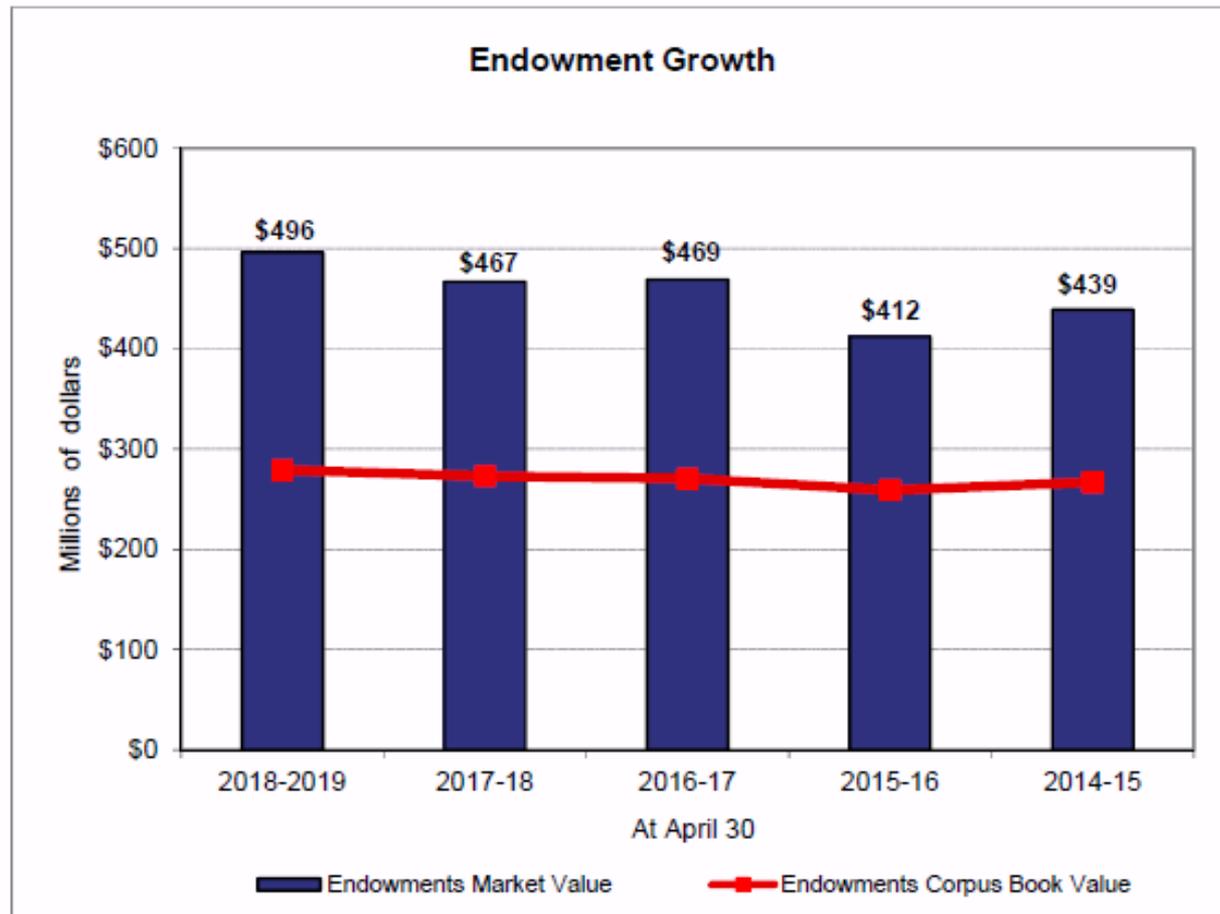
Year ended April 30	2019	2018	2017	2016	2015
	%	%	%	%	%
<b><u>REVENUE</u></b>					
Student fees	54.3	50.3	50.7	49.9	49.0
Grants and contracts	32.7	35.7	34.7	35.7	36.5
Sales and services	5.4	5.9	6.0	6.2	6.1
Fees, recoveries and other income	2.9	3.4	3.7	3.6	3.5
Investment income	2.6	1.9	2.3	2.3	2.5
Amortization of deferred capital contributions	1.4	1.4	1.5	1.5	1.4
Donations	0.7	1.4	1.1	0.8	1.0
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b><u>EXPENSES</u></b>					
Salaries and benefits	67.8	66.7	67.6	68.5	69.3
Operating costs	14.9	14.5	13.5	13.6	13.3
Scholarships and bursaries	7.5	8.0	7.6	6.8	6.1
Amortization of capital assets	4.1	4.1	4.3	4.2	4.2
Taxes and utilities	2.3	2.9	3.1	3.2	3.3
Interest on long-term debt	2.3	2.5	2.6	2.3	2.4
Cost of sales and services	1.1	1.3	1.3	1.4	1.4
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

- Student fees are increasing relative to grants, as Provincial operating grants are frozen (notwithstanding the tuition deferral in 2018)

# Financial Highlights: Endowment Growth and Performance

## ENDOWMENT GROWTH AND PERFORMANCE

2015 – 2019



- Endowment return was 9.1% in 2018-19 (2017-18 – 2.3%)

# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	123,959	157,413
Accounts receivable (notes 4 and 14)	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
<b>Total current assets</b>	<b>232,229</b>	<b>295,182</b>
Pension plan asset (note 13)	58,589	107,201
Investments (note 3)	1,196,931	997,472
Investment in lease (note 4)	41,887	42,333
Capital assets, net (note 5)	1,521,023	1,511,415
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>		
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
<b>Accounts Receivable</b>	<b>\$85 M</b>	<b>\$115 M</b>
<b>Major changes include:</b>		
MTCU Grant	(\$1 M)	
SIF Projects Receivable	(\$8 M)	
Construction Costs for New Student Centre	(\$14 M)	
HST Receivable	(\$7 M)	
<b>Total</b>	<b>(\$30 M)</b>	

# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	123,959	157,413
Accounts receivable (notes 4 and 14)	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
<b>Total current assets</b>	<b>232,229</b>	<b>295,182</b>
Pension plan asset (note 13)	58,589	107,201
Investments (note 3)	1,196,931	997,472
Investment in lease (note 4)	41,887	42,333
Capital assets, net (note 5)	1,521,023	1,511,415
	2,950,650	2,953,603
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)	496,525	496,840
Deferred capital contributions (note 10)	454,008	464,325
<b>Total liabilities</b>	<b>1,460,531</b>	<b>1,504,700</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
<b>Pension Plan Asset</b>	<b>\$58 M</b>	<b>\$107 M</b>

As per Actuarial Valuation Report, decrease due to lower  
Investment returns  
Calendar 2017 - 11.93%  
Calendar 2018 - (0.65%)

# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	123,959	157,413
Accounts receivable (notes 4 and 14)	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
<b>Total current assets</b>	<b>232,229</b>	<b>295,182</b>
Pension plan asset (note 13)	58,589	107,201
<b>Investments (note 3)</b>	<b>1,196,931</b>	<b>997,472</b>
Investment in lease (note 4)	41,887	42,333
Capital assets, net (note 5)	1,521,023	1,511,415
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>	<b>1,400,531</b>	<b>1,304,700</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
<b>Investments</b>	<b>\$1,197 M</b>	<b>\$997 M</b>
<b>Balance consists of:</b>		
	2019	2018
<b>Endowments</b>	<b>\$496 M</b>	<b>\$467 M</b>
<b>Operating/Sinking Fund</b>	<b>\$701 M</b>	<b>\$530 M</b>
<b>Total</b>	<b>\$1,197 M</b>	<b>\$997 M</b>

# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	123,959	157,413
Accounts receivable (notes 4 and 14)	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
<b>Total current assets</b>	<b>232,229</b>	<b>295,182</b>
Pension plan asset (note 13)	58,589	107,201
Investments (note 3)	1,196,931	997,472
Investment in lease (note 4)	41,887	42,333
<b>Capital assets, net (note 5)</b>	<b>1,521,023</b>	<b>1,511,415</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 9)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>		
Commitments and contingent liabilities (notes 7 and 10)		
<b>NET ASSETS</b>		
Deficit		
Internally restricted (note 11)		
Endowments (note 12)		
<b>Total net assets</b>		

	2019	2018
<b>Capital Assets</b>	<b>\$1,521 M</b>	<b>\$1,511 M</b>
<b>Major changes include:</b>		
<b>Additions/Changes:</b>		
Science Building Renewal	\$18 M	
McEwen Grad Stud & Res Building	\$12 M	
Furniture & Equipment	\$8 M	
Cogeneration Plant Renewal	\$4 M	
Student Centre	\$4 M	
Osgoode Professional Development	\$4 M	
Library Books	\$3 M	
School of Continuing Studies Building	\$2 M	
Atkinson Tower Renovation	\$1 M	
Classroom Renewals and Lab Equipment	\$1 M	
Podium Waterproofing	\$1 M	
Other (Computers, Vehicles, IT Equip, Elevator)	\$4 M	
Markham Campus (Soft Costs)	(\$6 M)	
Amortization	(\$46 M)	
<b>Total</b>	<b>\$10 M</b>	

# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
	<b>3,050,659</b>	<b>2,953,603</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	<b>131,567</b>	136,484
Current portion of long-term debt (note 9)	467	505
Deferred revenue (note 18)	<b>58,917</b>	98,176
<b>Total current liabilities</b>	<b>190,951</b>	235,165
Deferred contributions (note 6)	<b>168,602</b>	162,819
Long-term liabilities (notes 8 and 13)	<b>148,447</b>	143,545
Long-term debt (note 9)	<b>498,523</b>	498,846
Deferred capital contributions (note 10)	<b>454,008</b>	464,325
<b>Total liabilities</b>	<b>1,460,531</b>	1,504,700
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	<b>(33,047)</b>	(35,736)
Internally restricted (note 11)	<b>1,140,048</b>	1,033,108
Endowments (note 12)	<b>483,127</b>	451,531
<b>Total net assets</b>	<b>1,590,128</b>	1,448,903
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
Accounts Payable	<b>\$131 M</b>	<b>\$136 M</b>
<b>Major changes include:</b>		
Increase in Student Account Credit Balances	<b>\$8 M</b>	
Government Remittances	<b>\$2 M</b>	
Decrease in Water, Electricity and Gas	<b>(\$2 M)</b>	
Decrease in Total Holdbacks	<b>(\$5 M)</b>	
Decrease in Various Capital Projects	<b>(\$8 M)</b>	
<b>Total</b>	<b>(\$5 M)</b>	



# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
	<b>3,050,659</b>	<b>2,953,603</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	131,567	136,484
Current portion of long-term debt (note 9)	467	505
Deferred revenue (note 18)	58,917	98,176
<b>Total current liabilities</b>	<b>190,951</b>	<b>235,165</b>
Deferred contributions (note 6)	168,602	162,819
Long-term liabilities (notes 8 and 13)	148,447	143,545
Long-term debt (note 9)	498,523	498,846
Deferred capital contributions (note 10)	454,008	464,325
<b>Total liabilities</b>	<b>1,460,531</b>	<b>1,504,700</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
Deferred Revenue	\$59 M	\$98 M
<b>Major changes include:</b>		
Reverse of Strike related deferrals	(\$64 M)	
Tuition Summer Session	\$18 M	
Tuition - School of Continuing Studies	\$5 M	
Other	\$2 M	
<b>Total</b>	<b>(\$39 M)</b>	



# Balance Sheet

(thousands of dollars)

As at April 30

## ASSETS

### Current

Cash and cash equivalents
Accounts receivable (notes 4 and 14)
Inventories
Prepaid expenses
<b>Total current assets</b>
Pension plan asset (note 13)
Investments (note 3)
Investment in lease (note 4)
Capital assets, net (note 5)

## LIABILITIES

### Current

Accounts payable and accrued liabilities (notes 8 and 14)
Current portion of long-term debt (note 9)
Deferred revenue (note 18)
<b>Total current liabilities</b>
Deferred contributions (note 6)
Long-term liabilities (notes 8 and 13)
<b>Long-term debt (note 9)</b>
Deferred capital contributions (note 10)
<b>Total liabilities</b>

Commitments and contingent liabilities (notes 7 and 16)

## NET ASSETS

Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

## Long Term Debt

2019	2018
<b>\$499M</b>	<b>\$499M</b>

### Balance consists of:

	2019	2018
<b>Debt due</b>		
2042	\$200 M	\$200 M
2044	\$100 M	\$100 M
2054	\$100 M	\$100 M
2056	\$100 M	\$100 M
	<b>\$500 M</b>	<b>\$500 M</b>
<b>Unamortized transaction costs</b>	<b>(\$3 M)</b>	<b>(\$3 M)</b>
<b>Other debt</b>	<b>\$2 M</b>	<b>\$2 M</b>
<b>Total</b>	<b>\$499 M</b>	<b>\$499 M</b>

	467	505
	58,917	98,176
	190,951	235,165
	168,602	162,819
	148,447	143,545
	498,523	498,846
	454,008	464,325
	1,460,531	1,504,700



# Balance Sheet (thousands of dollars)

As at April 30

	2019	2018
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	131,567	136,484
Current portion of long-term debt (note 9)	467	505
Deferred revenue (note 18)	58,917	98,176
<b>Total current liabilities</b>	<b>190,951</b>	<b>235,165</b>
Deferred contributions (note 6)	168,602	162,819
Long-term liabilities (notes 8 and 13)	148,447	143,545
Long-term debt (note 9)	498,523	498,846
Deferred capital contributions (note 10)	454,008	464,325
<b>Total liabilities</b>	<b>1,460,531</b>	<b>1,504,700</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
<b>Deferred Capital Contributions</b>	<b>\$454 M</b>	<b>\$464 M</b>
<b>Major changes include:</b>		
Schulich/Science/Cogen/York Tower	\$8 M	
Student Centre	\$4 M	
Other	\$7 M	
Markham Campus	(\$12 M)	
Amortization	(\$17 M)	
<b>Total</b>	<b>(\$10 M)</b>	



# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	123,959	157,413
Accounts receivable (notes 4 and 14)	85,407	115,465
Inventories	4,435	3,558
Prepaid expenses	18,428	18,746
<b>Total current assets</b>	<b>232,229</b>	<b>295,182</b>
Pension plan asset (note 13)	58,589	107,201
Investments (note 3)	1,196,931	997,472
Investment in lease (note 4)	41,887	42,333
Capital assets, net (note 5)	1,521,023	1,511,415
	<b>3,050,659</b>	<b>2,953,603</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)	498,523	498,846
Deferred capital contributions (note 10)	454,008	464,325
<b>Total liabilities</b>	<b>1,460,531</b>	<b>1,504,700</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
Internally restricted (note 11)	1,140,048	1,033,108
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
Deficit	<b>\$33 M</b>	<b>\$36 M</b>

Small decrease to deficit attributable to ancillary operations

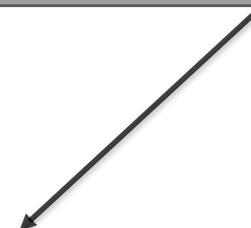
# Balance Sheet

## (thousands of dollars)

As at April 30

	2019	2018
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)	498,523	498,846
Deferred capital contributions (note 10)	454,008	464,325
<b>Total liabilities</b>	1,460,531	1,504,700
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(33,047)	(35,736)
<b>Internally restricted (note 11)</b>	<b>1,140,048</b>	<b>1,033,108</b>
Endowments (note 12)	483,127	451,531
<b>Total net assets</b>	<b>1,590,128</b>	<b>1,448,903</b>
	<b>3,050,659</b>	<b>2,953,603</b>

	2019	2018
<b>Internally Restricted</b>	<b>\$1,140 M</b>	<b>\$1,033 M</b>
<b>Balance consists of:</b>		
	2019	2018
Departmental carryforwards	\$118 M	\$67 M
University fund	\$58 M	\$31 M
Computing systems development	\$13 M	\$15 M
Contractual commitments to employee groups	\$6 M	\$6 M
Research programs	\$30 M	\$28 M
Employee pension benefits	\$59 M	\$107 M
Sinking fund	\$74 M	\$70 M
Investment in capital assets	\$37 M	\$48 M
Land appraisal reserve	\$586 M	\$586 M
Capital reserve (Faculty Transfers and SIS Reserve)	\$184 M	\$102 M
Future funded capital projects	(\$25 M)	(\$27 M)
<b>Total</b>	<b>\$1,140 M</b>	<b>\$1,033 M</b>



# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019	2018
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income (note 3)	33,141	20,987
Amortization of deferred capital contributions (note 10)		
Donations		
<b>Total revenue</b>		
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
<b>Revenue over expenses for the year</b>		
Employee benefit plans – remeasurements (note 13)		
Net transfers (to) from internally restricted net assets (note 1)		
Net transfers to internally restricted endowments (note 1)		
<b>Change in deficit in the year</b>		
Deficit, beginning of year		
<b>Deficit, end of year</b>	(50,047)	(50,150)

	2019	2018
<b>Student Fees</b>	<b>\$694 M</b>	<b>\$550 M</b>
<b>Major changes include:</b>		
Undergraduate enrolments- Domestic	\$5 M	
Undergraduate enrolments- VISA	\$31 M	
Graduate enrolments- Domestic	\$2 M	
Graduate enrolments- VISA	\$2 M	
Non-Credit / EMBA	\$8 M	
Supplementary Fees (CCA and Referenda)	\$1 M	
Strike related deferrals (62M *2)	\$124 M	
Tuition Credit Opportunity	(\$30 M)	
Other	\$1 M	
<b>Total</b>	<b>\$144 M</b>	

# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019	2018
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income (note 3)	33,141	20,987
Amortization of deferred capital contributions (note 10)	17,467	15,247
Donations	8,496	15,005
<b>Total revenue</b>		
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
<b>Revenue over expenses for the year</b>		
Employee benefit plans – rereasurements (note 13)	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets (note 11)	(106,893)	81,171
Net transfers to internally restricted endowments (note 12)	(1,493)	(251)
<b>Change in deficit in the year</b>	<b>2,689</b>	<b>3,386</b>
<b>Deficit, beginning of year</b>	<b>(35,736)</b>	<b>(39,122)</b>
<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

	2019	2018
Grants and contracts	\$418 M	\$390 M
<b>Major changes include:</b>		
Green House Gas Retrofit Program	\$14 M	
Markham Campus	\$12 M	
Research grants	\$4 M	
Graduate expansion	\$1 M	
Other	(\$3 M)	
<b>Total</b>	<b>\$28 M</b>	

# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019	2018
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income (note 3)	33,141	20,987
Amortization of deferred capital contributions (note 10)	17,467	15,247
Donations	8,496	15,005
<b>Total revenue</b>	<b>1,279,127</b>	<b>1,093,404</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
<b>Revenue over expenses for the year</b>		
Employee benefit plans – rereasurements (note 13)		
Net transfers (to) from internally restricted net assets (note 11)		
Net transfers to internally restricted endowments (note 12)	(1,493)	(251)
<b>Change in deficit in the year</b>	<b>2,689</b>	<b>3,386</b>
<b>Deficit, beginning of year</b>	<b>(35,736)</b>	<b>(39,122)</b>
<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

	2019	2018
<b>Investment Income</b>	<b>\$33 M</b>	<b>\$21 M</b>
<b>Balance consists of:</b>		
	2019	2018
Investment Income Attributable to Endowments	\$14 M	\$8 M
Other Investment Income	\$19 M	\$13 M
<b>Total</b>	<b>\$33 M</b>	<b>\$21 M</b>

# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019	2018
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income (note 3)	33,141	20,987
Amortization of deferred capital contributions (note 10)	17,467	15,247
<b>Donations</b>	<b>8,496</b>	<b>15,005</b>
<b>Total revenue</b>	<b>1,279,127</b>	<b>1,093,404</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)	754,399	715,083
Operating costs	166,420	151,927
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
<b>Revenue over expenses for the year</b>		
Employee benefit plans – remeasurements (note 13)		
Net transfers (to) from internally restricted net assets (note 11)		
Net transfers to internally restricted endowments (note 12)	(1,493)	(251)
<b>Change in deficit in the year</b>	<b>2,689</b>	<b>3,386</b>
<b>Deficit, beginning of year</b>	<b>(35,736)</b>	<b>(39,122)</b>
<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

	2019	2018
<b>Donations</b>	<b>\$8 M</b>	<b>\$15 M</b>
<b>Major changes include:</b>		
Expendable Donations	(\$2 M)	
Restricted Donations recognized	(\$5 M)	
<b>Total</b>	<b>(\$7 M)</b>	

# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019	2018
<b>REVENUE</b>		
Student fees (note 18)		
Grants and contracts (note 6)		
Sales and services		
Fees, recoveries and other income		
Investment income (note 3)		
Amortization of deferred capital contributions (note 10)		
Donations		
<b>Total revenue</b>	1,279,127	1,093,404
<b>EXPENSES</b>		
Salaries and benefits (note 13)	754,399	715,083
Operating costs	166,430	154,937
Scholarships and bursaries	84,139	85,682
Amortization of capital assets	46,133	43,426
Taxes and utilities	25,234	31,285
Interest on long-term debt (note 9)	26,110	26,771
Cost of sales and services	12,350	13,600
<b>Total expenses</b>	1,114,795	1,070,784
<b>Revenue over expenses for the year</b>	164,332	22,620
Employee benefit plans – remeasurements (note 13)	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets (note 11)	(106,893)	81,171
Net transfers to internally restricted endowments (note 12)	(1,493)	(251)
<b>Change in deficit in the year</b>	2,689	3,386
<b>Deficit, beginning of year</b>	(35,736)	(39,122)
<b>Deficit, end of year</b>	(33,047)	(35,736)

**Salaries and benefits**

2019      2018

\$754 M    \$715 M

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**Major changes include:**

Salary increments                      \$12 M

Staffing Costs                              \$4 M

Pension Expense                          \$6 M

LTD / Other Benefits                      \$1 M

CUPE Remediation                        \$17 M

Employee Tuition Waivers                (\$1 M)

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**Total**    \$39 M



# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019 \$	2018 \$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)		
Sales and services		
Fees, recoveries and other income		
Investment income (note 3)		
Amortization of deferred capital contributions (note 10)		
Donations		
<b>Total revenue</b>		
<b>EXPENSES</b>		
Salaries and benefits (note 13)	754,399	715,083
Operating costs	166,430	154,937
Scholarships and bursaries	84,139	85,682
Amortization of capital assets	46,133	43,426
Taxes and utilities	25,234	31,285
Interest on long-term debt (note 9)	26,110	26,771
Cost of sales and services	12,350	13,600
<b>Total expenses</b>	<b>1,114,795</b>	<b>1,070,784</b>
<b>Revenue over expenses for the year</b>	<b>164,332</b>	<b>22,620</b>
Employee benefit plans – remeasurements (note 13)	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets (note 11)	(106,893)	81,171
Net transfers to internally restricted endowments (note 12)	(1,493)	(251)
<b>Change in deficit in the year</b>	<b>2,689</b>	<b>3,386</b>
<b>Deficit, beginning of year</b>	<b>(35,736)</b>	<b>(39,122)</b>
<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

## Operating Costs

Major changes include:

Markham Campus (Soft Costs)

Total

2019 2018

\$167 M \$155 M

\$12 M

\$12 M

# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019 \$	2018 \$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)	418,075	389,984
Sales and services		
Fees, recoveries and other income		
Investment income (note 3)		
Amortization of deferred capital contributions (note 10)		
Donations		
<b>Total revenue</b>		
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
	<b>2019</b>	<b>2018</b>
<b>Revenue over expenses</b>	<b>\$164 M</b>	<b>\$22 M</b>
	<b>2019</b>	<b>2018</b>
<b>Normalized:</b>		
<b>Surplus</b>	<b>\$164 M</b>	<b>\$22 M</b>
<b>Less:</b>		
<b>(Strike Deferral Reversal) / Strike Deferral</b>	<b>(\$64 M)</b>	<b>\$64 M</b>
<b>Normalized Income for labour disruption</b>	<b>\$100 M</b>	<b>\$86 M</b>
<b>Revenue over expenses for the year</b>	<b>164,332</b>	<b>22,620</b>
Employee benefit plans – remeasurements (note 13)	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets (note 11)	(106,893)	81,171
Net transfers to internally restricted endowments (note 12)	(1,493)	(251)
<b>Change in deficit in the year</b>	<b>2,689</b>	<b>3,386</b>
<b>Deficit, beginning of year</b>	<b>(35,736)</b>	<b>(39,122)</b>
<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

# Statement of Operations and Changes in Deficit (thousands of dollars)

Year ended April 30	2019	2018
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	694,215	550,414
Grants and contracts (note 6)	418,075	389,984
Sales and services	69,118	64,394
Fees, recoveries and other income	38,615	37,373
Investment income (note 3)	33,141	20,987
Amortization of deferred capital contributions (note 10)	17,467	15,247
Donations	8,496	15,005
<b>Total revenue</b>	<b>1,279,127</b>	<b>1,093,404</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)	754,399	715,083
Operating costs	166,430	154,937
Scholarships and bursaries	84,139	85,682
Amortization of capital assets	46,133	43,426
Taxes and utilities	25,234	31,285
Interest on long-term debt (note 9)	26,110	26,110
Cost of sales and services	12,350	13,285
<b>Total expenses</b>	<b>1,114,795</b>	<b>1,070,808</b>
<b>Revenue over expenses for the year</b>	<b>164,332</b>	<b>22,620</b>
Employee benefit plans – remeasurements (note 13)	(53,257)	(100,154)
Net transfers (to) from internally restricted net assets (note 11)	(106,893)	81,171
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<b>Deficit, end of year</b>	<b>(33,047)</b>	<b>(35,736)</b>

Remeasurement of the Pension Asset and Other Post Employment Benefits

# Statement of Cash Flows

## (thousands of dollars)

Year ended April 30	2019	2018
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Revenue over expenses for the year	164,332	22,620
Add (deduct) non-cash items:		
Amortization of capital assets	46,133	43,426
Amortization of deferred capital contributions	(17,467)	(15,247)
Amortization of transaction costs	45	45
Employee benefit plan expense	44,300	38,782
Net change in non-cash balances related to operations (note 14)	(803)	81,893
Contributions to employee benefit plans	(43,597)	(43,157)
<b>Cash provided by operating activities</b>	<b>192,943</b>	<b>128,362</b>
<b>INVESTING ACTIVITIES</b>		
Sale (purchase) of investments, net (note 14)	(175,115)	28,182
Purchase of capital assets (note 14)	(62,657)	
<b>Cash used in investing activities</b>	<b>(237,772)</b>	
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(406)	
Contributions restricted for capital purposes (note 14)	6,022	
Contributions to externally restricted endowments	5,759	1,777
<b>Cash provided by financing activities</b>	<b>11,375</b>	<b>82,963</b>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>(33,454)</b>	<b>115,603</b>
Cash and cash equivalents, beginning of year	157,413	41,810
<b>Cash and cash equivalents, end of year</b>	<b>123,959</b>	<b>157,413</b>

Cash flow results reflecting the financial performance from operations

# Statement of Cash Flows

## (thousands of dollars)

Year ended April 30

	2019	2018
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Revenue over expenses for the year	164,332	
Add (deduct) non-cash items:		
Amortization of capital assets	46,133	
Amortization of deferred capital contributions	(17,467)	
Amortization of transaction costs	45	
Employee benefit plan expense	44,300	
Net change in non-cash balances related to operations <i>(note 14)</i>	(803)	
Contributions to employee benefit plans	(43,597)	
<b>Cash provided by operating activities</b>	<b>192,943</b>	
<b>INVESTING ACTIVITIES</b>		
Sale (purchase) of investments, net <i>(note 14)</i>	(175,115)	28,182
Purchase of capital assets <i>(note 14)</i>	(62,657)	(123,904)
<b>Cash used in investing activities</b>	<b>(237,772)</b>	<b>(95,722)</b>
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(406)	(623)
Contributions restricted for capital purposes <i>(note 14)</i>	6,022	81,809
Contributions to externally restricted endowments	5,759	1,777
<b>Cash provided by financing activities</b>	<b>11,375</b>	<b>82,963</b>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>(33,454)</b>	<b>115,603</b>
Cash and cash equivalents, beginning of year	157,413	41,810
<b>Cash and cash equivalents, end of year</b>	<b>123,959</b>	<b>157,413</b>

Increase in the investment of operating cash in short term investments and improved performance in endowment returns

# Statement of Cash Flows (thousands of dollars)

Year ended April 30	2019 \$	2018 \$
<b>OPERATING ACTIVITIES</b>		
Revenue over expenses for the year	164,332	22,620
Add (deduct) non-cash items:		
Amortization of capital assets	46,133	43,426
Amortization of deferred capital contributions	(17,467)	(15,247)
Amortization of transaction costs	45	45
Employee benefit plan expense	44,300	38,782
Net change in non-cash balances related to operations (note 14)	(803)	81,893
Contributions to employee benefit plans	(43,597)	(43,150)
<b>Cash provided by operating activities</b>	<b>192,943</b>	<b>128,366</b>
<b>INVESTING ACTIVITIES</b>		
Sale (purchase) of investments, net (note 14)	(175,115)	28,180
Purchase of capital assets (note 14)	(62,657)	(123,904)
<b>Cash used in investing activities</b>	<b>(237,772)</b>	<b>(95,722)</b>
<b>FINANCING ACTIVITIES</b>		
Repayment of long-term debt	(406)	(623)
<b>Contributions restricted for capital purposes (note 14)</b>	<b>6,022</b>	<b>81,809</b>
Contributions to externally restricted endowments	5,759	1,777
<b>Cash provided by financing activities</b>	<b>11,375</b>	<b>82,963</b>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>(33,454)</b>	<b>115,603</b>
Cash and cash equivalents, beginning of year	157,413	41,810
<b>Cash and cash equivalents, end of year</b>	<b>123,959</b>	<b>157,413</b>

Decrease reflects capital contributions received last year from SIF grants, Markham and Student Centre

# Questions



## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 24 June 2019

Subject: Agency of Record for Advertising and Media Planning

---

### Recommendation:

**The Finance and Audit Committee recommend that the Board of Governors approve entering into a 3-year agreement with Ogilvy Canada as agency of record for advertising and media planning on terms as set out in the RFP process.**

### Rationale:

Ogilvy Canada was selected after a public request for proposals was completed and evaluated by a pan-university committee.

York's evaluation team consisted of:

- President and Vice-Chancellor
- Chief Communications and Marketing Officer
- Vice-President, Advancement
- Dean, Faculty of Health
- Director, University Marketing, Communications and Public Affairs
- Director, Communications (President's Office)
- Procurement Specialist

A total of 9 firms were evaluated in the process, with Ogilvy scoring the highest. Ogilvy operates in 83 countries with 132 offices.

For the last number of years, York's Agency of Record (AOR) has been Doug & Partners. It was decided by the Communications & Public Affairs division to launch a

## Board of Governors

request for proposals to select a new vendor of record for strategic advertising and media planning. This new vendor will play a critical role in helping York's Brand Differentiation Strategy.

### **Contract Terms / Details**

- 3-year contract with two optional 1-year renewals, (based on successfully delivering established Key Performance Indicators)
- The approximate value of the contract, including York options, is \$7.8M over a 3-year period (based on meeting established key performance indicators and availability of budget funds allocated to the program).

As this contract is projected to exceed \$2M dollars over the course of five years, it requires approval from the Board. This is a non-exclusive contract, and York has the right to procure similar services from other firms during the term of the contract with Ogilvy.

# Board of Governors

## Memorandum

To: Board of Governors  
From: William Hatanaka, Chair, Finance and Audit Committee  
Date: 25 June 2018  
Subject: Tuition Fee Approval: Master of Management in Artificial Intelligence

---

### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the following tuition fees for a new Master of Management in Artificial Intelligence (MMAI) program, offered through the Schulich School of Business (Schulich):**

- a) Domestic full-time tuition fee rate for 2019-20: **\$17,518.50 per term (\$52,555.50 for 3 terms) effective fall 2019** (excludes centrally collected ancillary and student referenda fees). The part-time tuition fee rate will be set at 40% of the full-time rate.
- b) International full-time tuition fee rate for 2019-20: **\$25,001.22 per term (\$75,003.66 for 3 terms) effective fall 2019** (excludes centrally collected ancillary fees and student referenda fees). The part-time tuition fee rate will be set at 40% of the full-time rate.

### Rationale:

Given that the MMAI is similar in design and intended outcomes as the Master of Business Analytics (MBAN) program, also offered through Schulich, the proposed tuition fee for the MMAI program has been set at the same rate as that of the MBAN program.

The proposed fee rate is in compliance with the new 2019-20 to 2020-21 Provincial Tuition Fee Framework for funding eligible programs and is pending Ministry of Training, Colleges and Universities (MTCU) approval, expected by 29 August 2019.

### Program Description:

The MMAI program will be offered on a full-time basis, requiring completion of 14 courses (45 credits) over three terms (one year). Students will also be required to complete a mandatory prestart program and a two-term integrative hands-on consulting project.

## Board of Governors

The MMAI program is designed to prepare individuals for management positions in the field of artificial intelligence (AI) in private, public, and not-for-profit organizations. Program-level learning outcomes have been developed based on input from leading academics in the field of management and AI, as well as potential employers from the government, and the private and not-for-profit sectors. Curriculum structure and course content have been developed to achieve learning outcomes ensuring that MMAI students acquire the knowledge and skills required to succeed.

The MMAI program has received approval from Senate and from the Quality Council, and is awaiting approval for grant funding eligibility and the tuition fee rate from MTCU.

## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 25 June 2019

Subject: Faculty Complement Renewal: Capital Needs

---

### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a \$9.6M budget, inclusive of HST, for the renovation of Farquharson Life Sciences (Farquharson), Leonard G. Lumbers (Lumbers) and Petrie Science & Engineering (Petrie) buildings to create new teaching and research wet laboratories to accommodate new faculty hires for the 2019-2020 academic year.**

### Background and Rationale:

In fall 2018, the University approved hiring up to 172 new faculty members for the 2019-2020 academic year.

All Faculties were consulted on space implications and solutions related to the new faculty hires. The Faculty of Health, the Faculty of Science, and the Lassonde School of Engineering indicated requirements for Bio-Containment Safety Level 2 (BCSL2) wet bench research laboratories to meet requirements for new hires. All other Faculties are confident that current space will accommodate new hires, providing that the renovation projects in progress are completed as planned and on time.

The Faculties that require BCSL2 wet laboratories cannot determine exact laboratory requirements until faculty members are hired, and new hires are not practical if the required research/teachings spaces are not in place. Because of this catch-22 situation, the University is proposing the creation of large BCSL2 wet laboratory environments that will provide flexibility to meet the needs of most wet bench research.

## Board of Governors

The proposed project will affect 3,211sqf in Petrie and 14,462sqf in Farquharson and Lumbers, yielding the following results:

- consolidation of like researchers in Lumbers
- consolidation of all undergraduate teaching laboratories on the first floor of the west wing of Farquharson
- adequate wet bench research laboratory space on the second floor of the west wing of Farquharson to house up to 6 new research groups
- laboratory space for 4 new research groups in Petrie lower level

### **Deferred Maintenance Scope:**

The \$9.6M proposed budget includes costs for addressing deferred maintenance (DM) items during the construction of the wet labs. The building systems in the west wing are approximately 50 years old and at the end of life. Upgrading the systems will ensure that the new labs are supported by reliable systems and components. This DM approach is consistent with the renovations completed in the east wing of Farquharson in November 2018, which included mechanical and systems upgrades to support the wet labs and teaching labs.

The west wing's DM scope is reflected in the University's DM priorities, and will include the following upgrades:

- Building envelope (windows, upgraded insulation where accessible)
- Electrical systems
- HVAC system
- Plumbing system
- Interior finishes

## Board of Governors

### Funding

A project cost estimate, based on similar renovations completed in the east wing of Farquharson in November 2018, is provided below. The estimate includes 15.0% contingency and HST.

Project	Description	Estimated Cost
Farquharson	<ul style="list-style-type: none"> <li>- Create two 24-seat teaching wet labs</li> <li>- Create two ballroom research wet labs with common equipment area; each ballroom will house three research teams of 8 to 12 people</li> <li>- Create one research dry lab</li> </ul>	\$5.165M
Lumbers	<ul style="list-style-type: none"> <li>- Convert dry lab into a research wet lab</li> </ul>	0.780M
Petrie	<ul style="list-style-type: none"> <li>- Convert two teaching labs to research wet labs</li> <li>- Create two new research wet labs</li> </ul>	1.950M
Deferred Maintenance	<ul style="list-style-type: none"> <li>- Building envelope</li> <li>- Electrical systems</li> <li>- HVAC system</li> <li>- Plumbing system</li> <li>- Interior Finishes</li> </ul>	1.700M*
<b>Total</b>		<b><u>\$9,595,000</u></b>

This project will be funded from operating budgets of the three Faculties and from the University's DM funds. Allocations are:

Faculty of Science:	\$4,361,000
Faculty of Health:	1,077,000
Lassonde School of Engineering:	2,457,000
DM Fund:	1,700,000

**Total:** **\$9,595,000**

### Project Plan

Planning and design work will start immediately following Board approval. The project will be tendered in late 2019. Construction is anticipated to begin in spring 2020 with completion targeted for summer 2021.

# Board of Governors

## Memorandum

To: Board of Governors

From: Randy Williamson, Chair, Land and Property Committee

Date: 25 June 2019

Subject: James Gillies Street: Relocation

---

### Recommendation:

**The Land and Property Committee recommends that the Board of Governors approve the reassignment of the name “James Gillies Street”, to a newly reconfigured campus road adjacent to the McEwen Building, and that the existing James Gillies Street be renamed.**

### Background and Rationale

York University has a [policy for the naming](#) of a building, public space or garden in honour of an individual, corporation or organization.

The Board previously approved the name of the road immediately east of the Schulich Building in honor of the first Dean of the Business School, Professor Emeritus James Gillies.

Local road configurations around the current James Gillies Street were required to create the development sites for the McEwen Building and the new School of Continuing Studies. Prior to the construction of the McEwen building, James Gillies Street intersected with York Boulevard (Fig. 1). The creation of the McEwen Building site required that James Gillies Street be truncated at Fine Arts Road (Fig. 2). The School of Continuing Studies will also require a road reconfiguration where James Gillies Street intersects with The Pond Road, resulting in another truncation (Fig. 2). The remaining road currently known as James Gillies Street will be reduced to a service lane. For these reasons it is proposed that the name, James Gillies Street, be reassigned to a more substantial campus road befitting of an honorific naming, and that the remaining service lane be renamed. The proposal is to reassign the name to the road previously known as the “Busway”, immediately adjacent to the McEwen Building (Fig. 1).

The Busway was an exclusive use transit route required during the construction of the

## Board of Governors

Toronto-York Spadina Subway Extension. The Busway is no longer required and can now be incorporated into the campus road network. Minor work is required at the intersection of the Busway and The Pond Road. The University is awaiting City approval of the new road configuration, together with a signalization plan. The targeted completion and opening of the road is late summer 2019.

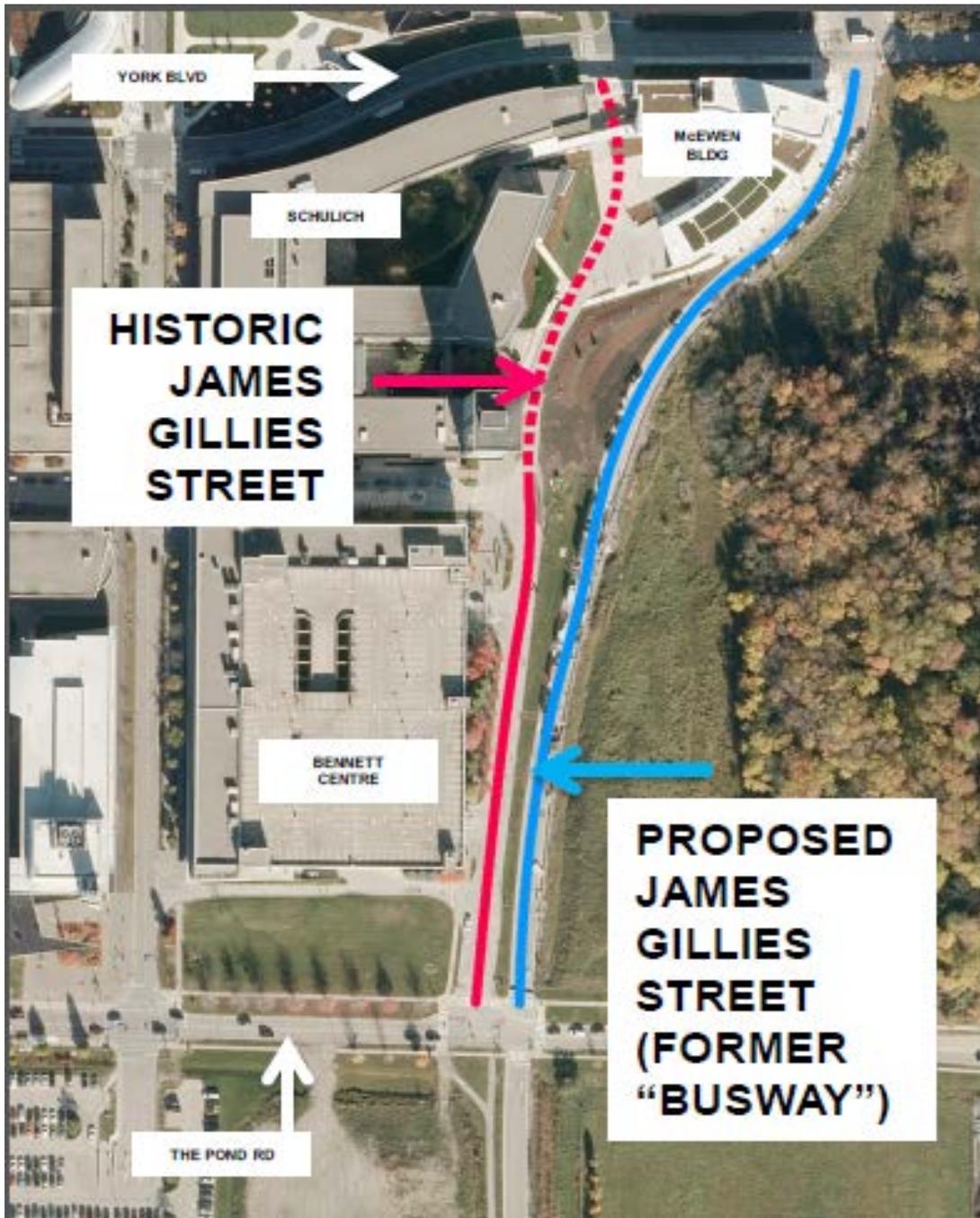
The relocation of the name “James Gillies Street” to the road formerly known as the Busway is supported by the Schulich School of Business.

### **Financial Considerations**

There is no funding required to implement the naming of this road. Simple signage changes will be undertaken as part of the signage program. Other costs associated with improvements to the intersection with The Pond Road are approved and will be part of the redevelopment costs associated with the new building for the School of Continuing Studies.

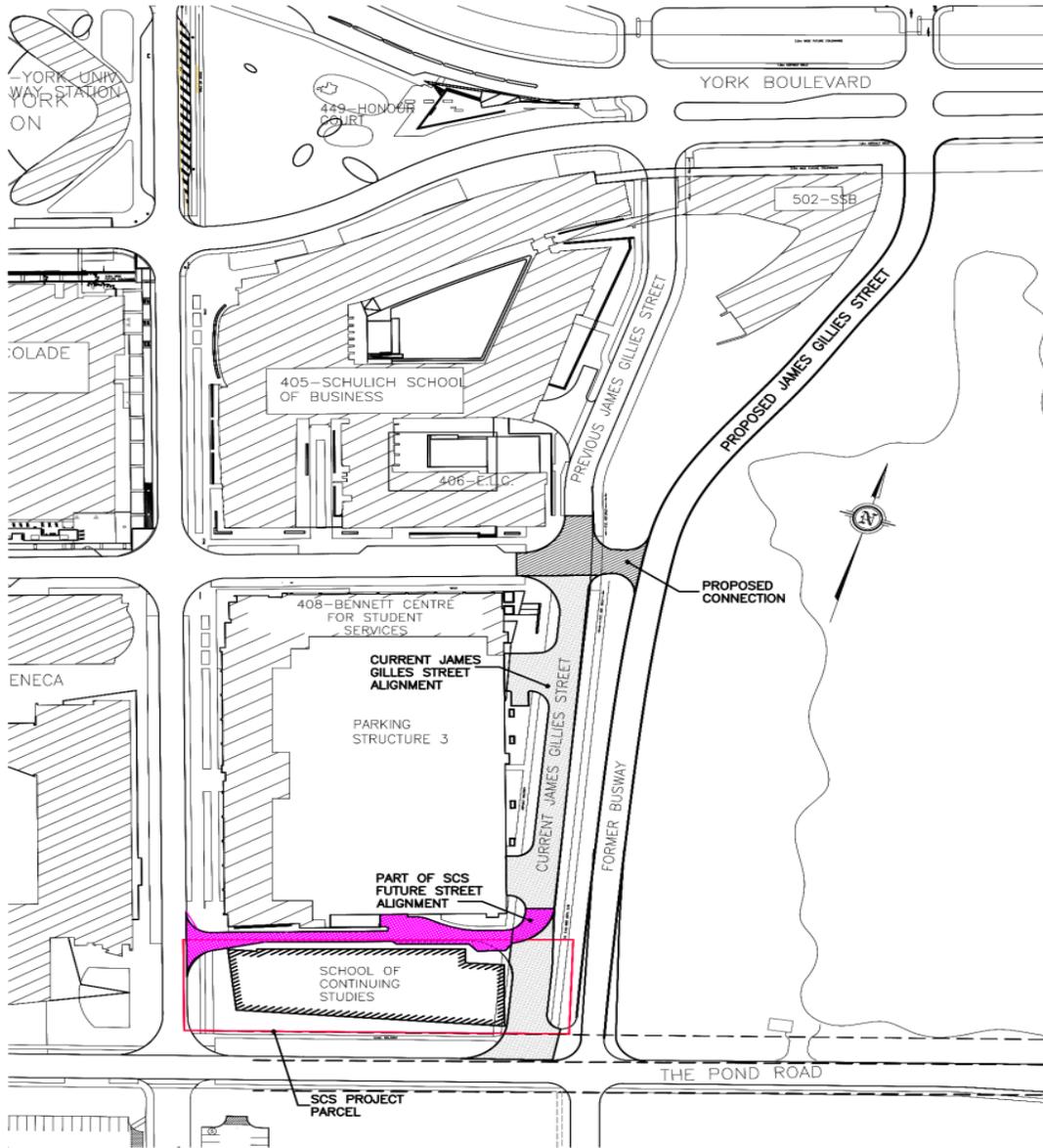
Board of Governors

Fig. 1 – Original configuration of James Gillies Street



# Board of Governors

Fig. 2 – Current configuration of James Gillies Street





# Board of Governors

## Memorandum

To: Board of Governors

From: Randy Williamson, Chair, Land and Property Committee

Date: 25 June 2019

Subject: York University Art Gallery Building: Site Plan

---

## Recommendation:

**The Land and Property Committee recommends that the Board of Governors approve the site illustrated in Fig. 1 of Appendix A, attached, for the construction of a new Art Gallery on the Keele Campus.**

## Background

In the early part of 2019, the University received a \$5M commitment to the construction of a new, stand-alone Art Gallery building to serve as a focal point for fine arts on campus.

## Proposed Site

The proposed location of the art gallery building is between the East Accolade and the Centre for Film and Theatre buildings, connected to the south side of the colonnade and facing the Harry W. Arthurs Common. The site is currently occupied by a xeriscape garden. The gallery infill will complete the perimeter building mass. Appendix A, attached, shows the proposed site and a visual rendering of the building.

The proposed site was selected for its strategic location within the precinct of the School of Arts, Media, Performance and Design (AMPD), close to the Joan & Martin Goldfarb Centre for Fine Arts, its presence on the Harry W. Arthurs Common, and proximity to the York University Subway Station. The Master Planning and Facilities (MPF) committee reviewed and concurred with the proposed site.

# Board of Governors

## Planning and Development Considerations

Although the site for the gallery is not deemed as a development parcel, the proposed site is consistent with the following principles of Master Plan:

- **Pedestrians first** at York University: The proposed location is within a development parcel identified in the Master Plan. The facility does not impede pedestrian circulation; it is strategically located on a key university pedestrian link, the colonnade.
- **Greening** York University: The proposed location marginally impacts the existing landscape and does not affect key viewing corridors.
- **Infilling** York University: The building will not impact principles of “grow up” as it is a site scaled to this proposed use and development, and it will not impact existing adjacent structures.

## Services

The confluence and adjacency of several below grade services, utilities and storm water management systems facilitate the construction of the art gallery building.

## Risks

Risks are as follows:

- Acceptance by the regulatory authorities from both a site planning and building permit perspective;
- Replacing the xeriscape garden which forms part of the surrounding storm water management strategy; and
- Cost and schedule estimates. This is a specialized building requiring appropriate design features.

## Timeline

Budget approval by the Finance and Audit Committee will be sought in September 2019. Targeted completion is late 2022, assuming timely municipal planning approvals.

# Board of Governors

## Appendix A

Fig. 1 : Site Location



# Board of Governors

Fig. 2 - Concept : South view from the Harry W. Arthurs Common (artist impression / indicative)



## York University Board of Governors - Minutes

**Meeting:** Open Session 30 April 2019 at 1:30 pm  
 5<sup>th</sup> Floor Kaneff Tower, Keele Campus

### Present:

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

Maureen Armstrong, Secretary  
 Kathryn White, Assistant  
 Secretary

### Regrets:

Francesca Accinelli  
 Debbie Jamieson  
 Vijay Kanwar  
 Julie Lassonde  
 Ilana Lazar  
 George Tourlakis  
 Ajay Virmani

### Others:

Anthony Barbisan  
 Lucy Bellissimo  
 Terry Carter  
 Aldo DiMarcantonio  
 Stephen Gaetz  
 Lisa Gleva  
 Rob Haché  
 Alice Hovorka  
 Donald Ipperciel  
 Barbara Joy  
 Colette Leier  
 Ran Lewin  
 Ijade Maxwell Rodrigues  
 Carol McAulay  
 Neville McGuire  
 JJ McMurtry  
 Omar Mohammed  
 Jeff O'Hagan  
 Pam Persaud  
 Lisa Philipps  
 David Phipps  
 Bud Purves  
 Melanie Redman  
 Christine Silversides  
 Louise Spencer  
 Cheryl Underhill  
 Susan Webb

Elaine MacRae, Governance  
 Coordinator

## I. Open Session

### 1. Chair's Items

Governors and community members were welcomed to the 459<sup>th</sup> meeting of the Board of Governors of York University. The Chair gave a special welcome to new Governors David Garg, Carole Malo, Dee Patterson and Narendra Singh.

## York University Board of Governors - Minutes

The Chair conveyed appreciation and best wishes to Debbie Jamieson, one of the non-academic staff Governors, who is retiring on June 1, and indicated that there will be an opportunity to mark her departure from the Board with that of others at the Hail and Farewell event in June.

As previously reported to members, the Chair noted that Vice-President Research & Innovation Rob Haché was attending his last Board meeting prior to his departure to take up the post of President and Vice-Chancellor of Laurentian University.

The Chair reminded members of the Board Retreat, scheduled for 3 and 4 May, where members will have an opportunity for fulsome discussion on the future of York.

Members were updated on the status of the proposal to establish a Joint Senate-Board Working Group on Jurisdiction related to the Cancellation/Suspension of Classes during a Labour Disruption. Both the Board and Senate had approved the establishment of the Working Group, but Senate was unsuccessful in electing three members to participate. The Chair reported that he, the Chair of Senate and the President would consider next steps, and thanked Board members David McFadden, Randy Williamson and Bobbi White for their willingness to participate in the Working Group.

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

The Chair reported that one item of business was decided in the closed session, the appointment of Professor Mary Condon as Dean of the Osgoode Hall Law School for a four-year term commencing 1 July 2019.

### b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 26 February 2019
- the appointment of Board of Governors nominees David Garg and Dee Patterson and YUFA nominee Richard Wellen to the Pension Fund Board of Trustees for three-year terms commencing 1 May 2019
- the annual approval of policies: Healthy Workplace Policy, Workplace Harassment Prevention Policy, and Workplace Violence Prevention Policy

## 2. Executive Committee

### a. Action Taken on Behalf of the Board

Referring to the written report circulated with the agenda, the decisions taken by the Executive Committee on time-sensitive matters were noted. The Board was advised of

## York University Board of Governors - Minutes

two additional decisions that had been taken by the Executive Committee immediately prior to the Board meeting:

- its concurrence with the agreement in principle reached with the York University Faculty Association (YUFA) on a new Special Renewable Contract program in the YUFA collective agreement, subject to concurrence of CUPE 3903 and ratification by YUFA
- its concurrence with the Memorandum of Agreement regarding the terms and conditions of employment applicable to contractually limited term appointments (CLTAs) and non-tenured or non-tenure-track continuing appointments (NCTAs) in the Osgoode Hall Faculty Association (OHFA) collective agreement, subject to ratification by OHFA

The Chair reported that the Executive Committee had reviewed in detail the mid-year Enterprise Risk Monitoring Report at its meeting immediately prior to the Board meeting and conveyed his appreciation for the engagement with the Report at the committee level.

### 3. President's Items

#### a. Federal and Provincial Budget Update

President Lenton delivered an informative presentation on the initiatives announced in the 2019 federal and provincial budgets, filed with these minutes, in which she covered the following themes:

- The alignment of the federal budget with the University's priorities, including the federal government's investment in work-integrated learning, graduate student scholarship and supports, lifelong learning, and an international education strategy, which may present opportunities for the university to advance some of its initiatives.
- The Ontario Budget's emphasis on deficit reduction and plans to reduce funding to the university sector from \$12.1B to \$11.7B in 2021-22 by increasing the proportion of performance-based funding tied to the Strategic Mandate Agreement (SMA) in SMA3.
- Details about the introduction of performance-based funding, which will comprise 25% of the grant in 2020-21 and gradually increase to 60% of the grant in 2024-25, and will utilize 10 metrics aligned with government priorities in skills and job outcomes and with economic and community impact, with one in the latter category to be a negotiated institution-specific metric.

## York University Board of Governors - Minutes

- Other initiatives announced in the provincial budget that relate to the post-secondary sector, including
  - plans to introduce amendments to the MTCU Act to address concerns about the increasing age of retirement amongst university professors
  - pay for performance for executives
  - the creation of an expert panel on intellectual property and commercialization
  - consultation on compensation growth within collective agreements
  - the cancellation of capital funding for graduate expansion, resulting in a loss to the University of approximately \$1.6M annually
- The comparatively healthy position that York is in, in the face of financially austere times, as a result of measures taken to balance the budget in recent years, the need to think strategically about the University's sustainability and operational efficiencies, and the importance of continuing to pursue transformative initiatives including those that leverage partnerships with other organizations.

### b. Kudos Report

The report as distributed was noted.

### c. Homelessness: Networks of Centres of Excellence at York

Stephen Gaetz, President, Canadian Observatory on Homelessness, and Professor, Faculty of Education, and Melanie Redman, President, A Way Home Canada, delivered an engaging presentation, filed with these minutes, on Making the Shift: Youth Homelessness Social Innovation Lab, a new Network of Centres of Excellence at York. Professor Gaetz and Ms Redman described the goals of the Making the Shift program, a partnership between the Canadian Observatory on Homelessness and A Way Home Canada funded by the Networks of Centres of Excellence of Canada, and its innovative approach to the problem of youth homelessness which aims to shift the focus of activity from emergency response to prevention and exits.

### d. Enterprise Architecture

Donald Ipperciel, Chief Information Officer, delivered a presentation on Enterprise Architecture (EA) at York, filed with these minutes, in which he covered the following themes:

## York University Board of Governors - Minutes

- The definition and benefits of EA and its role as the foundation upon which future IT projects can be built, in particular a next generation Student Information System (SIS).
- The benefits of implementing a new SIS at York to replace the current homegrown system, including supporting the strategic enrolment plan, enhancing the student experience through more personalized services, and minimizing the technical and functional risks associated with the current system.
- The next steps for the implementation of the next generation SIS, which include setting up a governance framework for the project and engaging an external partner to assist with the preparation of an RFP.

### 4. Academic Resources

On behalf of the Committee, Ms White provided a summary of key items of business discussed including updates on the status of 2019-2020 enrolment planning, the complement renewal strategy, the process to establish a new Faculty bringing together the Faculty of Environmental Studies and the Department of Geography, the decanal searches underway, Granting Council competition results and awards for 2018-2019, recent international research engagement, Innovation York, the efforts of the Electronic CV Task Force, and the appointment of nine new York Research Chairs, bringing the total to 41. The Committee also reviewed the Enterprise Risk Monitoring Report and received the most recent report of the Joint Sub-Committee on Quality Assurance in which the Final Assessment Reports from eight completed Cyclical Program Reviews were transmitted.

### 5. External Relations

On behalf of the Committee and in Ms Lassonde's absence, Mr Tsaparis shared the Points of Pride, including President Lenton being named a higher education thought leader to watch by University Business Magazine and York and IBM's development and launch of a virtual assistant powered by artificial intelligence that gives students support and information. A document describing the Points of Pride was distributed at the table; it is filed with these minutes. Mr Tsaparis reported that the Committee had received a communications update, which covered the results of the 2019 Brand Tracking research, an alumni engagement update, and a briefing on the draft Community Relations Strategic Plan.

### 6. Finance and Audit Committee

On behalf of the Committee, Mr Hatanaka provided a summary of the key items of business discussed, including a budget update from the Provost and Vice-President Finance and Administration, with the overall financial results for 2018-2019 better than forecast. The Board will receive a full report when the budget comes forward for

## York University Board of Governors - Minutes

approval at the June meeting. The Committee also approved the 2019-2020 Internal Audit Plan and discussed the Internal Audit Status Report.

### a. Spring 2019 Student Referendum Results

Mr Hatanaka spoke to the documentation included in the agenda, noting that some of the fees approved will be considered non-essential under the provincial government's Student Choice Initiative beginning in the 2019-2020 year and, accordingly, will be subject to the opt-out provision. It was duly *agreed* that the **Board of Governors approve the following referendum results:**

1. **Pro Tem: For Glendon undergraduate students, increase this levy by \$.10 for a new total of \$.20 per credit and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
  2. **Glendon College Student Union: For Glendon undergraduate students, increase this levy by \$.18 per credit for a total of \$3.00 per credit and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
  3. **Regenesis Environmental and Community Initiatives at York: For Glendon undergraduate students, increase this levy by \$.20 per credit for a total of \$.35 per credit and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
  4. **Regenesis Environmental and Community Initiatives at York: For all graduate students, increase this levy by \$1.75 per term for part-time students and \$3.50 per term for full-time students for a total of \$2.53 and \$5.06 respectively and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
  5. **Lassonde Engineering Society: For all Lassonde Bachelor of Engineering students, establish a new levy of \$1.00 per credit with a provision to opt-out and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
  6. **World University Services Canada: For all Osgoode Juris Doctorate students, increase this levy by \$1.05 per term for a total of \$1.50 per term and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
  7. **World University Services Canada: For all graduate students, implement a new levy of \$1.00 per term for full-time students and \$.50 for part-time students with a provision to opt-out and index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**
- b. Tuition Fee Approval: Graduate Diploma in Law for Law Enforcement Professionals

## York University Board of Governors - Minutes

Mr Hatanaka noted the documentation and reported that the Diploma, to be offered through the Osgoode Professional Development Centre, was approved by Senate and is awaiting quality assurance approval. It was duly *agreed that the Board of Governors approve the following tuition fees for a new two-year, part-time Graduate Diploma in Law for Law Enforcement Professionals:*

- **domestic part-time tuition fee of \$2,100 per term for six terms (\$12,600) effective Winter 2020 (excludes centrally collected ancillary and student referenda fees)**
- **international part time tuition fee of \$3,500 per term for six terms (\$21,000) effective Winter 2020 (excludes centrally collected ancillary fees and student referenda fees)**

c. Ontario Council of University Libraries: Shared Software Services Contract

On the basis of the documentation, it was duly *agreed that the Board of Governors approve entering into a 10-year agreement with Ex Libris Inc. at an estimated cost of \$2.7M exclusive of HST*, for the procurement and implementation of a Shared Library Services Platform, a collaborative initiative with other Ontario Universities.

d. Next Generation Student Information System

Mr Hatanaka noted the documentation and confirmed that the ongoing costs of administering the system were included in the budget. It was duly *agreed that the Board of Governors approve a budget of \$41M, inclusive of HST, for the acquisition and implementation of a new Student Information System.*

### 8. Governance and Human Resources

On behalf of the Committee, Mr McFadden reported on the key items of business discussed, including vacancy planning, academic and non-academic labour relations updates, the Health, Safety and Employee Well-Being 2018 Annual Report and the Quarterly WSIB Report. A discussion of the Enterprise Risk Monitoring Report as applicable to the committee also was held.

### 9. Investment

On behalf of the Committee, Mr Demers reported on the key item of business discussed, the changes that would be required to the endowment fund portfolio managers as a result of the endowment portfolio restructuring recommended to the Board for approval at the meeting. The Committee also reviewed and discussed the inaugural Annual Report on Responsible Investing and received standing summary reports on the investment performance of the endowment fund and a Treasury report.

a. Endowment Portfolio Restructuring

## York University Board of Governors - Minutes

Noting the documentation, Mr Demers reported that the proposed endowment portfolio restructuring seeks to adopt two strategies that have been successfully implemented for the York University Pension Plan. It was duly *agreed* that the **Board of Governors approve the following conceptual structure for the equity allocation of the York University Endowment Fund:**

1. **A Core-Satellite manager structure to replace the current geographically based structure and that:**
  - **The Core allocation be Global, low volatility, actively managed fund(s);**
  - **The Satellite allocation be Global, concentrated, high conviction, and stylistically diverse actively managed portfolios; and**
  - **The proportion of Core – Satellite allocation be 30% Core – 70% Satellite.**
2. **Unconstrained Fixed Income mandate be added to the fixed income portion of the Endowment Portfolio.**

### 10. Land and Property

On behalf of the Committee, Mr Williamson advised that the key items of business included an update on plans for a revised Markham Centre Campus, an overview of the Lands for the Learning strategy, the Capital Construction Report and the plans to develop a new housing strategy as the 10-year strategy is drawing to a close, and the Enterprise Risk Monitoring Report.

### 11. Other Business

There was none.

### 12. *In Camera* session

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

Paul Tsaparis, Chair \_\_\_\_\_

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

## Board of Governors

### Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 25 June 2019

Subject: Banking Resolution

---

### Recommendation:

**That the Finance and Audit Committee recommends that the Board of Governors approve the following resolution:**

**The following are the authorized signing officers on University bank accounts as approved by the Board as of 1 July 2019:**

#### GROUP A

**Chair, Board of Governors  
President  
Vice-President Academic & Provost  
Vice-President Finance and Administration  
Secretary of the University (Interim)**

Paul Tsaparis  
Rhonda Lenton  
Lisa Philipps  
Carol McAulay  
Cheryl Underhill

#### GROUP B

**AVP Finance and CFO  
Comptroller  
Director of Budgets and Planning  
Director of Procurement Services  
Treasurer (Interim)  
Manager, Treasury Operations**

Aldo DiMarcantonio  
Sanish Samuel  
Ran Lewin  
Dexter King  
Arijit Banik  
Ian Tytler

For payments issued on the accounts held with the Bank of Montreal, HSBC Canada and the Royal Bank of Canada, any two signing officers of Group A and Group B are authorized to sign and/or endorse cheques, drafts, letters of credit, and orders for the payment of money.

## Board of Governors

All other banking obligations or liabilities of the University will require either two signatures of Group A or one of Group A and one of Group B.

### **Rationale**

The Banking Resolution has been updated to reflect recent personnel changes and the addition of an officer role in Group B for additional coverage, specifically:

- the appointment of Cheryl Underhill as Interim University Secretary
- the appointment of Ran Lewin as Director of Budgets and Planning
- the addition of Ian Tytler, Manager, Treasury Operations

## Joint Sub-Committee on Quality Assurance

### Report to the Full Committees

#### Academic Policy, Planning and Research Committee Academic Standards, Curriculum and Pedagogy

*The Sub-Committee met on May 6, 2019 and submits the following report to the full Committees.*

#### **Members present were as follows:**

Joanne Magee, Chair (Member designated by APPRC)  
Rick Irving (Member designated by APPRC)  
Tom Loebel (Dean of Graduate Studies, ex officio)  
Alice Pitt (Vice-Provost Academic, ex officio)

Cheryl Underhill (APPRC) and Kathryn White (ASCP) serve as the Sub-committee's secretaries. Additional support was provided by Julie Parna (Office of the Vice-Provost Academic).

No members designated by ASCP were present.

#### **1. Cyclical Program Reviews (CPRs): 18 Month Follow-up Reports**

At the May meeting the Sub-Committee received and reviewed eighteen 18-month follow up reports and was satisfied that, in the majority of cases, programs have paid due regard to recommendations arising from the CPR process. Subsequent to the meeting, it was found that the Sub-Committee's questions with respect to three follow-up reports were addressed through additional information.

Follow-up reports from five programs have been referred back with a request that they be updated by no later than September 30, 2019 to include additional, more current details about the activities underway in support of the recommendations of the Final Assessment Reports. If the Sub-Committee determines that adequate progress has not been made, it will request a meeting with the relevant Dean(s) to discuss program planning and implementation timelines.

With confirmation of the follow-up reports, the cyclical program reviews have been completed for the following programs:

- Children's Studies (now Children, Childhood and Youth), Undergraduate, Humanities Department, LA&PS
- Drama Studies, Undergraduate, Department of Multidisciplinary Studies, Glendon
- Economics, Graduate, LA&PS

# Joint Sub-Committee on Quality Assurance

## Report to the Full Committees

- Geography, Undergraduate and Graduate, LA&PS and Science
- Health Studies, Undergraduate and Graduate, Health
- Human Resources Management, Undergraduate and Graduate, LA&PS
- Information Technology (ITEC), Undergraduate and Graduate, and Master of Information Systems and Technology, LA&PS
- Interdisciplinary Studies, MA, LA&PS
- Music, Graduate, AMPD
- Professional Writing and English Studies, Undergraduate, LA&PS
- Psychology, Undergraduate and Graduate, Health
- Public Policy and Administration, Bachelor of Public Administration (BPA) and Master of Public Policy and Law (MPPAL), School of Public Policy and Administration, LA&PS
- Theatre, BA/BFA, MFA Theatre, MA/PhD Theatre & Performance Studies, AMPD

In executing its mandate, the Sub-Committee endeavors to bring out matters that extend beyond individual programs that have Faculty-wide or pan-University relevance. This is a fundamental perspective to bring to the oversight function since the University Academic Plan enjoins us to “develop and implement Faculty plans to enhance the quality of our academic programs (aligned to the extent possible with cyclical program reviews).”

In its review of the follow-up reports, the Sub-Committee:

- reiterated its reflection from its March 4 meeting that there is a need for more focus on program governance, particularly for programs not directly linked to cognate undergraduate programs. Going forward, York University Quality Assurance Protocols and Procedures (YUQAP) templates for proposals and CPRs will reflect the need to discuss processes for collegial decision-making and inter/intra-Faculty collaboration.
- noted that some of the follow-up reports received were almost a year old. In future, the Sub-Committee will endeavor to review and provide feedback on such reports on a more timely basis by scheduling more frequent meetings.

## 2. 2019-2020 Rota of Program Reviews

The 2019-2020 Rota of CPRs was provided to the Sub-Committee. The Rota, which has been updated slightly since the May 6 Sub-Committee meeting, is posted on the Quality Assurance website at <http://yuqap.info.yorku.ca/rota-schedule-for-201415/> .

# **Joint Sub-Committee on Quality Assurance**

## **Report to the Full Committees**

### **3. Science & Technology Studies Program Review**

The Sub-Committee received a status report from the Vice-Provost Academic and the Dean of Graduate Studies on the Science & Technology Studies program review. The review was suspended in 2018 and is still suspended.

### **4. Aligning York's Implementation Plans and Final Assessment Reports (FARs) with the Quality Assurance Framework**

The Sub-Committee reviewed feedback from the Ontario Universities Council on Quality Assurance on the FARs and Implementation Plans finalized and submitted as a result of its March 4 meeting. The Council noted the improvements the University has made to its FARs. To further improve the Executive Summaries of the FARs, the Quality Council suggested that they include additional context about the follow-up actions to enhance clarity.

### **5. Planned Revisions to YUQAP and the Quality Assurance Policy**

The Sub-Committee engaged in discussion about the planned revisions to YUQAP and the Quality Assurance Policy and the process for consultation on proposed revisions.

As part of the revisions, consideration will be given to possible adjustments to the composition and structure of the Joint Sub-Committee on Quality Assurance as well as the scheduling of more frequent meetings.

J. Magee  
Chair



# **2018 Annual Employment Equity Statistical Report**

**Board of Governors  
June 25, 2019**

Table of Contents

- 1. Executive Summary .....3
  - 2.1 Employment Equity Survey Return Rate ..... 5
  - 2.2 Overall Representation Rates ..... 5
  - 2.3 Women .....6
  - 2.4 Aboriginal (Indigenous) Persons ..... 9
  - 2.5 Visible Minorities (Racialized)..... 14
  - 2.6 Persons with Disabilities ..... 19
  - 2.7 LGBTQ2 .....23
- 3. Plans for 2019/ 2020 .....24
- Glossary of Terms .....26
- APPENDIX A –  
A brief description of Employment Equity at York University..... 28
- APPENDIX B – Employment Equity Occupation Group Definitions..... 29
- APPENDIX C – Employment Equity Survey Return Rate, by Division .... 32
- APPENDIX D – Significant Gaps..... 33
- APPENDIX E – Hires .....43
- APPENDIX F – Promotions ..... 44
- APPENDIX G – Exits .....45
- APPENDIX H – Return Rate for CUPE 3903 Units..... 46
- APPENDIX I – Ontario University Comparison ..... 47

## 1. Executive Summary

Each year, this Annual Employment Equity Report provides the University community and our Board of Governors, a statistical summary of our progress to achieve representation of four designated groups: Women, Visible Minorities (Racialized), Aboriginal (Indigenous) Peoples, and Persons with Disabilities. This year's report also includes representation rates for [LGBTQ2](#). The representation data used within the report is compared to the 2016 external availability data provided by Statistics Canada. Representation rates for Employment Equity Occupational Groups (EEOG) institutionally, as well as, divisions and Faculties at York are analyzed.

As of December 31, 2018, as per previous years, some of the significant areas of underrepresentation is visible minorities (racialized) among non-academic employees in areas that include senior managers, supervisors and skilled crafts and trades. There are also significant areas of underrepresentation of persons with disabilities and aboriginal (indigenous) persons in areas that include senior manager, middle & other managers and supervisors.

CUPE 3903 Units have again been excluded from this report as return rates for this group continue to be low. The return rates by CUPE Units range from 35% to 73%, slightly above the 69% reported in the 2017 annual employment equity report but still below the University's goal of 80%. York continues to work with CUPE 3903 to increase survey return rates by surveying CUPE members, through various survey methods, several times during the year.

Key accomplishments aimed at advancing employment equity, diversity and inclusion in 2018 included:

- **Vice President, Equity, People & Culture** - role created, hire to take place in 2019.
- Provided York University Faculty Association **LGBTQ2 Employment Equity data** to have an enhanced picture of York's demographics
- Provided York University Faculty Association **disaggregated visible minority (racialized)** employment equity data to have an enhanced picture of York's demographics
- **Unconscious Bias Training for Academic Staff** – co-facilitated approximately 15 sessions, 3 hours each from September 2018 – February 2019
- **Strengthening outreach to diverse communities – Employment subcommittee** (under Anchor York U – created by the Human Rights and Social Justice Working Group under the President's Sustainability Council); ongoing focus is to increase job applications from the local community to the University

### 5 Main Goals

- Leverage the potential talents available and increase % of employees who live in the local community (M3K, M3L, M3M, M3N - Steeles to Wilson, Weston to Keele);
- Volunteerism – Develop policy that identifies volunteer opportunities for York employees;
- Partnering with educational institutions, i.e. High School co-op program;

- YUTA - examine and promote process to external community members as a way to gain employment at York;
- Aramark – another avenue for employment that we could leverage;
- **Succeeded with** York University’s first compliance assessment for the [Federal Contractors Program](#) (FCP) under the [Employment Equity Act](#), mandated by Employment and Social Development Canada/Government of Canada. The next audit scheduled in 2020
- **Affirmative Action plan** for the Vision: Science to Applications (VISTA) project – funded by the Canada-First Research Excellence Fund, to assist in meeting government mandated and university equity objectives for the Grant. Will be applicable to Faculty appointments going forward
- **Ongoing implementation** of, and/or support to, key human rights and employment equity events for York staff, faculty and/or students, including workshops and conferences
  - Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (**CAPDHHE**) conference
  - Anti-Racism **Talk Shops: during the Summer/Fall of 2018 (2 sessions)**
  - Employment Equity and Retention **for Managers and Employees**
- **Embedded diversity competencies** within leadership and Human Resources frameworks
- **Transition of the Affirmative Action Program** for Academic hires to the Equity, Diversity & Inclusion Officer staff position

A few areas of focus for 2019 and beyond include<sup>1</sup>:

- **Roll-out of an applicant tracking system** for non-academic hires to allow for a more robust method of tracking diverse applicants from point of application to hire/onboarding
- **York Student Identity Census** – ongoing exploration of a diversity survey to capture equity data from all undergraduate and graduate students that can inform York University’s policy, program, service, and environment evaluation and development
- **Employment Systems Review** – the University will continue activities to assess non-academic recruitment practices and policies to identify possible barriers to employment
- **Maintain Strategic Relationships** with professional networks and candidate communities to build and enhance the diversity of the talent pool with top priority being visible minority (racialized) applicants, particularly for Faculty Hires
- **Continued Unconscious Bias Training** for academic and non-academic selection/search committees – to remove the potential for bias in the selection, interview and hiring process
- **Continued Collaboration with CUPE 3903** – update employment equity plan; increase self-id survey rates

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<sup>1</sup> See here for the complete list of Areas of focus for 2019 and beyond

- **Communicate Equity Gaps** to individual departments with the goal of closing existing gaps; academic departments have targets for women (40% representation) and targets for visible minority (racialized) groups (25% representation)
- **Continued networking on a quarterly basis** with equity professionals at other Canadian Universities to share best practices

## 2. 2018 Employment Equity Figures

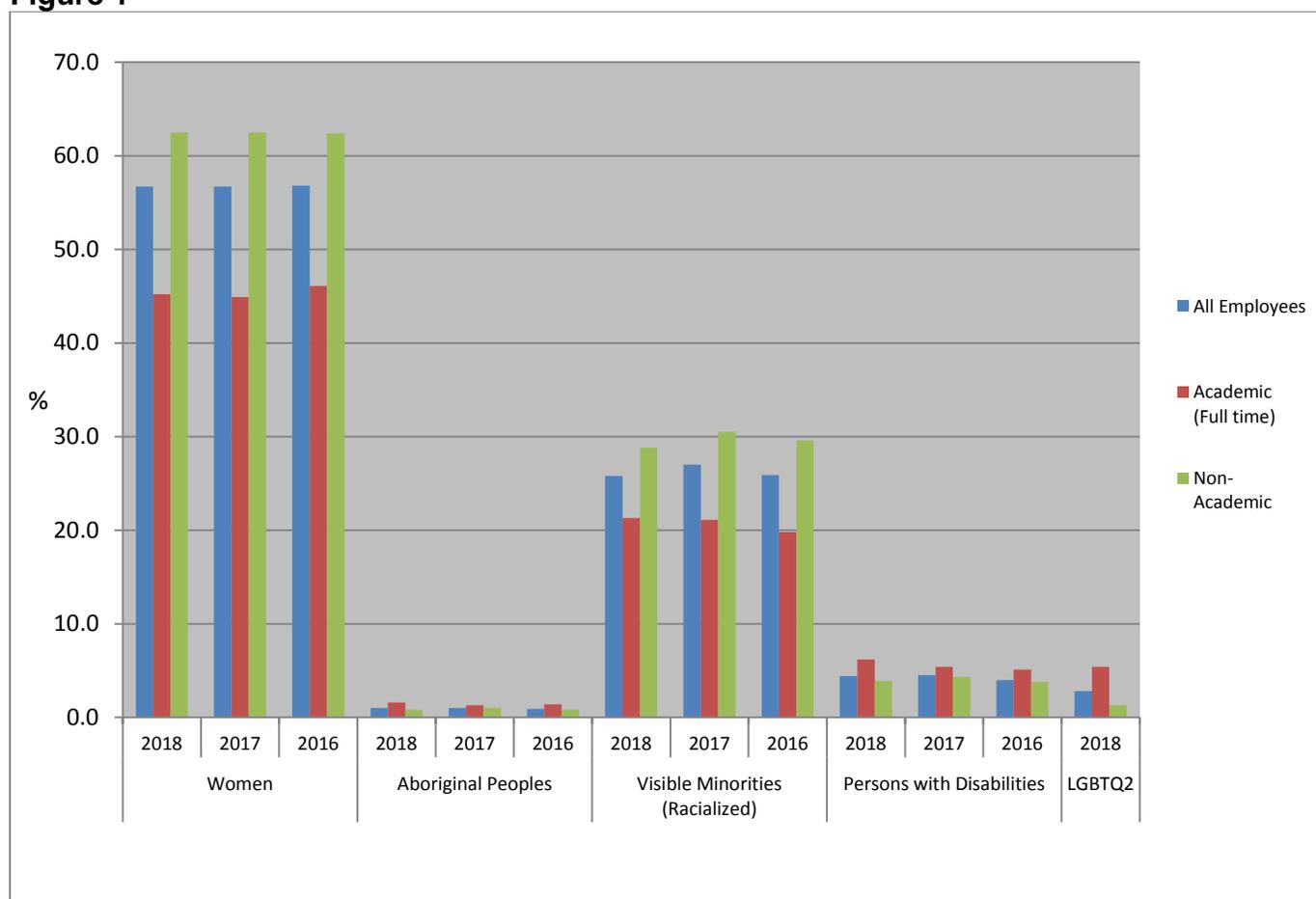
### 2.1 Employment Equity Survey Return Rate

The average survey return rate in 2018 for employees across all divisions is 79%<sup>2</sup> (see [Appendix C](#) for further details). All vice president divisions with the exception of VP Academic had return rates just under 80%.

### 2.2 Overall Representation Rates

Summary of Representation Rates for Designated Groups, 2018, 2017, 2016

Figure 1



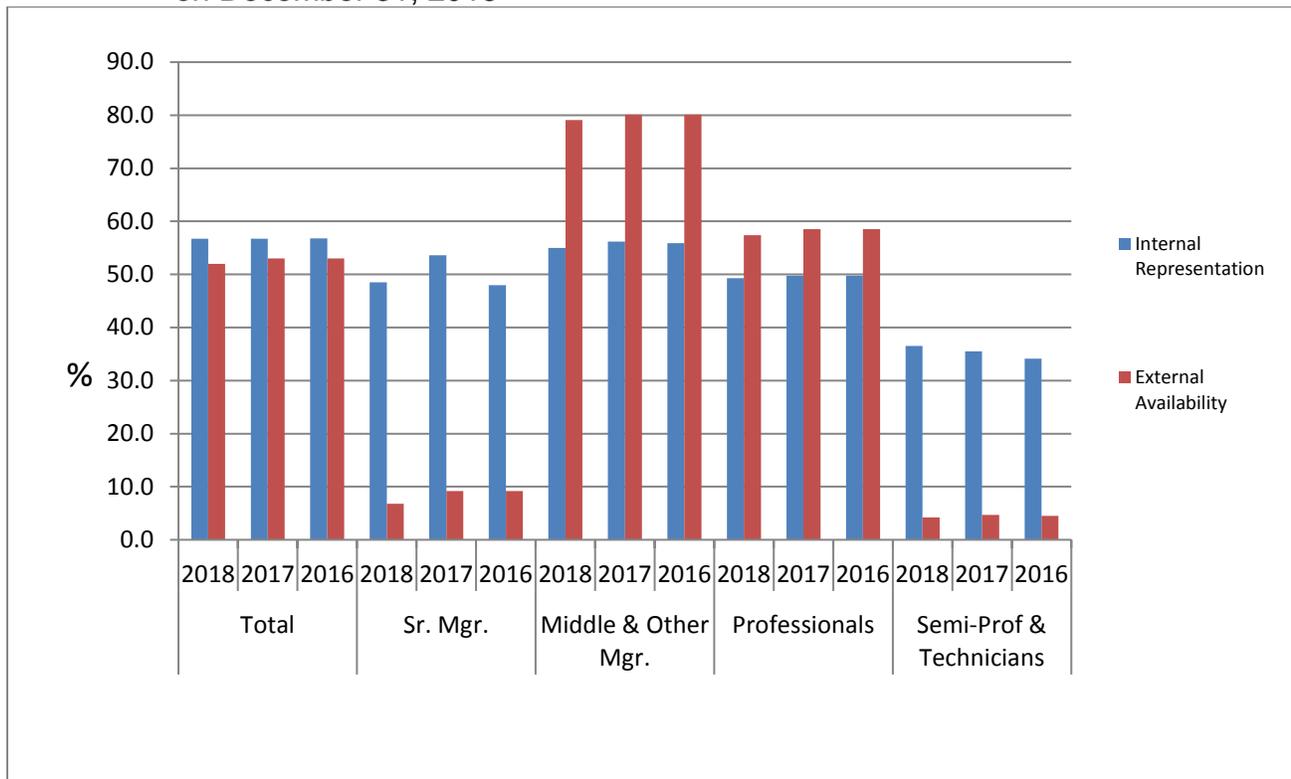
<sup>2</sup> For this report the total employee count in 2018 is 4010. Employees in CUPE 3903 and CUPE Exempt have not been included in this chart or subsequent charts and counts.

### 2.3 Women

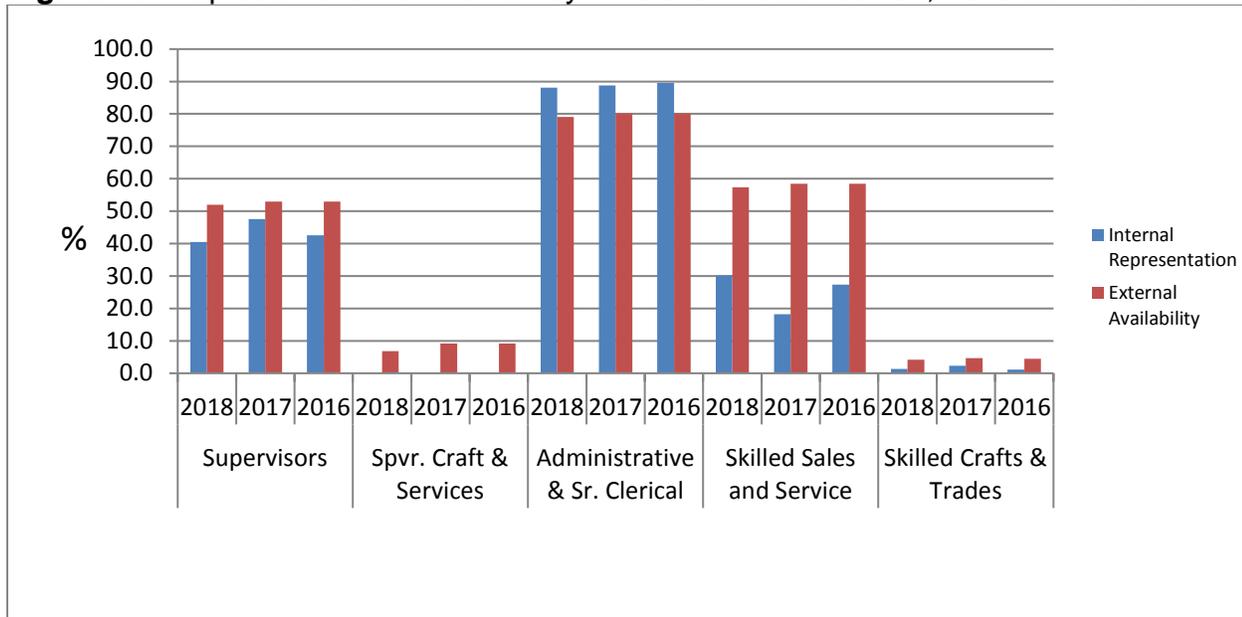
Similar to December 31, 2017, over 56% of the employees at York were women (**Figure 1**). This compares to an aggregated external availability figure of 53%. Internal representation figures continue to be relatively stable when compared to figures from 2017.

Within both the academic and non-academic groups, the overall internal representation of women exceeded the external availability figures. The internal representation of women for the academic group was 45.2% and the external availability was also 45.2%. Within the non-academic group, the internal representation of women was 62.5% and the external availability was 56.6%.

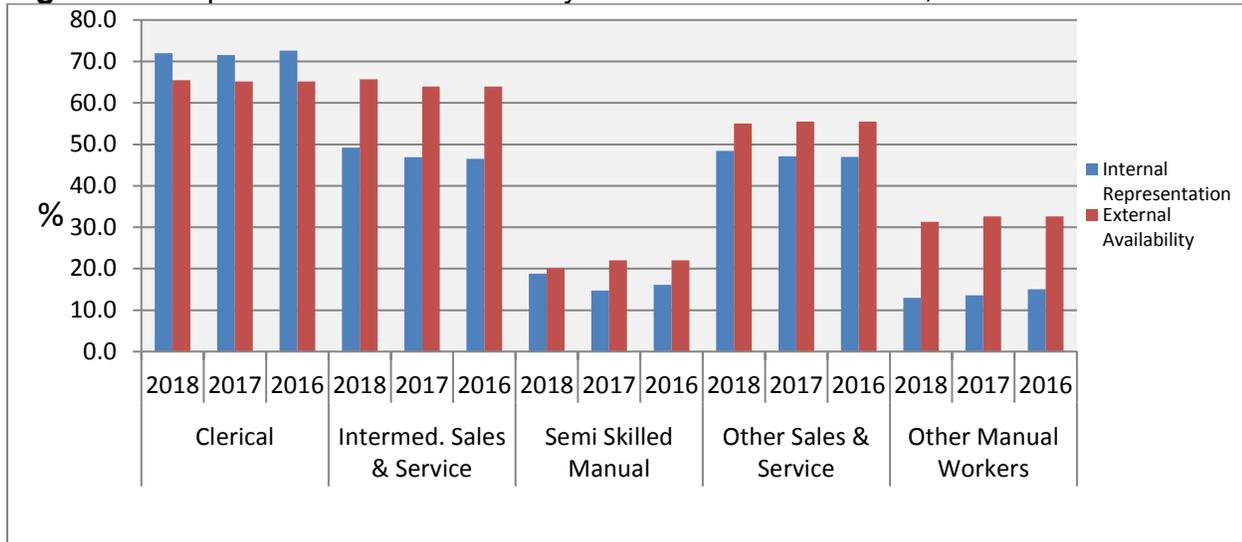
**Figure 2a.** Representation of Women by Employment Equity Occupational Group (“EEOG”) on December 31, 2018



**Figure 2b. Representation of Women by EEOG on December 31, 2018 continued**



**Figure 2c. Representation of Women by EEOG on December 31, 2018 continued**



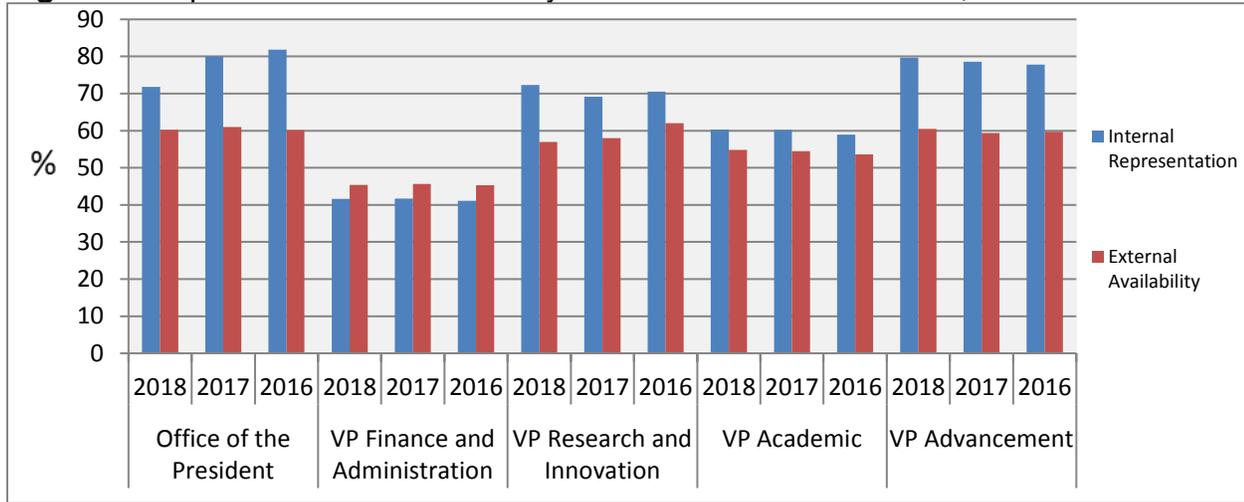
There is significant underrepresentation in this group from a University-wide perspective. In particular, there is significant underrepresentation in the following employment equity occupational groups Supervisors, Supervisors Crafts and Trades, and Intermediate Sales and Service Personnel (see Appendix D for the full list).

### 2.3.1 Division and Faculty Representation of Women Analysis

There are five divisions within the University. Figure 3 illustrates the representation of women on December 31, 2018 for the five divisions. The figures include all academic and

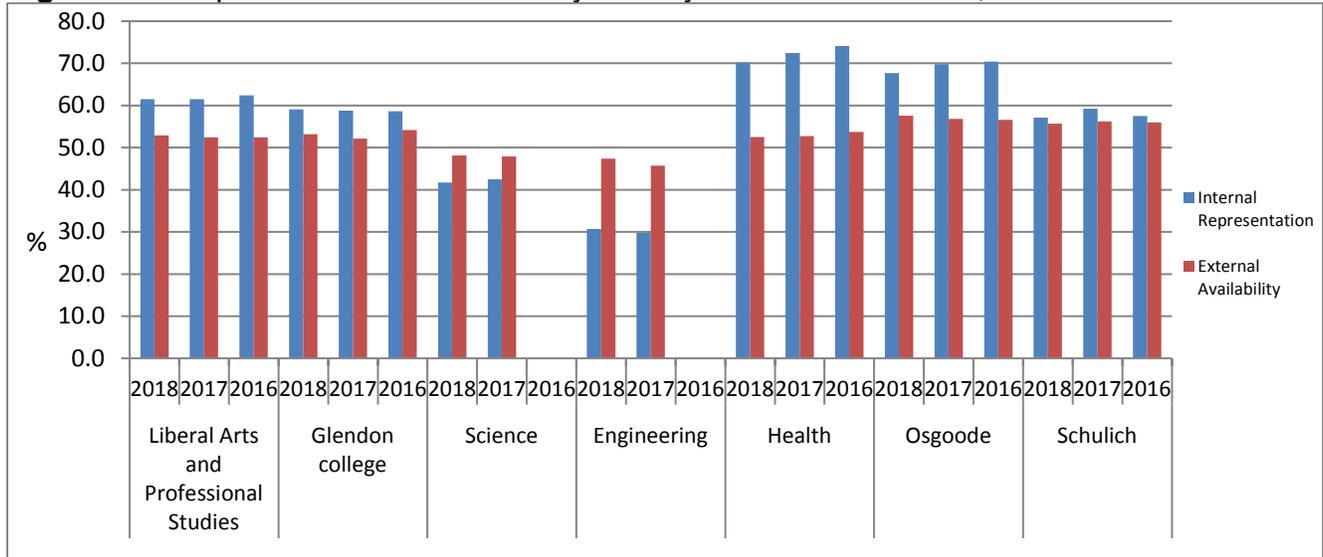
non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE exempt bargaining units. Women continue to exceed the external availability in four out of five divisions.

**Figure 3.** Representation of Women by Division as at December 31, 2018

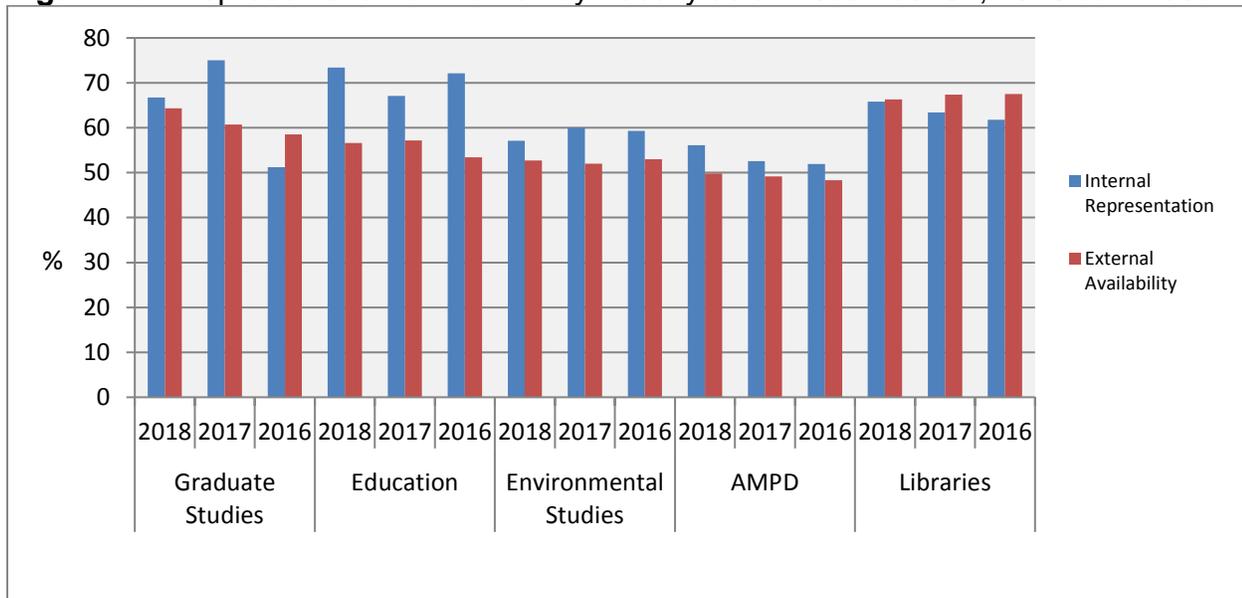


Eleven Faculties and the libraries are included in the academic division. Representation for women for each of the Faculties and the libraries has been provided in Figures 4 a) and b) below. The figures include all academic and non-academic employee groups who work within the divisions, excluding casual staff and employees in the CUPE 3903 and CUPE exempt bargaining units. Internal representation for women exceeded in nine out of eleven faculties. Three-year trend analysis for Arts, Media, Performance and Design (AMPD) indicates a steady increase.

**Figure 4a.** Representation of Women by Faculty as at December 31, 2018



**Figure 4b. Representation of Women by Faculty as at December 31, 2018 continued**



### 2.3.2<sup>3</sup> Hires, Promotions<sup>4</sup> and Exits<sup>5</sup> Analysis

In 2018, women represented 59% of new hires, 57% of total promotions and 59% of total Exits. In comparison to 2017, total new hires for women decreased by 2%, promotions for Women increased by 7% and Exits for women stayed the same.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

## 2.4 Aboriginal (Indigenous) Persons

As of December 31, 2018, 1% of the employee base identified themselves as Aboriginal (Indigenous) Persons (Figure 1). This compares to an external availability figure of 1.6%.

The academic group has an internal Indigenous representation figure of 1.6% versus an external availability figure of 1.4%.

The non-academic group has an internal representation rate of 0.8% compared to the external availability rate of 1.7%.

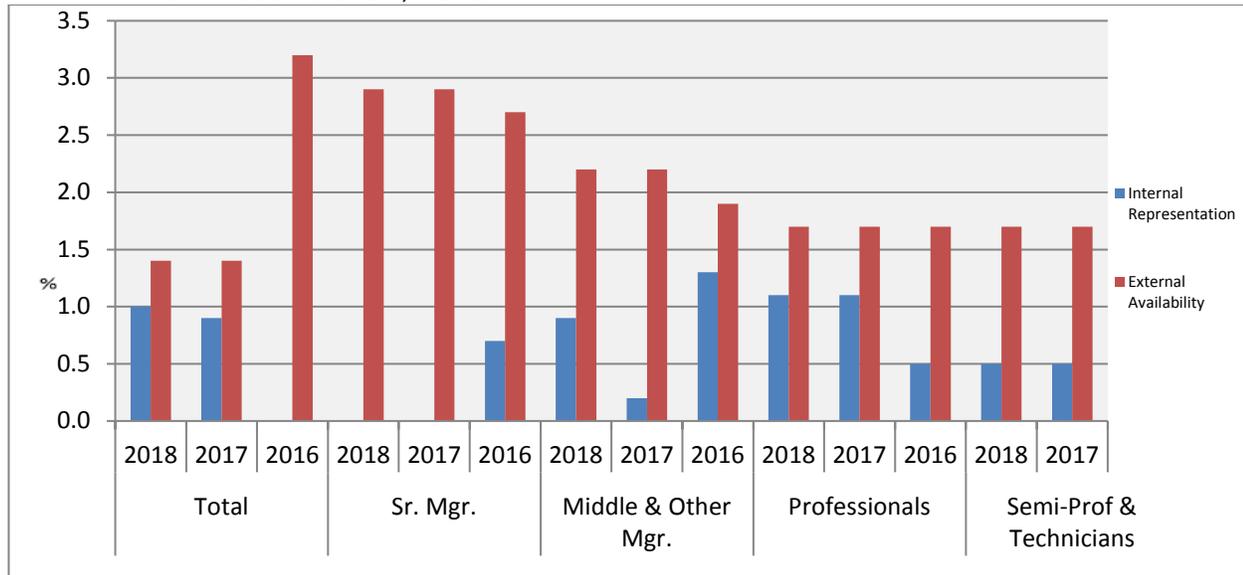
<sup>3</sup> For fulltime Faculty, for FCP purposes, a “promotion” means that:

A professor receives an appointment at the dean level or above with full-time administrative function (does not retain teaching responsibilities); and, a professor moves up in rank which may or may not result in a salary increase for a period of 12 weeks or more.

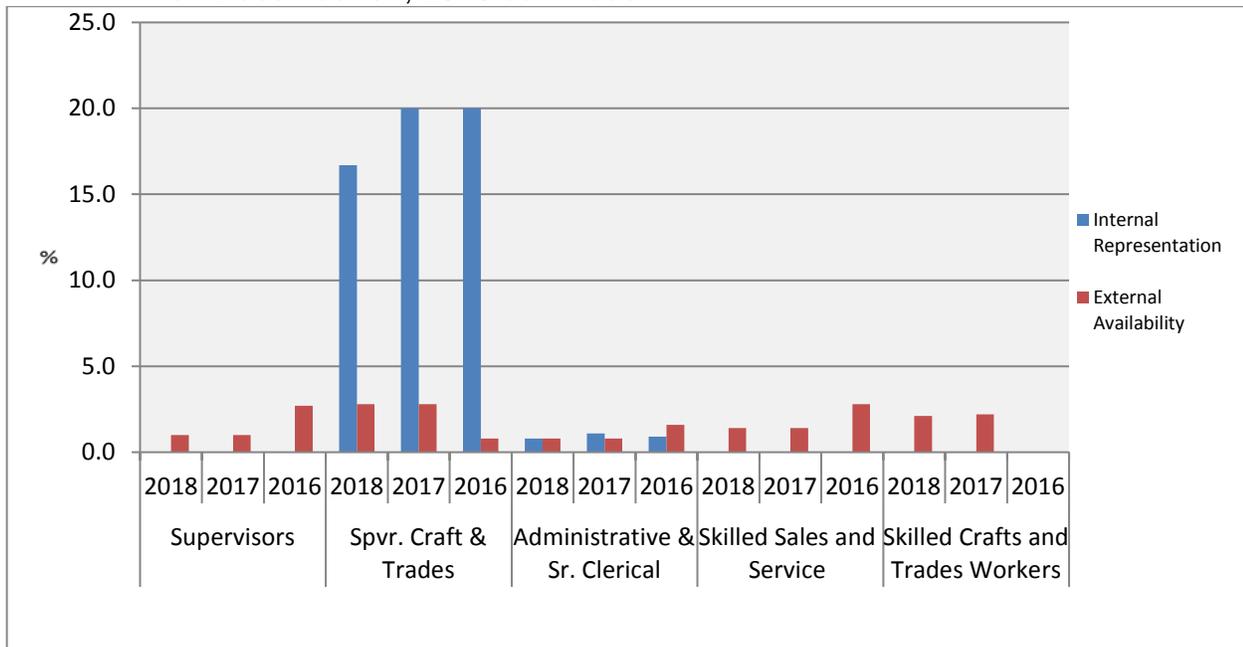
<sup>4</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy

<sup>5</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

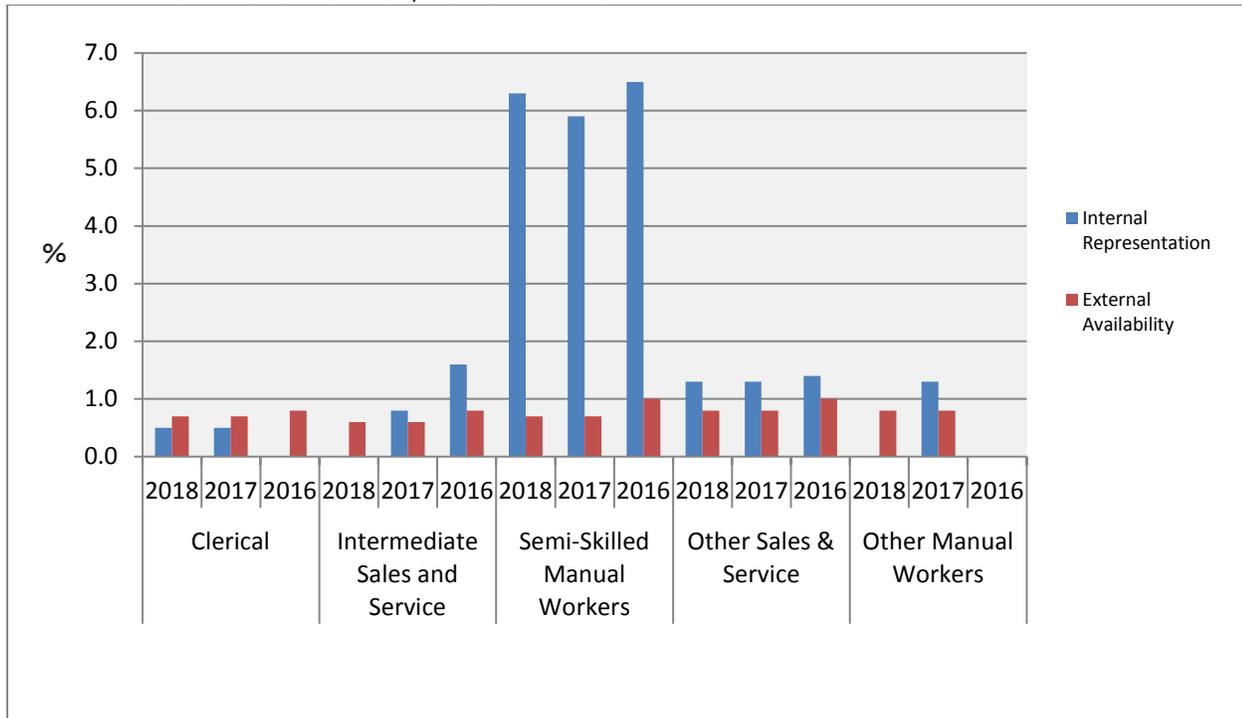
**Figure 5a.** Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2018



**Figure 5b.** Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2018 continued



**Figure 5c.** Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2018 continued

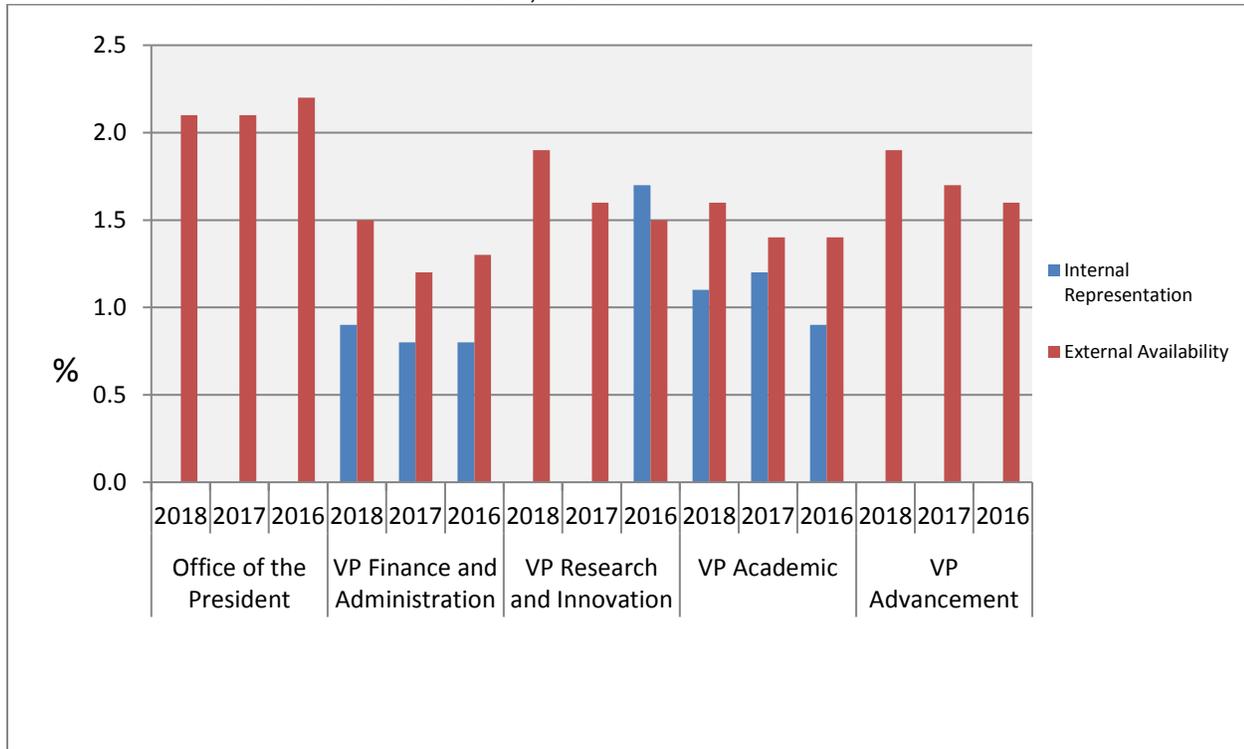


Aboriginal (Indigenous) Persons are not well represented within several EEOGs. There is significant underrepresentation from a University-wide perspective. In particular, there continues to be significant underrepresentation of Aboriginal (Indigenous) Persons in the Senior Managers, Middle and other Managers, Professionals and Semi-Professionals and Technicians EEOGs (see Appendix D). When the academic and non-academic areas are split apart, the non-academic group has significant gaps in the Senior Managers, Middle and Other Manager, Professional and Semi-Professionals and Technicians, Skilled Crafts and Trade Workers, Clerical Personnel and Intermediate Sales and Service Personnel EEOGs. The academic group has no significant gaps. Engagement strategies exist in partnership with the Centre for Aboriginal Student Services on campus, i.e. outreach to external communities to increase applications and retention strategies.

#### 2.4.1 Division and Faculty Representation of Aboriginal (Indigenous) Persons Analysis

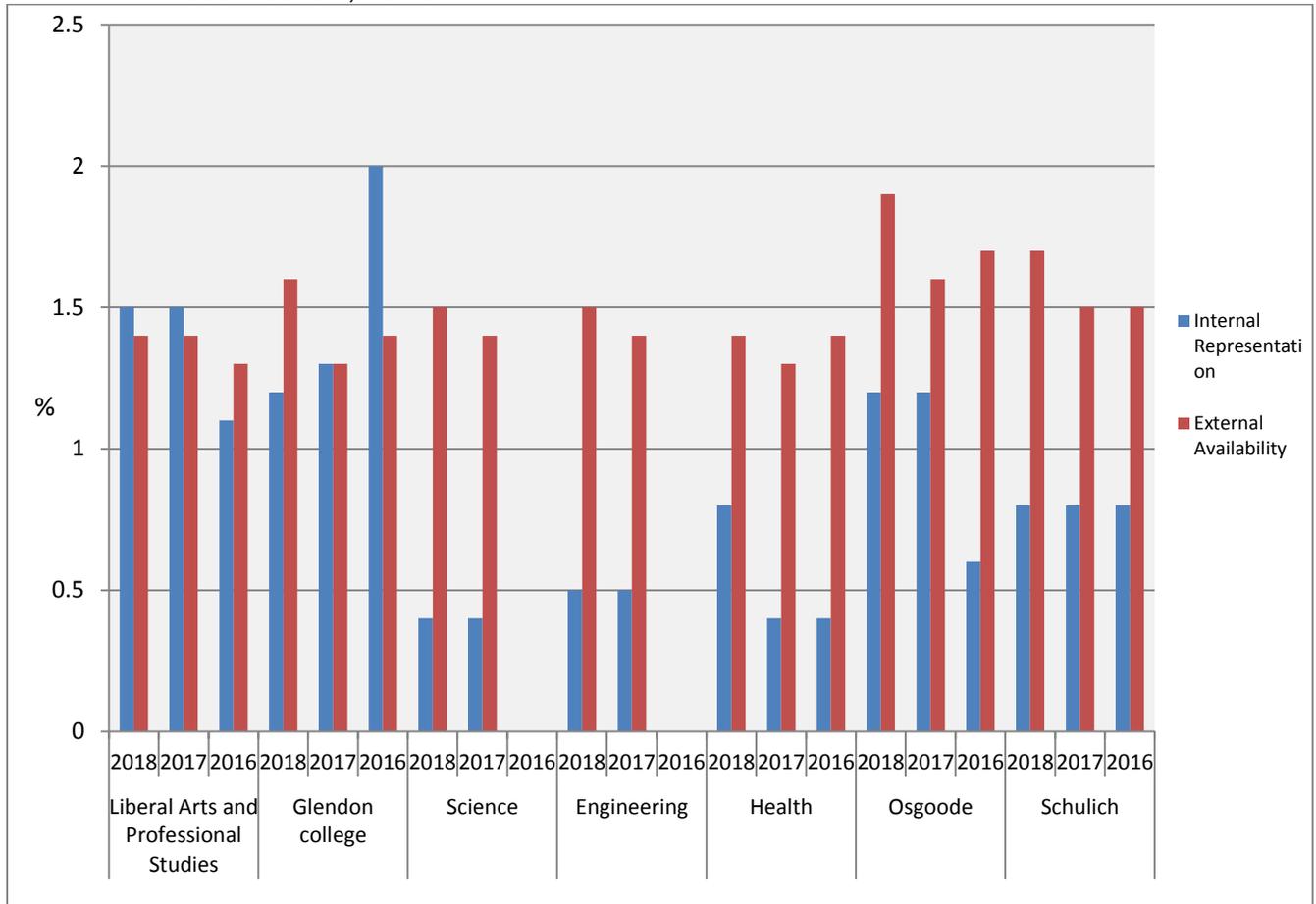
The following chart shows the representation of Aboriginal (Indigenous) persons on December 31, 2018 for the five divisions within the University. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE exempt bargaining units.

**Figure 6:** Summary of Representation Rates of Aboriginal (Indigenous) Persons by Division as at December 31, 2018

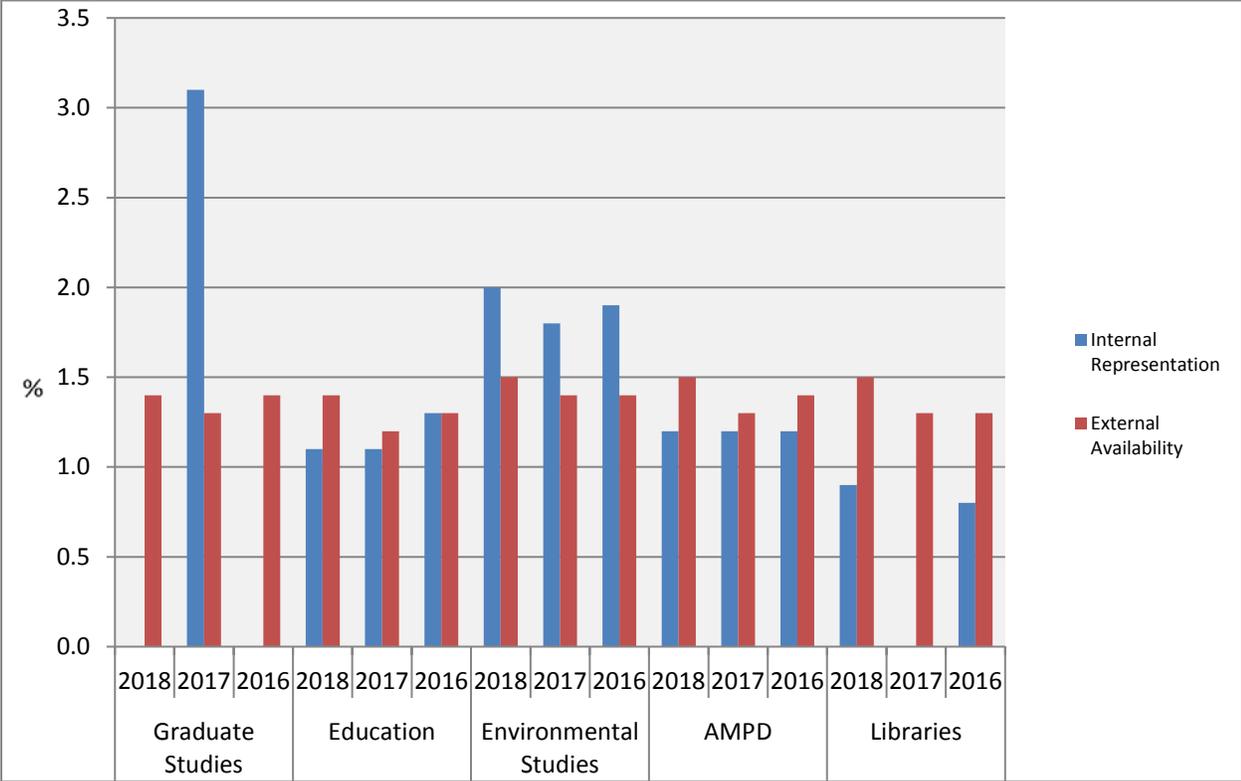


Eleven Faculties and the libraries are included in the academic division. Representation for Aboriginals for each of the Faculties and the libraries has been provided in Figures 7a) and b) on the following pages. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for Aboriginal (Indigenous) Persons exceeds in one out of eleven faculties. Three-year trend analysis for Liberal Arts and Professional Studies indicates a steady increase.

**Figure 7a.** Summary of Representation Rates of Aboriginal (Indigenous) Persons by on December 31, 2018



**Figure 7b.** Summary of Representation Rates of Aboriginal (Indigenous) Persons by Faculty on December 31, 2018



**2.4.2 Hires, Promotions<sup>6</sup> and Exits<sup>7</sup>**

Aboriginal (Indigenous) persons represented 0% of new hires, 0% of total promotions and 1% of total Exits. In comparison to 2017, total new hires for Aboriginal persons decreased by 1%, promotions for Aboriginal (Indigenous) persons remained the same and Exits for Aboriginal (Indigenous) persons also remained the same.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

**2.5 Visible Minorities (Racialized)**

At the end of 2018, the University had an internal representation for visible minorities (racialized) of 25.8%, compared to an external availability of 30.8%. The academic group had an internal representation of 21.3% (Figure 1) versus an external availability of 20.8%. The non-academic group had an internal representation of 28.8% versus an external availability of 35.5%.

<sup>6</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>7</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

The analysis of desegregated visible minority (racialized) data for York University Faculty Association reflects the following:

Figure 8a)

<b>Total Vis Min (Racialized)<sup>8</sup> (25.8%)</b>	<b>Desegregated % of Visible Minority (Racialized) Group</b>	<b>Desegregated % of Total York University Faculty Association</b>
Arab	3.9	0.8
Black (e.g. African, American, Canadian, Caribbean)	5.7	1.1
Chinese	9.7	1.9
Filipino	1.1	0.2
Japanese	1.8	0.4
Korean	1.8	0.4
Non-White Latin American (including indigenous persons from Central and South America)	0.4	0.1
South Asian/West Indian (e.g., Bangladeshi, Pakistani, Indian, Guyanese, Trinidadian, Sri Lankan, East African)	10.4	2.1
Non-White West Asian (e.g., Iranian, Lebanese, Afghan)	1.4	0.3
South East Asian (e.g., Burmese, Cambodian/Kampuchean, Laotian, Malaysian, Thai, Vietnamese, Indonesian)	0.7	0.1
Persons with Mixed Origin	4.3	0.9

The highest representation is from South Asian/West Indian (e.g., Bangladeshi, Pakistani, Indian, Guyanese, Trinidadian, Sri Lankan, East African); the lowest representation is from South East Asian (e.g., Burmese, Cambodian/Kampuchean, Laotian, Malaysian, Thai, Vietnamese, Indonesian).

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<sup>8</sup> Visible Minority (Racialized) sub-categories are provided by [Statistics Canada](#) with the exception of Persons with Mixed Origin

Figure 8a (i): York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2017

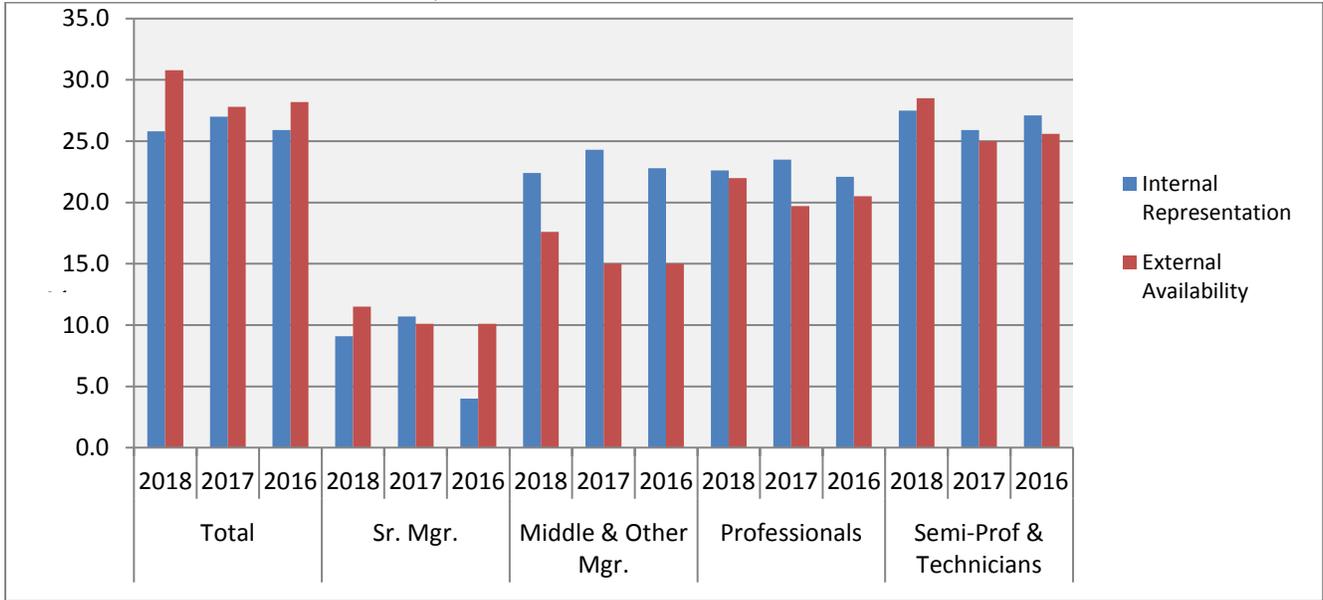


Figure 8b): York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2017 continued

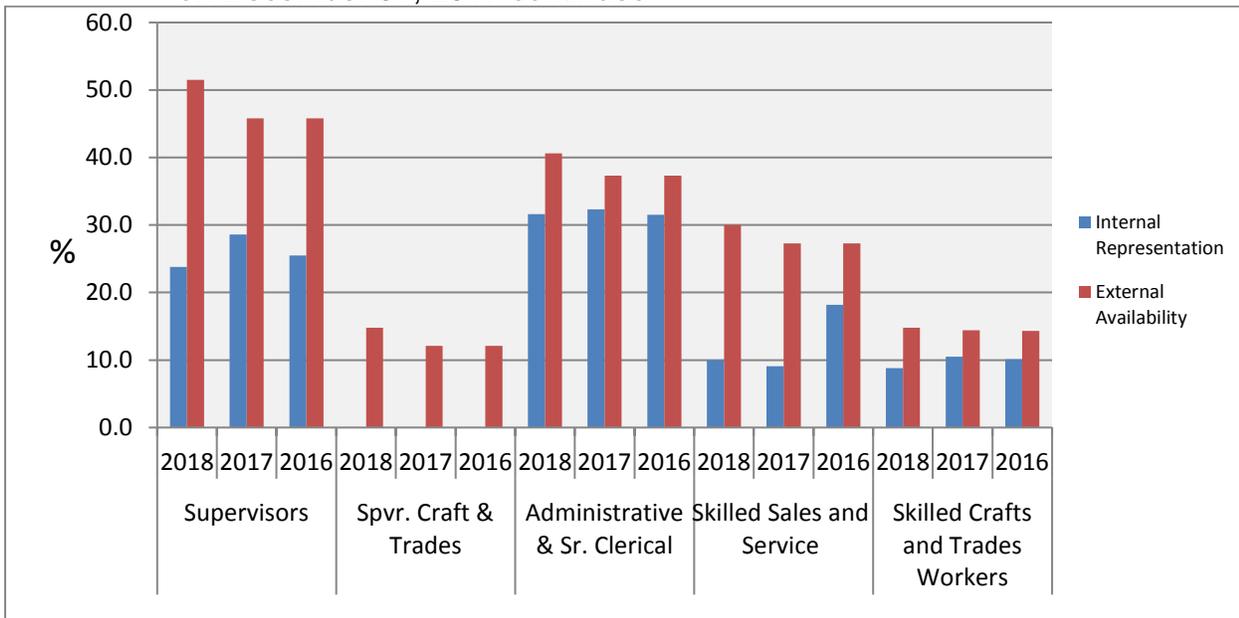
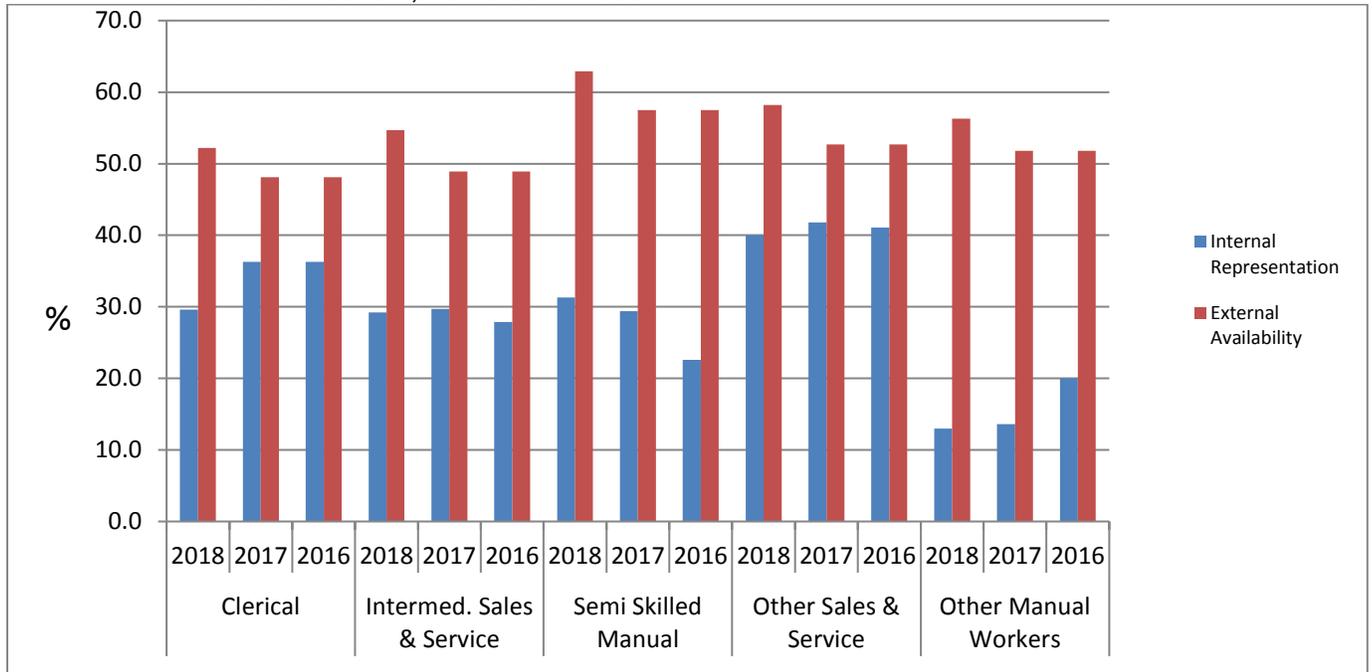


Figure 8c): York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2018 continued

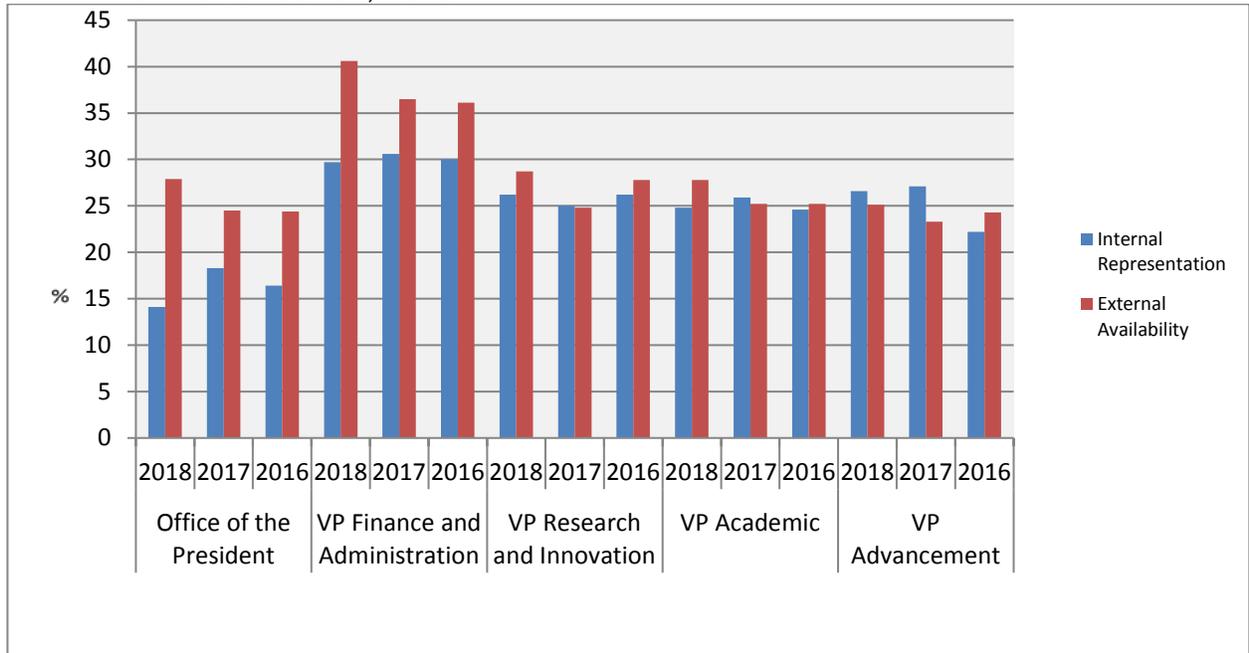


There is significant underrepresentation in the Visible Minorities (Racialized) groups from a University-wide perspective. In particular, there continues to be significant underrepresentation in the following employment equity occupational groups as examples - Senior Managers, Supervisors, Supervisors Crafts and Trades, and Intermediate Sales and Service Personnel (see Appendix D for the full list).

### 2.5.1 Division and Faculty Representation of Visible Minorities (Racialized)

The following chart shows the representation of visible minorities (racialized) on December 31, 2018, for the five divisions within the University. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Visible minorities (racialized) exceed the external availability in one out of five divisions.

Figure 9): York University: Representation of Visible Minorities (Racialized) by Division on December 31, 2018



Eleven Faculties and the libraries are included in the academic division. Representation for visible minorities (racialized) for each of the Faculties and the libraries has been provided in Figure 10a) and 10b). The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for visible minorities (racialized) exceed in three out of eleven faculties.

Figure 10a): York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2018

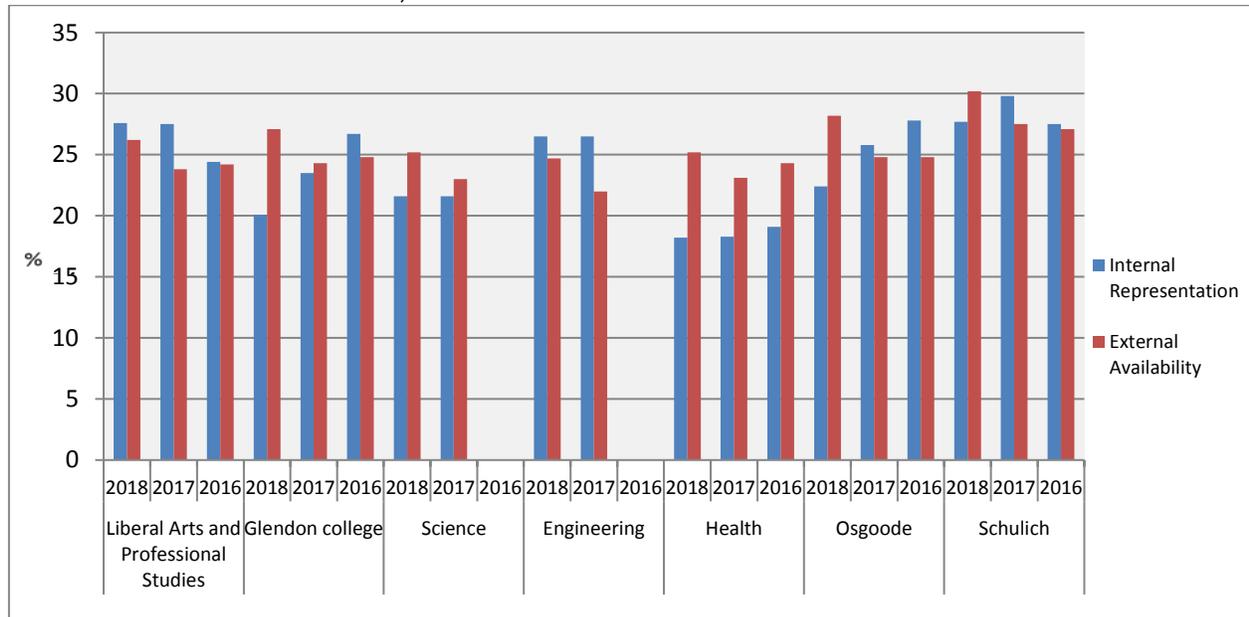
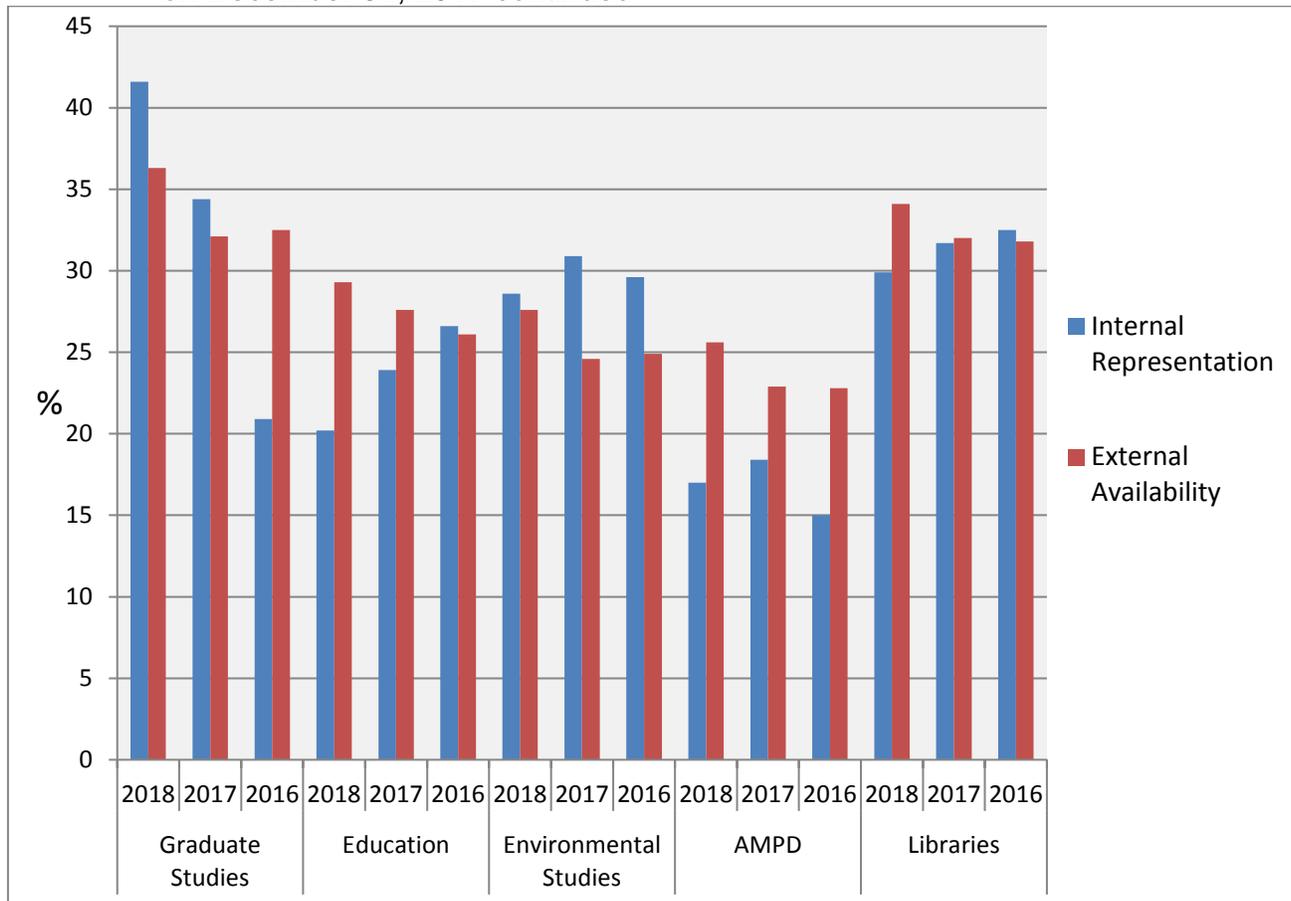


Figure 10b): York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2017 continued



### 2.5.2. Hires, Promotions<sup>9</sup> and Exits<sup>10</sup>

In 2017, visible minorities (racialized) represented 9% of new hires, 10% of total promotions were for visible minorities (racialized) and visible minorities (racialized) represented 12% of total Exits. In comparison to 2017, total new hires for visible minorities (racialized) decreased by 4%, promotions for visible minorities (racialized) decreased by 9% and Exits for visible Minorities (racialized) increased by 1%. For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

### 2.6 Persons with Disabilities

As of December 31, 2018, 4.4% of the employee base identified themselves as Persons with Disabilities (Figure 1). This compares to an external availability figure of 9.0%.

<sup>9</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>10</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Internal representation of Persons with Disabilities for the academic group is 6.2% versus an external availability of 8.9%. The non-academic group has an internal representation of 3.9% versus an external availability of 9.0%

Figure 11a): York University: Representation of Persons with Disabilities by EEOG on December 31, 2018

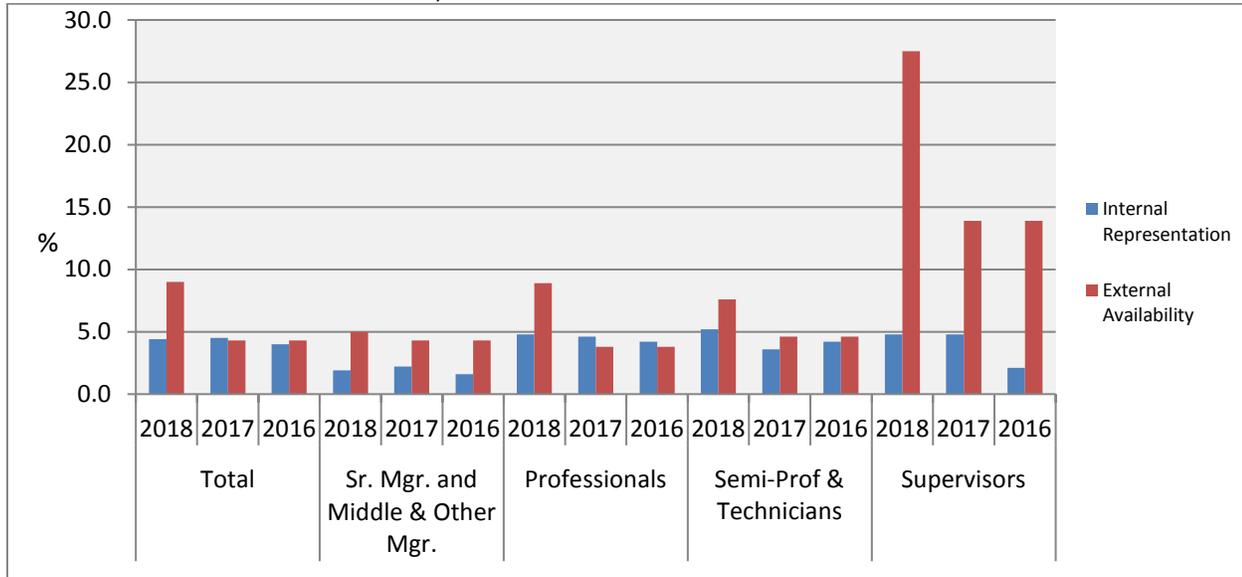


Figure 11b): York University: Representation of Persons with Disabilities by EEOG on December 31, 2018 continued

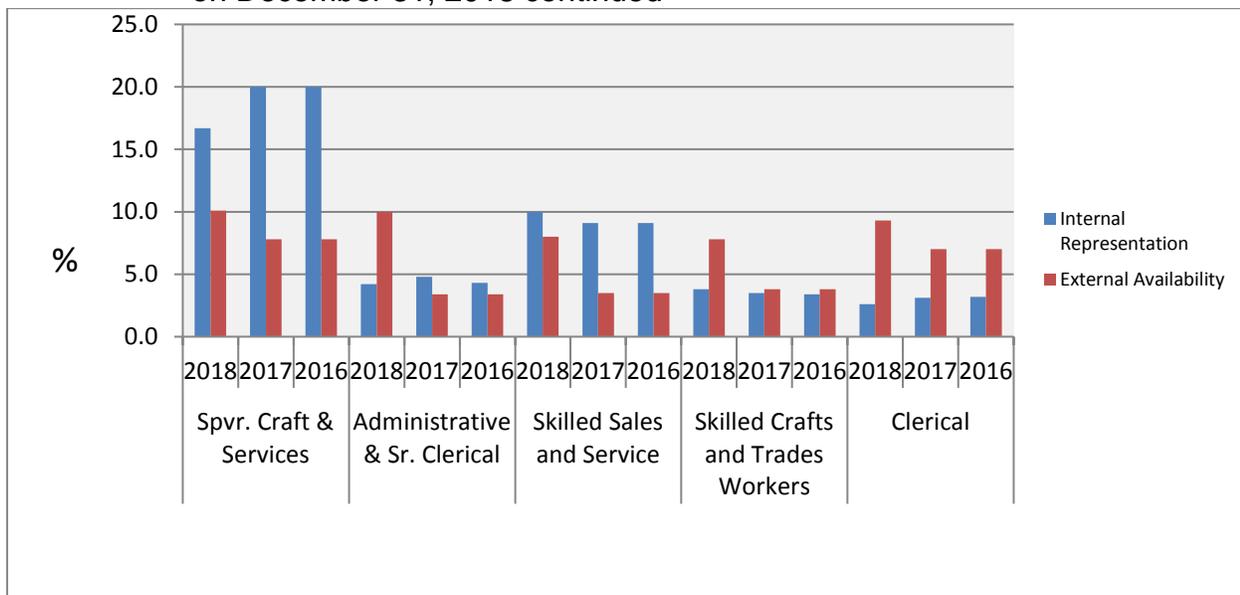
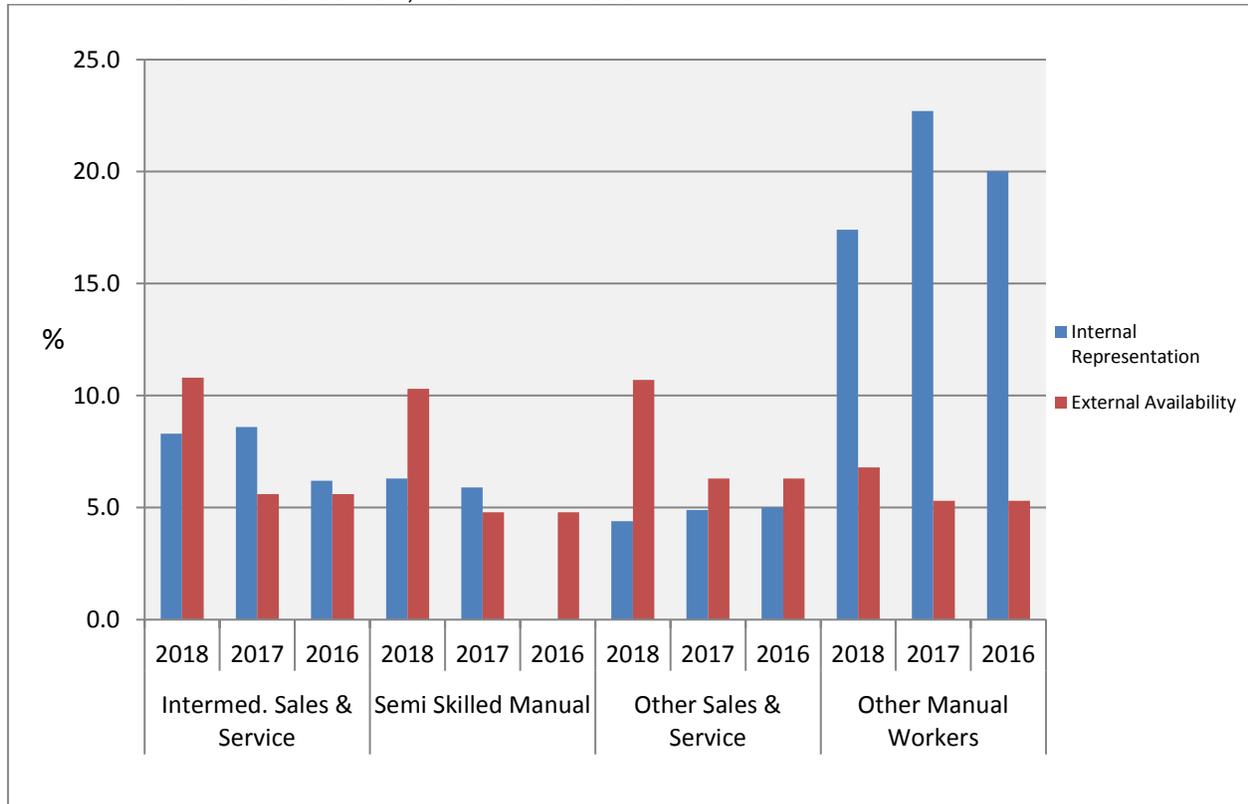


Figure 11c): York University: Representation of Persons with Disabilities by EEOG on December 31, 2017 continued

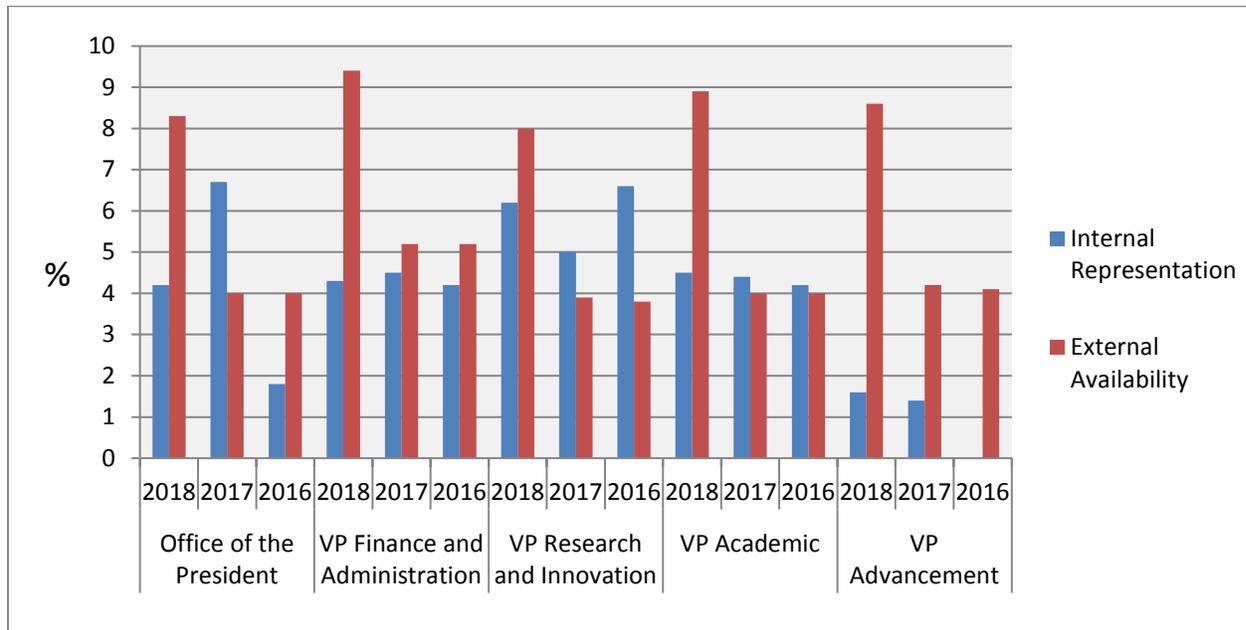


On a University-wide level, there is significant underrepresentation (see [Appendix C](#)) of Persons with Disabilities in the Senior Managers, Supervisors, Professionals, Semi-Professionals and Technicians, Intermediate Sales and Service Personnel and Other Sales and Service Personnel EEOGs as examples. When the academic and non-academic groups are split apart, the non-academic group has significant underrepresentation in the Managers, Supervisors, Professionals, Semi-Professionals and Technicians, Intermediate Sales and Service Personnel and Other Sales and Service Personnel EEOG. The academic group has significant underrepresentation in the Professionals EEOG (See [Appendix D](#) for full list).

### 2.6.1 Division and Faculty Representation of Persons with Disabilities

The following chart shows the representation of Persons with Disabilities on December 31, 2018 for the five Divisions within the University. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 12): York University: Representation of Persons with Disabilities by Division on December 31, 2018



Eleven Faculties and the libraries are included in the Academic division. Representation for Persons with Disabilities for each of the Faculties and the libraries has been provided in Figure 13a) and 13 b). The figures include all employees supporting the business of that Faculty, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 13a): York University: Representation of Persons with Disabilities by Faculty on December 31, 2018

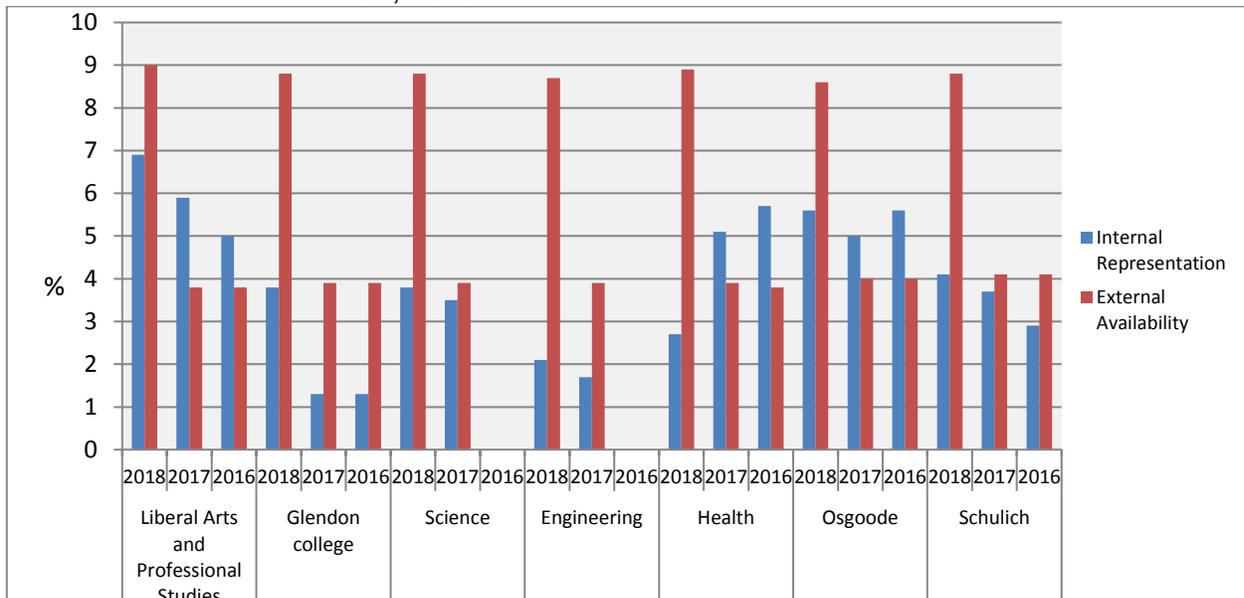
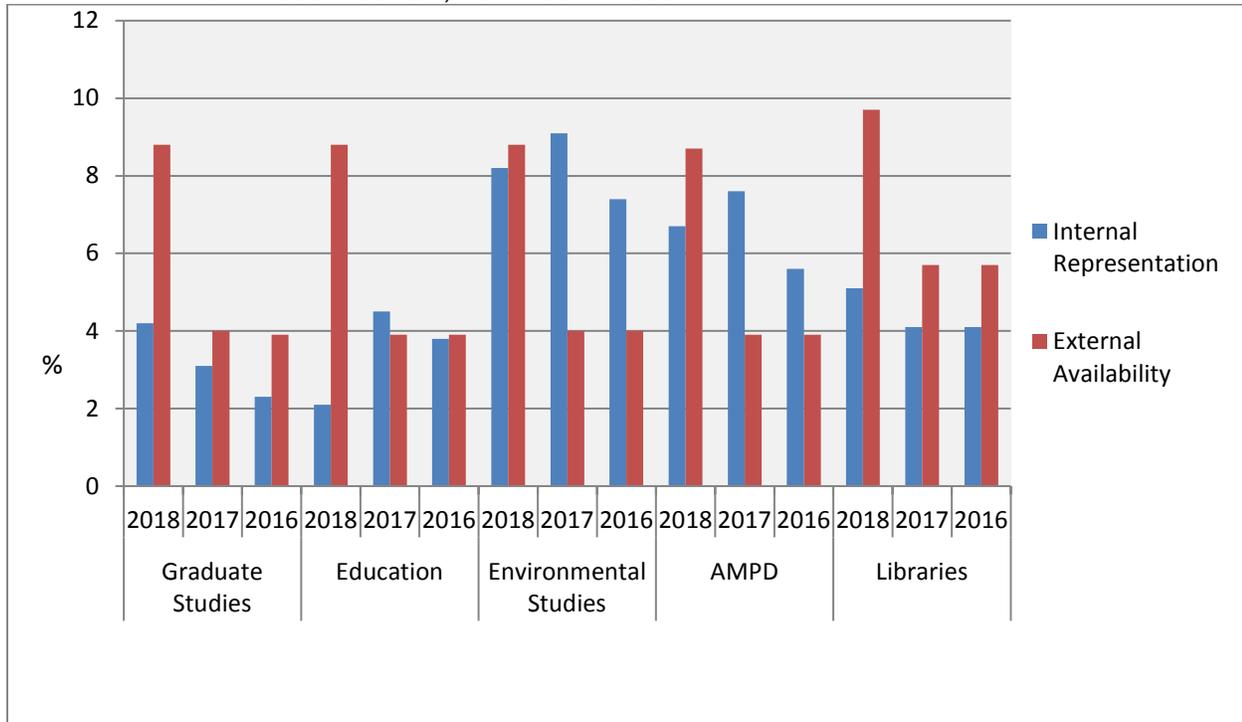


Figure 13b): York University: Representation of Persons with Disabilities by Faculty on December 31, 2017 continued



## 2.6.2 Hires, Promotions<sup>11</sup> and Exits<sup>12</sup>

In 2018, Persons with Disabilities represented 2% of new hires, 14% of total promotions were for Persons with Disabilities and Persons with Disabilities represented 2% of Exits. In comparison to 2017, total new hires for Persons with Disabilities decreased by 1%, promotions increased by 8% and Exits for Persons with Disabilities remained the same.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

## 2.7 LGBTQ2

LGBTQ2 is an acronym for persons who identify, for example as, lesbian, gay, bisexual, transgender, two-spirited, genderqueer, questioning, or who otherwise express gender or sexual diversity. 2.8% of employees at York (Figure 1) self-identified as LGBTQ2. The internal representation of LGBTQ2 for the academic group was 5.4%. Within the non-academic group, the internal representation of LGBTQ2 was 1.3%. External availability figures are not available at this time.

<sup>11</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>12</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

### 3. Plans for 2019/ 2020

In 2019 and going forward, there are various activities and events planned which will further the aims of employment equity, diversity and inclusion.

Some of the planned activities and initiatives are listed below:

- **Roll-out of an applicant tracking system** for non-academic hires to allow for a more robust method of tracking diverse applicants from point of application to hire/onboarding
- **York Student Identity Census** – ongoing exploration of a diversity survey to capture equity data from all undergraduate and graduate students that can inform York University’s policy, program, service, and environment evaluation and development
- **Employment Systems Review** – the University will continue activities to assess non-academic recruitment practices and policies to identify possible barriers to employment
- **Maintain Strategic Relationships** with professional networks and candidate communities to build and enhance the diversity of the talent pool with top priority being visible minority (racialized) applicants, particularly for Faculty Hires
- **Continued Unconscious Bias Training** for academic and non-academic selection/search committees – to remove the potential for bias in the selection, interview and hiring process
- **Continued Collaboration with CUPE 3903** – update employment equity plan; increase self-id survey rates
- **Communicate Equity Gaps** to individual departments with the goal of closing existing gaps; academic departments have targets for women (40% representation) and targets for visible minority (racialized) groups (25% representation)
- **Continued networking on a quarterly basis** with equity professionals at other Canadian Universities to share best practices

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For previous Employment Equity Statistical Reports:  
[2017 Annual Statistical Employment Equity Report](#)

For Additional Readings:

York's policies and guidelines:

- [Accessibility for Persons with Disabilities, Statement of Commitment](#)
- [Accessibility for Persons with Disabilities, Customer Service Guideline](#)
- [Accommodation in Employment for Persons with Disabilities](#)
- [Employment Equity Policy](#)
- [Gender-Free Language Policy](#)
- [Hate Propaganda Guidelines](#)
- [Physical Accessibility of University Facilities](#)
- [Racism \(Policy and Procedures\)](#)
- [Workplace Harassment Policy](#)
- [Workplace Violence Prevention](#)

## Glossary of Terms

### **Academic:**

This group includes full time and contract employees in the YUFA, OHFA, CUPE 3903 and OPSEU 578 bargaining units.

### **Employment Equity Occupational Group (EEOG or “occupational group”):**

An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping ‘Professionals’ includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see [Appendix A](#) for examples of jobs at York by EEOG).

### **External Availability:**

External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The external availability figure also takes into account the geographic area from which you would typically recruit for employees. For instance, professors are recruited typically at a national level, plumbers at a provincial level and clerical positions at a local level. External availability is derived from Statistics Canada. Specifically, external availability for Persons with Disabilities is derived from the PALS (Participation and Limitation Survey) survey which is only included in the census once every ten years.

### **Federal Contractors Program (“FCP”):**

This is a federal program which mirrors the Employment Equity Act. The goal of the FCP is to achieve workplace equity for designated groups who have historically experienced systemic discrimination in the workplace. Provincially regulated employers who are in receipt of a goods or services contract from the federal government of Canada of over \$1 million and have 100 or more permanent full-time and permanent part-time employees are required to comply with the program.

### **Gap:**

Difference between internal representation and external availability. A gap can be expressed as a number or a per cent. A negative gap (e.g. -5) indicates that there is underrepresentation in a group by 5 people. York focuses on closing gaps that are significant. A gap is considered significant if the number gap is -3 or greater and the representation is 80%, or less, or if the gap is -3 for a group in several EEOG’s and/or for all designated groups in one EEOG.

### **Internal Representation:**

The figures for internal representation are compiled from employees’ responses to an Employment Equity Self-Identification Survey.

### **LGBTQ2:**

An acronym for persons who identify, for example as, lesbian, gay, bisexual, transgender, two-spirited, genderqueer, questioning, or who otherwise express gender or sexual diversity

**NOC:**

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. NOC codes are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at

<https://www.canada.ca/en/employment-social-development/services/employment-equity/tools/technical.html#h2.3>

**Non-academic:**

This group includes all non-academic York employees who perform a wide of functions including managerial, professional, administrative, technical, clerical, services, trades, plant work/support, etc.

**Staff:**

Another term for non-academic employees. Staff may or may not be unionized.

## **APPENDIX A –**

### **A brief description of Employment Equity at York University**

York's employment equity framework spans 7 key areas: Communication, Workforce Information Collection, Workforce Analysis, Employment Systems Review, Identification and Removal of Barriers, Implementation, and Monitoring.

#### **Communication**

Communication Strategy to prospective and current employees that provides information about Employment Equity program at York University; to increase the awareness of employment equity and the Federal Contractors program throughout the University; to engage in a meaningful discussion about how to remove employment barriers for designated groups that are underrepresented at York.

#### **Workforce Information Collection**

Collect information about workforce to determine level of representation of designated groups. The four designated groups are: Women, Aboriginal (Indigenous), Persons with Disabilities and visible minorities (racialized).

#### **Workforce Analysis**

Understanding the current composition of the designated groups at York allows the University to focus its employment equity initiatives towards designated groups with significant underrepresentation, with the aim of removing employment barriers that may be preventing them from entering an occupational group.

#### **Employment Systems Review**

Review of University policies and practices for potential employment barriers to the four designated groups under the Employment Equity Act.

#### **Identification and Removal of Barriers**

To remove barriers that have a negative impact on designated group members.

#### **Implementation**

Implement changes to reduce barriers that have been identified.

#### **Monitoring**

Establishment of mechanisms to monitor the effectiveness of the University's employment equity program.

## **APPENDIX B – Employment Equity Occupation Group Definitions**

### **1. Senior Managers**

Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.

Examples: President; Vice-President; Assistant Vice President; Executive Director

### **2. Middle and Other Managers**

Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.

Examples: Director, Talent Acquisition & Development; Dean, Faculty of Liberal Arts & Professional Studies; University Librarian

### **3. Professionals**

Professionals usually need either a university degree or prolonged formal training, and sometimes must be members of a professional organization.

Examples: Diversity & Inclusion Consultant; Information Specialist; New Student Advisor

### **4. Semi-Professionals and Technicians**

Workers in these occupations must possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Engineering Technician; Lab Technologist

### **5. Supervisors**

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may also perform the duties of the employees under their supervision.

Examples: Supervisor, Document Processing; Control Room Supervisor; Security Supervisor

### **6. Supervisors: Crafts and Trades**

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They coordinate the workflow of skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may perform the duties of the employees under their supervision.

Examples: Loading Dock Supervisor; Production Supervisor;

### **7. Administrative and Senior Clerical Personnel**

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

### **8. Skilled Sales and Service Personnel**

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually has received an extensive period of training involving some post-secondary education, part or all an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Textbook Buyer; Buyer

### **9. Skilled Crafts and Trades Workers**

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.

Examples: Plumber; Plasterer; Carpenter

### **10. Clerical Personnel**

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

### **11. Intermediate Sales and Service Personnel**

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience. Generally, these are workers whose skill level is less than that of Skilled Sales and Service Personnel.

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

### **12. Semi-Skilled Manual Workers**

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of Skilled Crafts and Trades Workers.

Examples: Operator (Machine and Equipment); Bus Driver

### **13. Other Sales and Service Personnel**

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

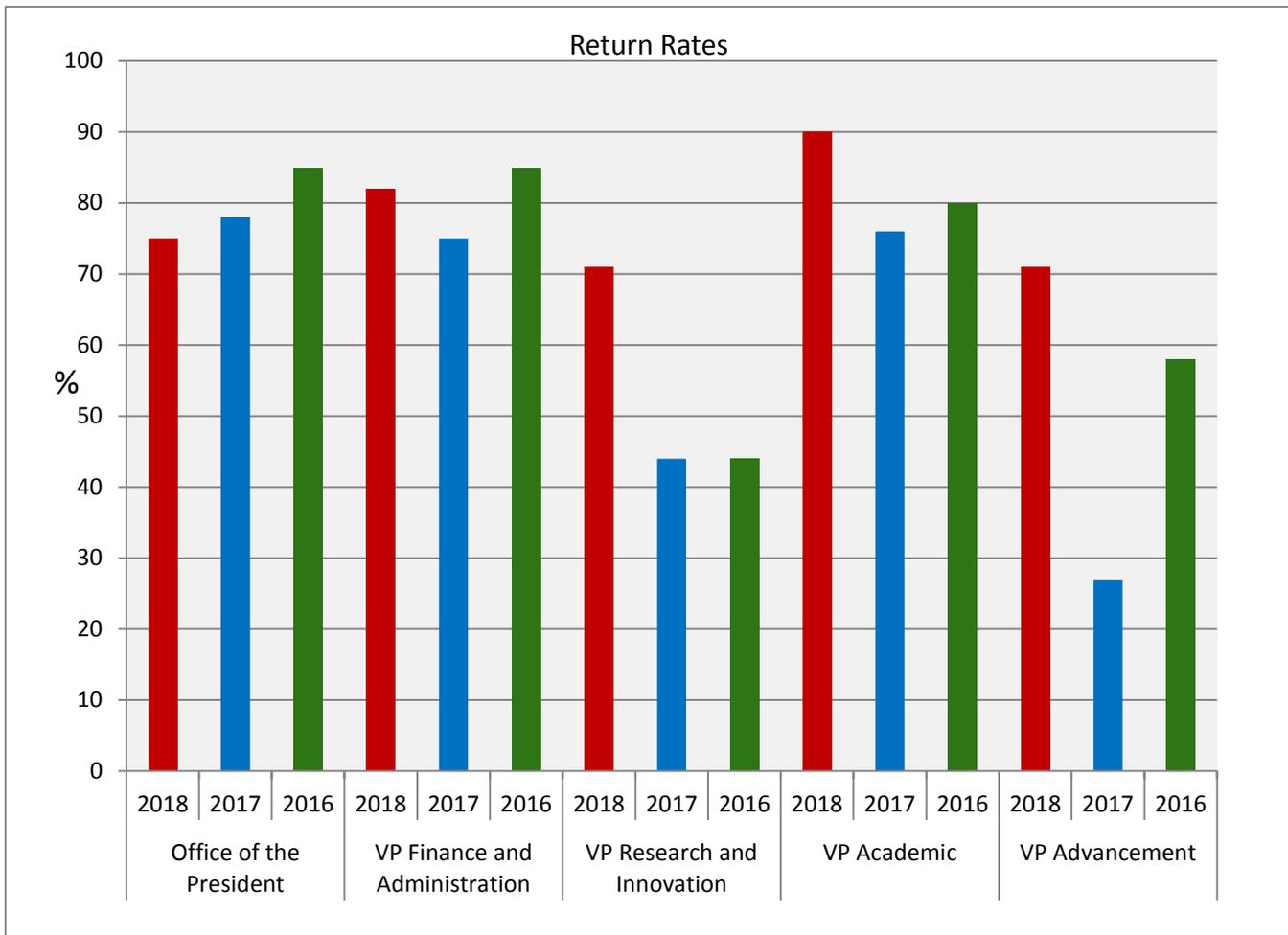
Examples: Housekeeping Attendant; Custodian; Cashier

#### **14. Other Manual Workers**

Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Groundskeeper, Ground Maintenance Person

## APPENDIX C – Employment Equity Survey Return Rate, by Division<sup>13</sup>



<sup>13</sup> Total number of completed surveys by divisional head count based on the 2018 organizational structure. Excludes results of CUPE 3903 Units and CUPE Exempt, which are included separately in [Appendix H](#). Further steps will be taken to increase return rates for VP, Research and Innovation and VP Advancement.

## APPENDIX D – Significant Gaps

The concept and calculations related to significant gaps will be described, followed by a chart which outlined the significant gaps at York University.

If a gap is “significant”, then an employment systems review must be undertaken to understand what employment barriers may be present to cause the underrepresentation. A significant gap is determined by utilizing the three-filter test<sup>14</sup>:

To determine if a gap in representation is significant apply filters 1 and 2 (in combination), and filter 3. Gaps that are identified as significant will become the focus of the employment systems review.

First filter: If the number gap is -3 or greater (note that while the gap is referred to as -3 or greater, the actual numerical value is -3 or less, i.e., -3, -4, -5, etc.), then the gap may be significant; must be recorded; and the second filter must be applied.

Second filter: If the percentage representation is 80 percent or less, then the organization must investigate the underrepresentation further.

For example, if your organization has 7 accountants who are women, but the expected availability indicates that you should have 10, then your organization has only 70 percent of what is expected and a numerical gap of -3, and thus a significant gap exists.

Calculating the percentage representation:

$$\frac{\text{Internal representation}}{\text{external availability}} \times 100 = \text{percentage representation}$$

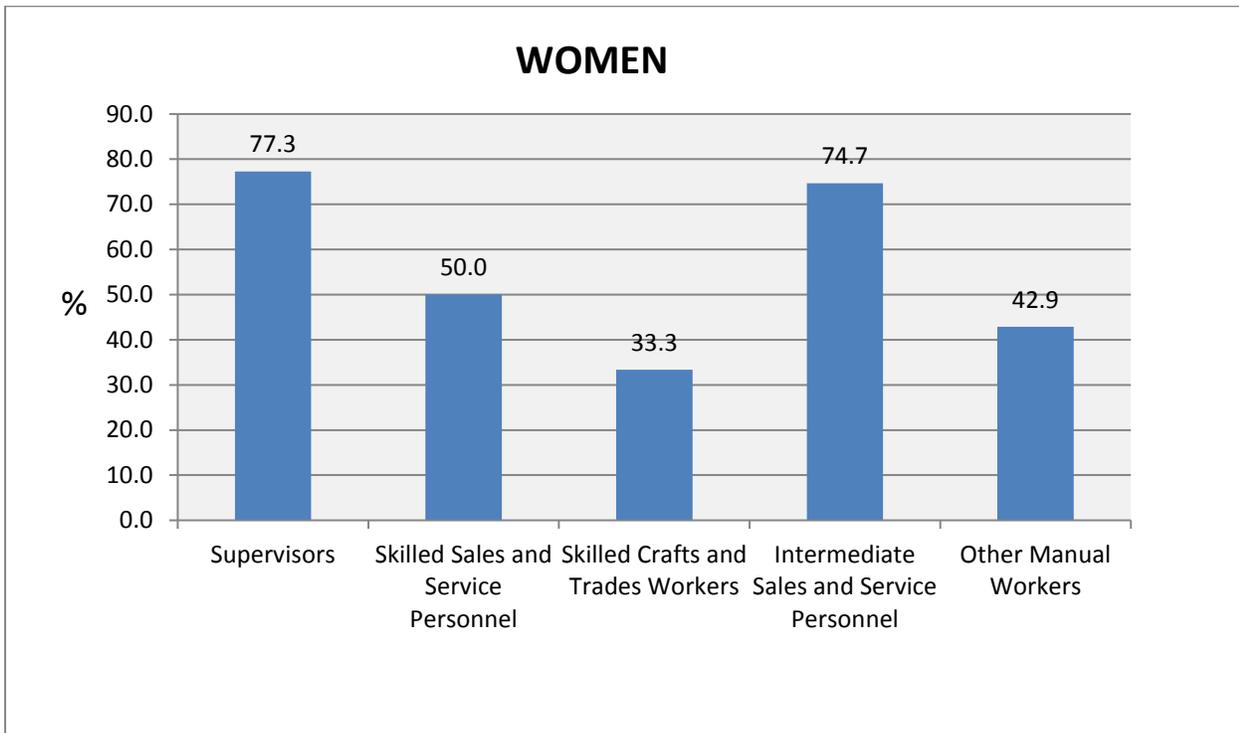
Third filter<sup>15</sup>: If there are gaps of -3 or less (note that while the gap is referred to as -3 or less, the actual numerical value is -3 up to and including -1, i.e., -3, -2, -1) for a designated group in several EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

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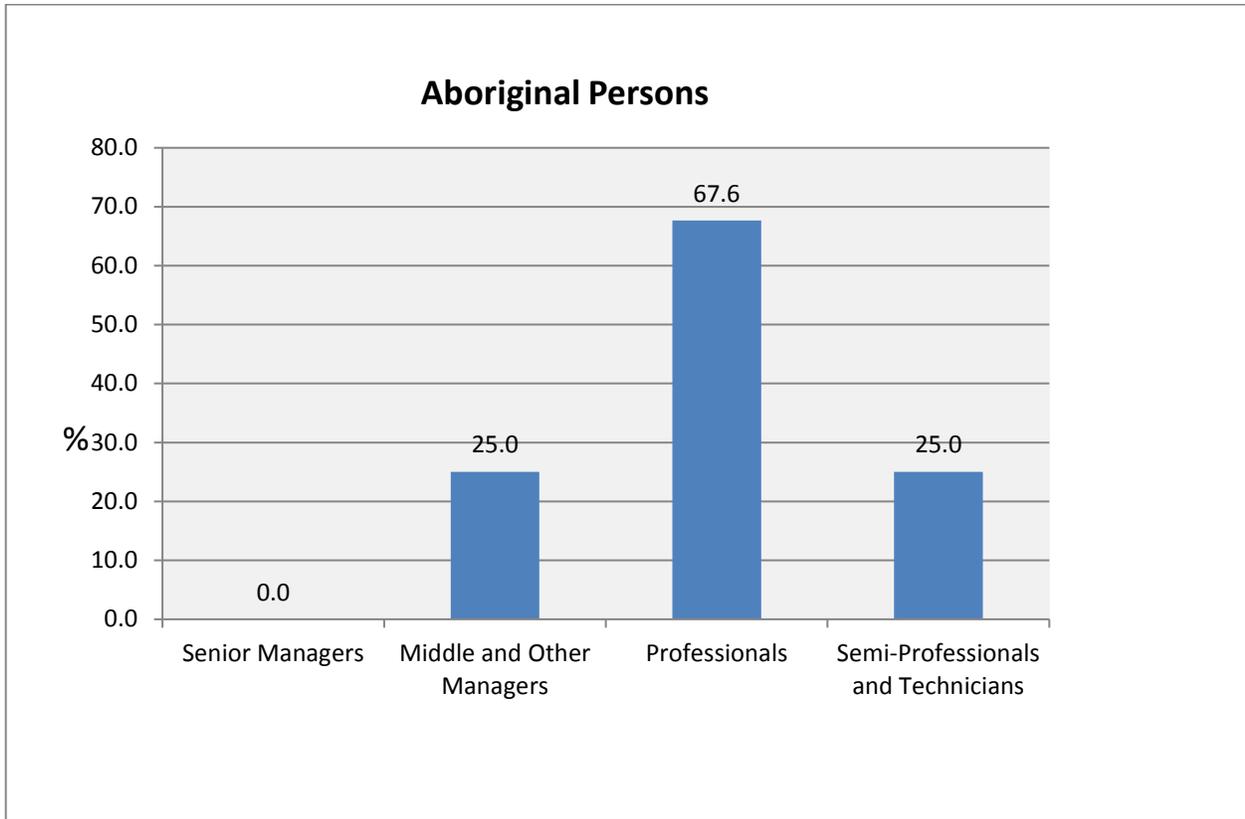
<sup>14</sup> [Three filter test](#)

<sup>15</sup> [50% Rule for Women](#): This rule applies only to EEOG 07 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel. If there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for gaps in EEOGs where women are represented at 50% regardless of availability.

# TOTAL UNIVERSITY

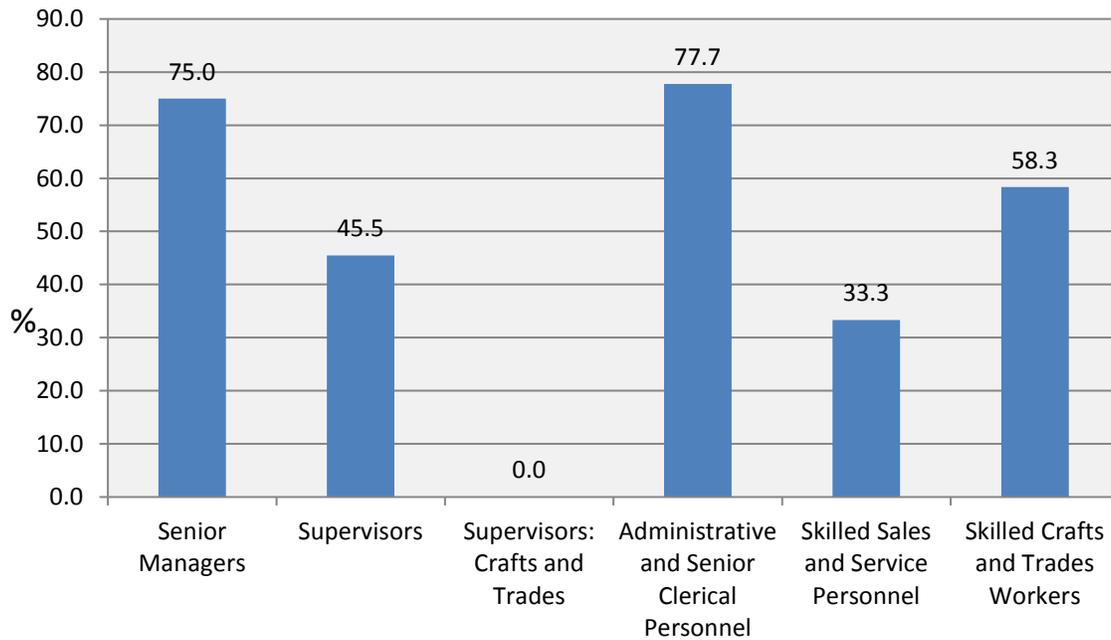


## TOTAL UNIVERSITY

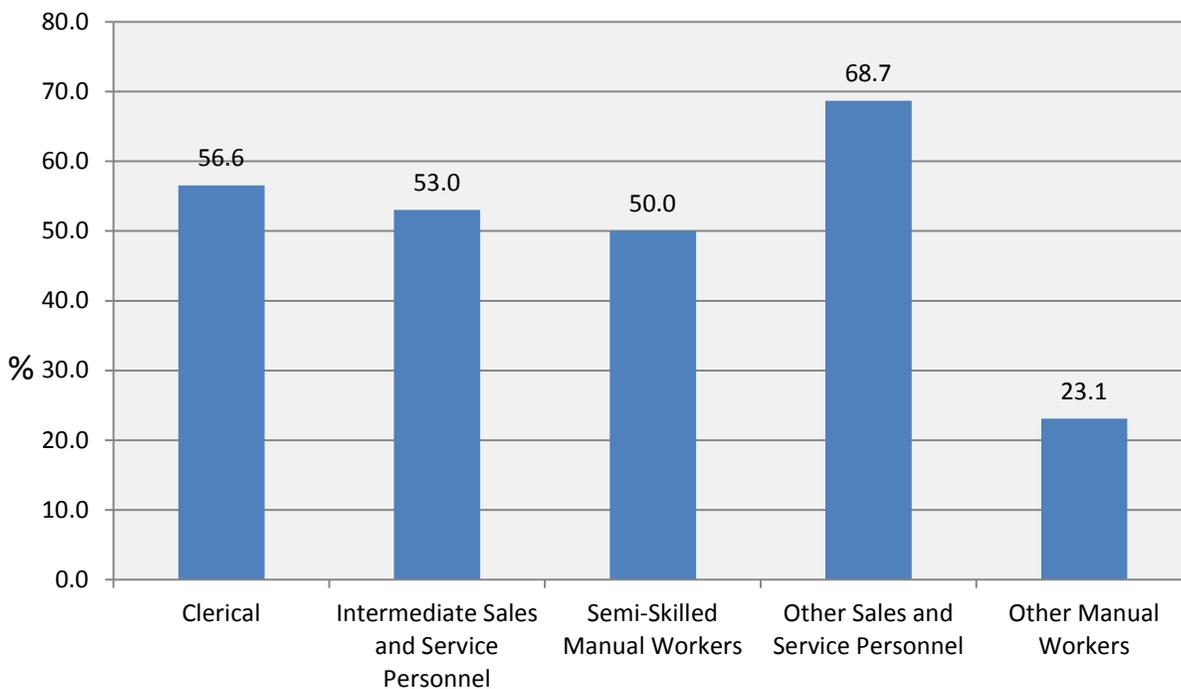


## TOTAL UNIVERSITY

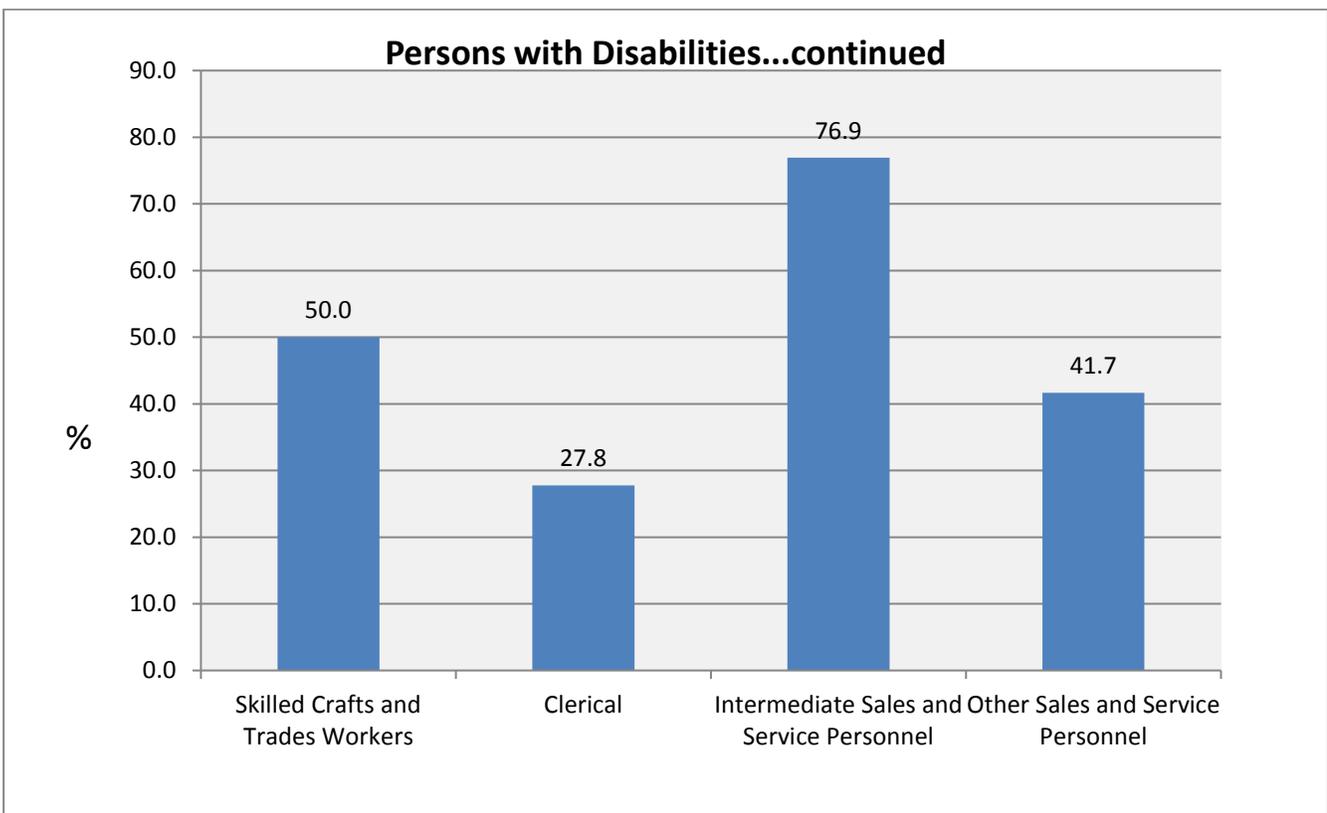
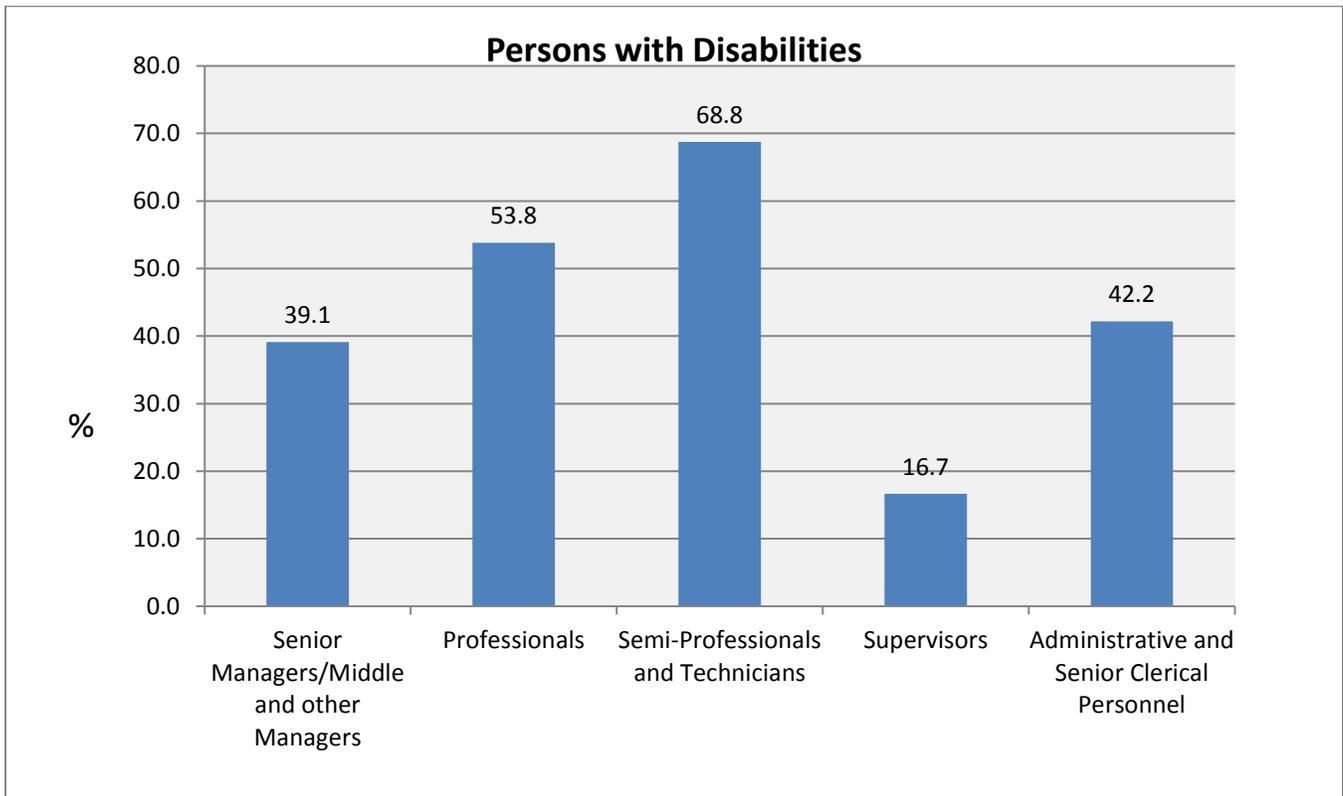
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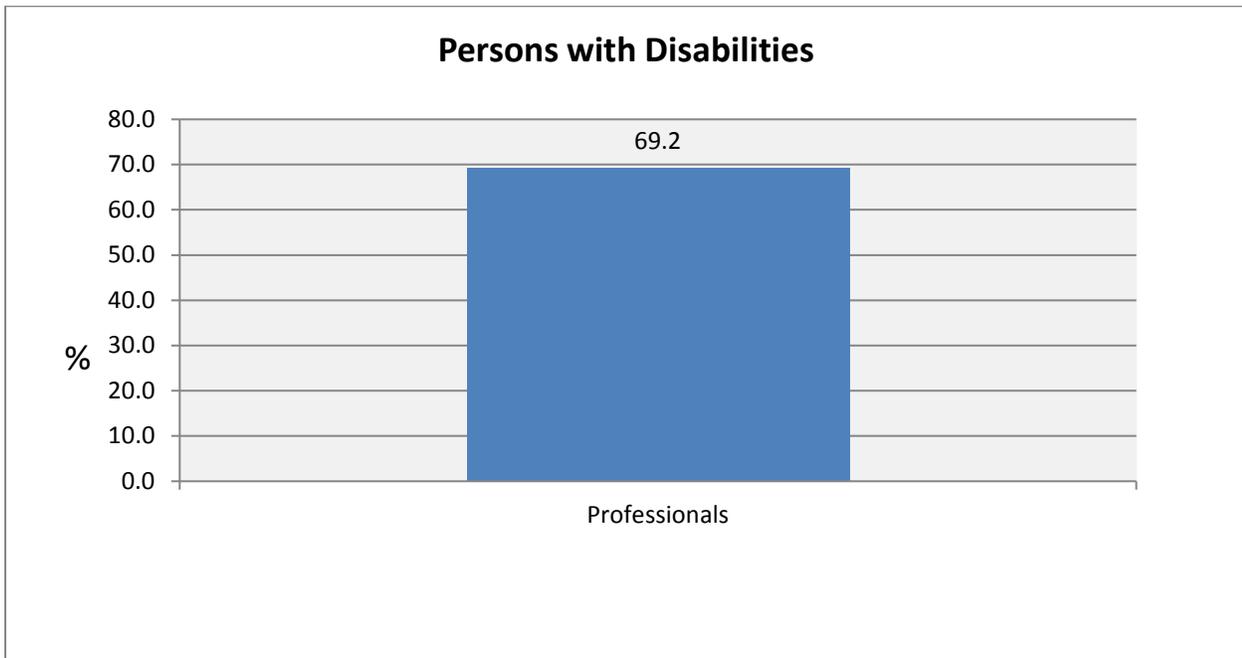
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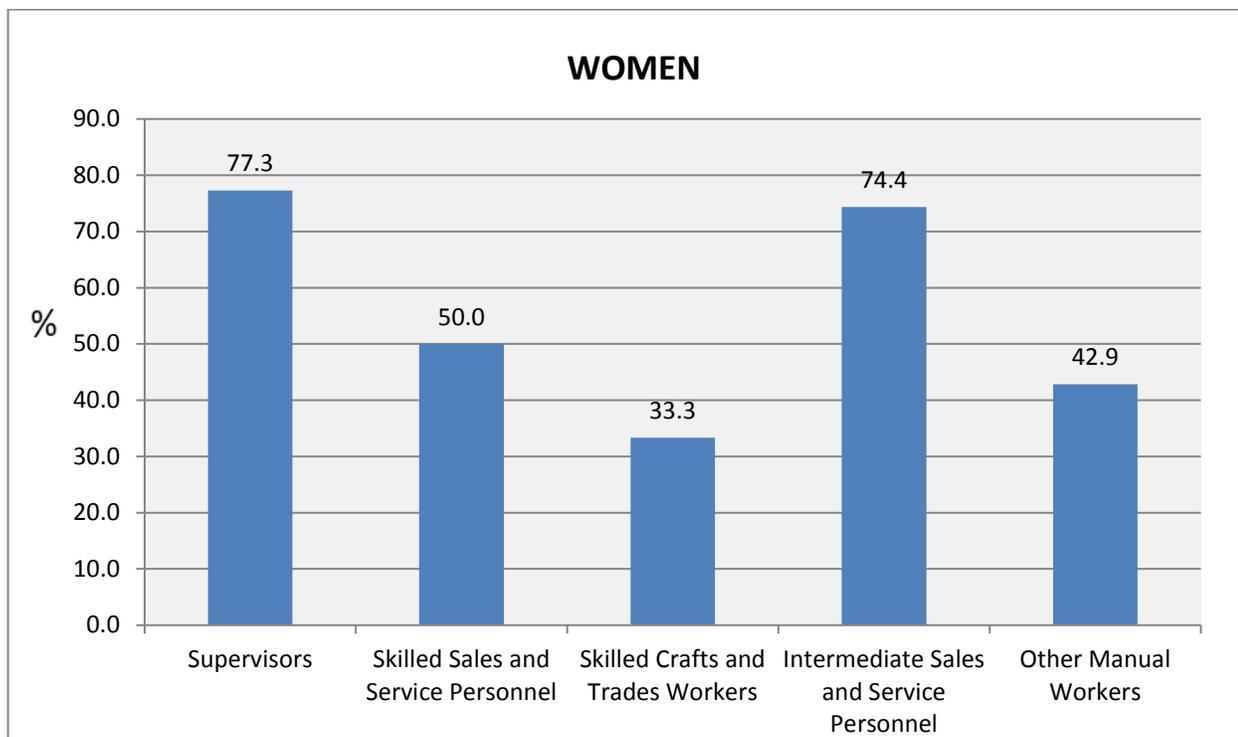
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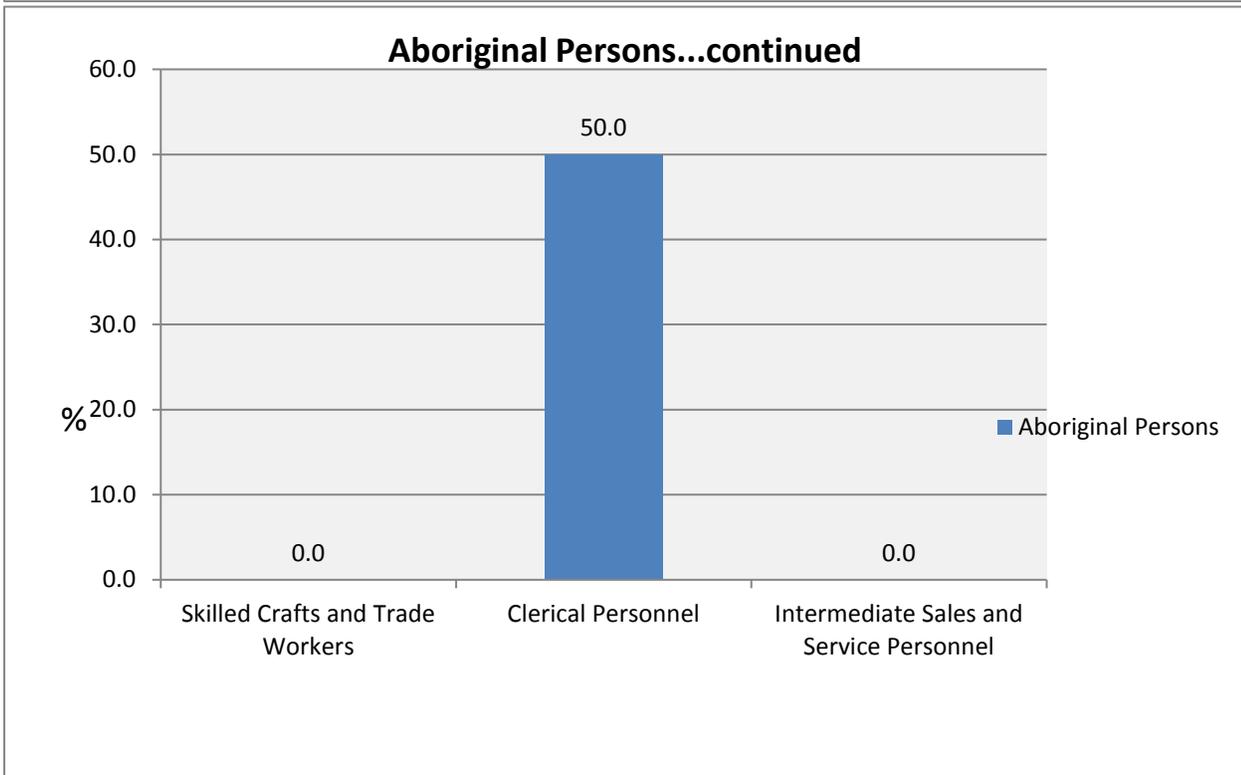
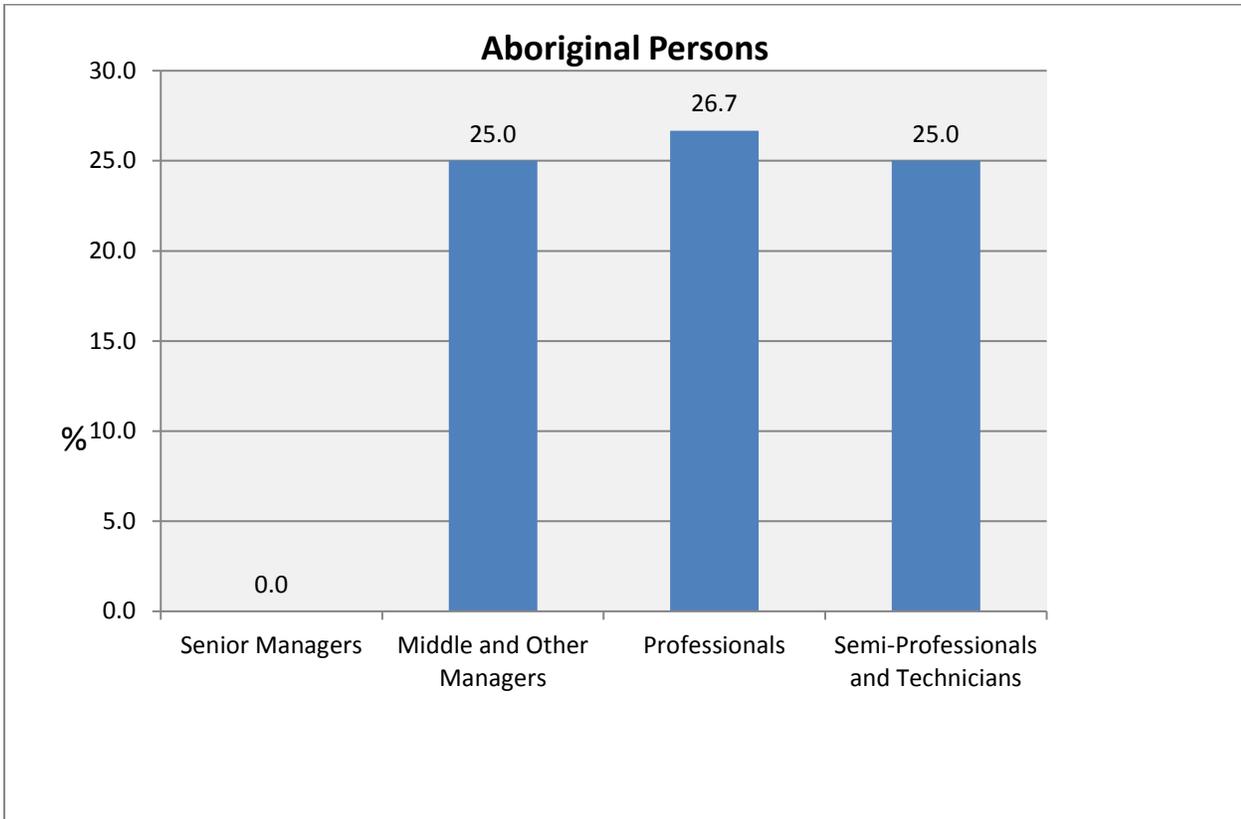
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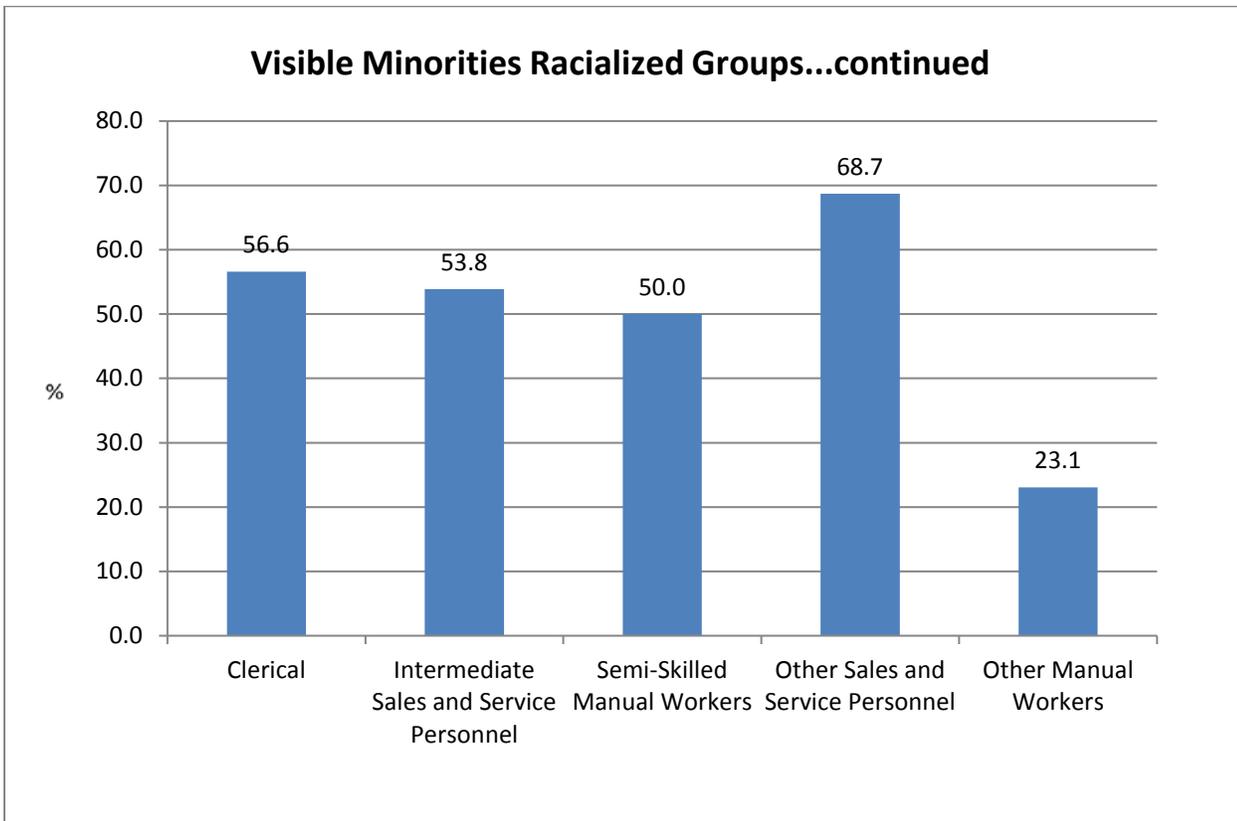
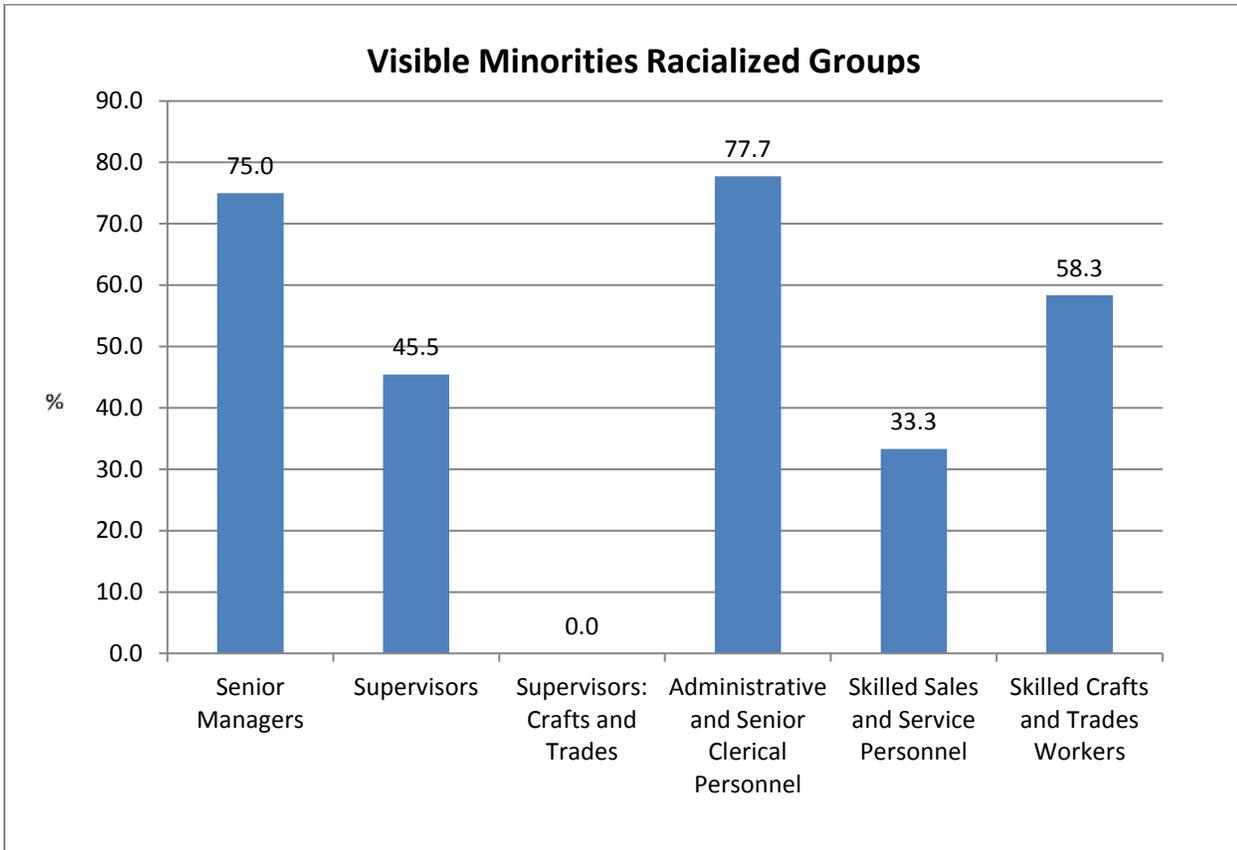
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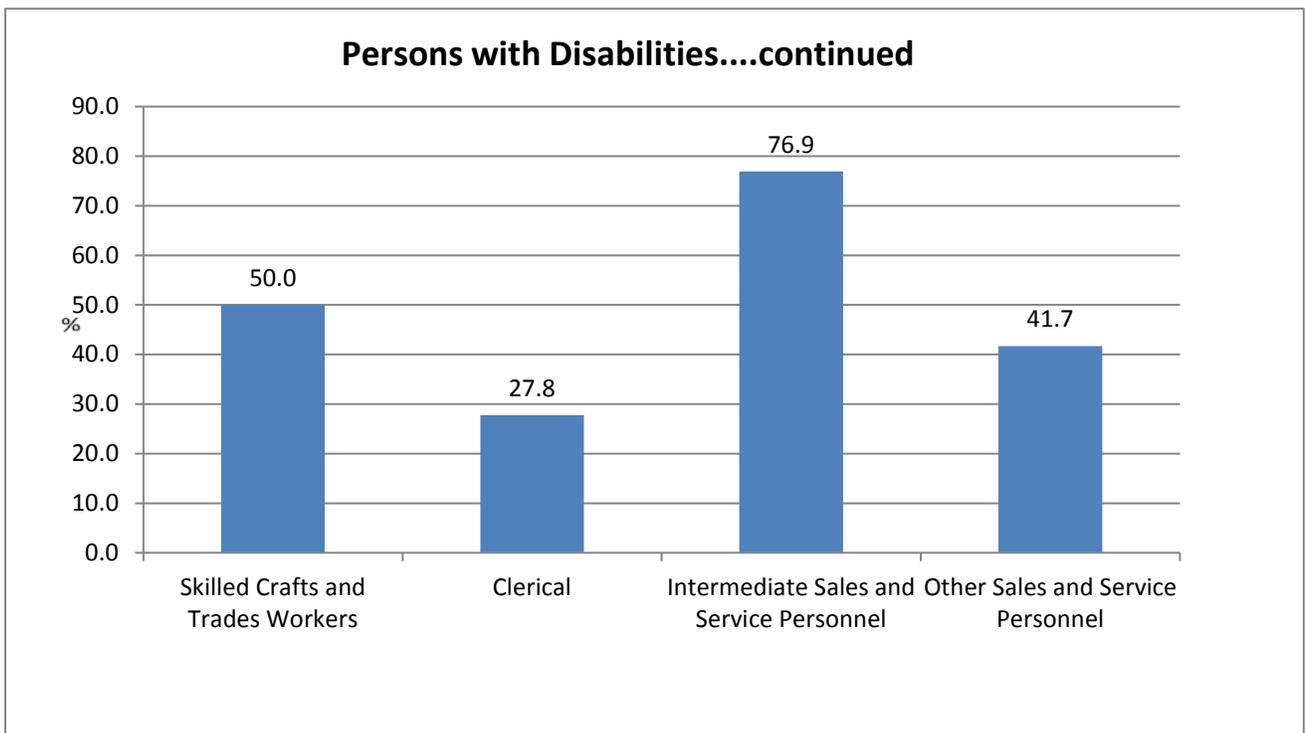
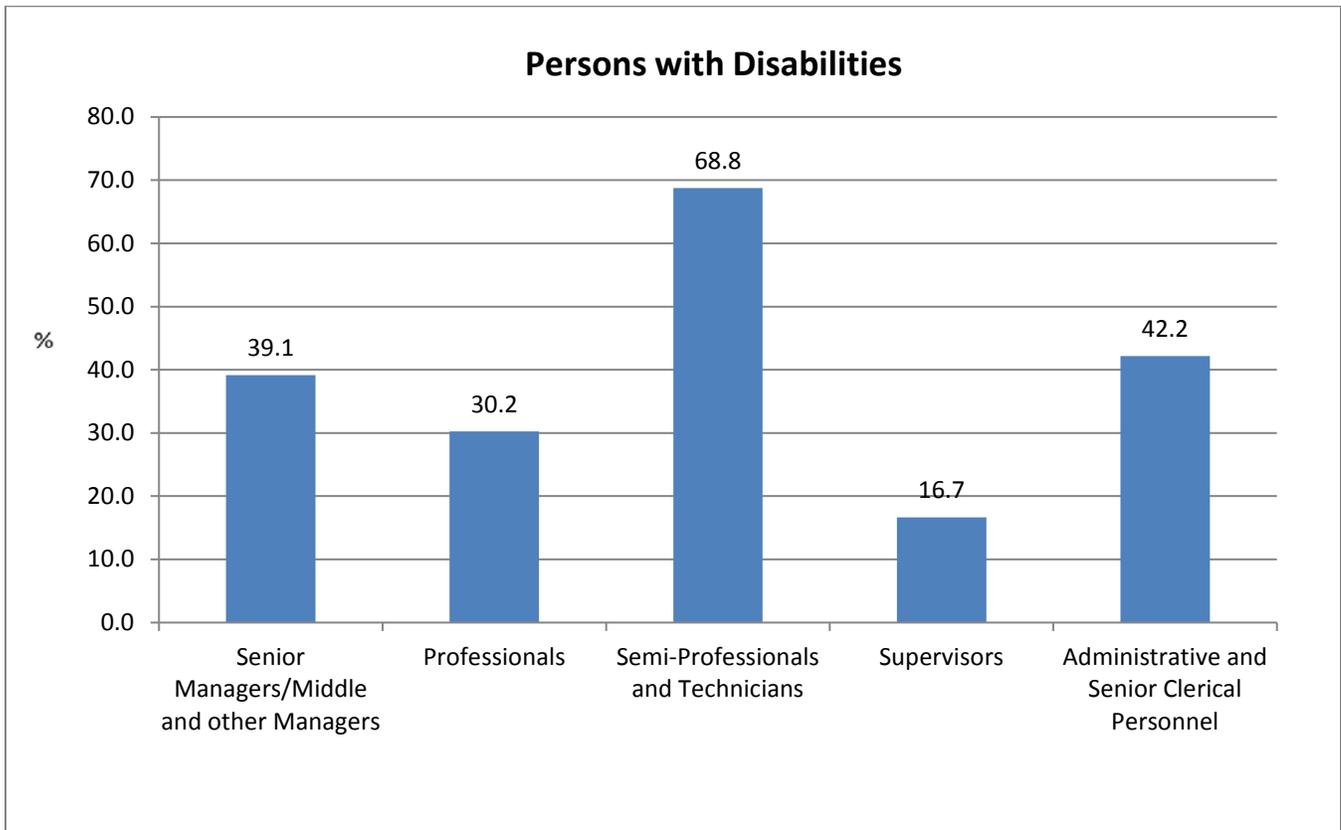
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## NON-ACADEMIC

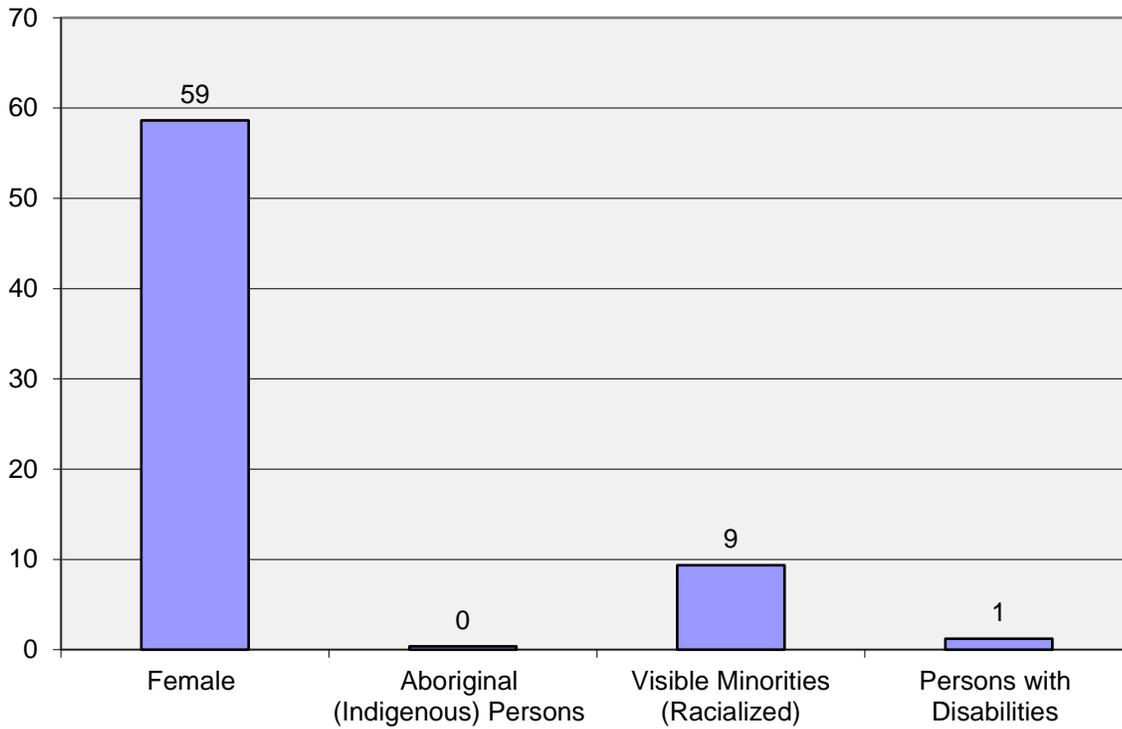


## NON-ACADEMIC



**APPENDIX E – Hires<sup>16</sup>**

**2018 HIRES OF DESIGNATED GROUP MEMBERS,  
AS A PROPORTION OF  
TOTAL UNIVERSITY HIRES  
(includes Fulltime, Part time and Temporary)**



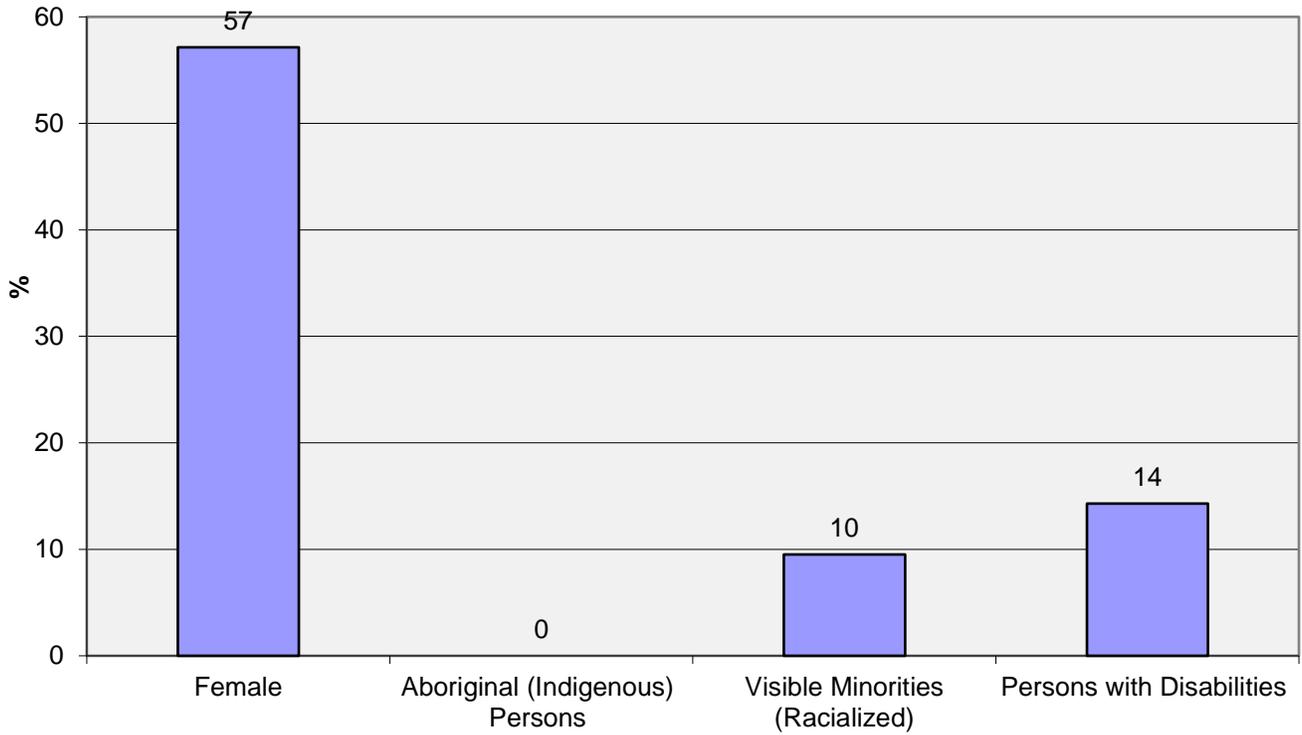
17

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<sup>16</sup>Total Count = 1059

**APPENDIX F – Promotions**

**2018 PROMOTIONS OF DESIGNATED GROUP MEMBERS,  
AS A PROPORTION OF  
TOTAL UNIVERSITY PROMOTIONS  
(includes Fulltime, Part time and Temporary)**

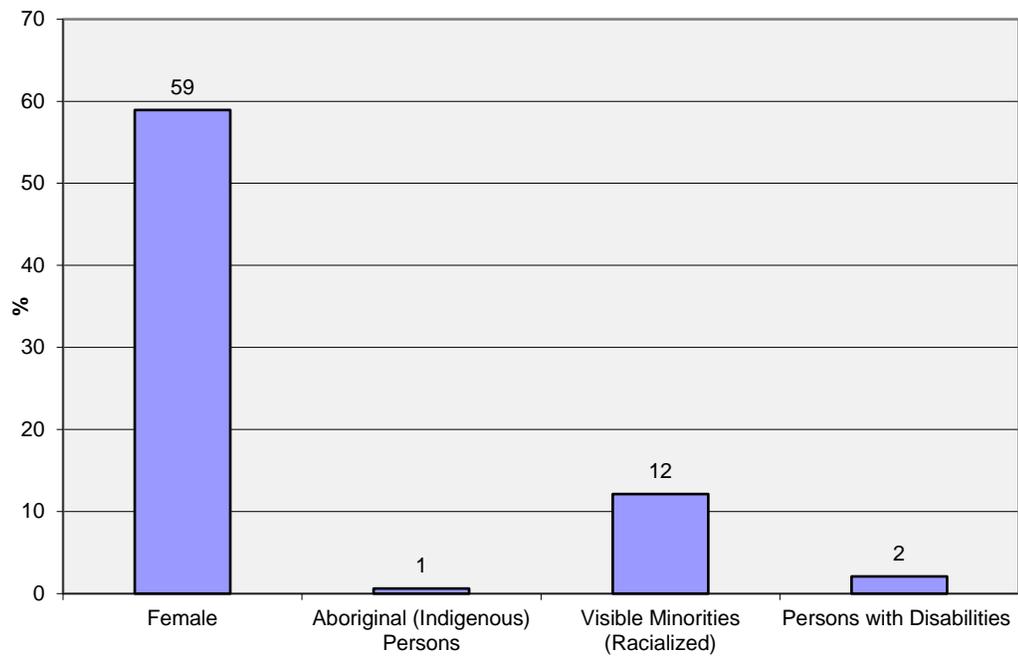


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<sup>18</sup> Total Count = 21

## APPENDIX G – Exits

### 2018 EXITS OF DESIGNATED GROUP MEMBERS, AS A PROPORTION OF TOTAL UNIVERSITY EXITS (includes Fulltime, Part time and Temporary)



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<sup>19</sup> Total Count = 947

**APPENDIX H – Return Rate for CUPE 3903 Units<sup>20</sup>**

CUPE Units	Employment Equity Survey Return Rate per Unit %
Cdn. Union of Public Employees 3903 - 1	35
Cdn. Union of Public Employees 3903 - 2	73
Cdn. Union of Public Employees 3903 - 3	28

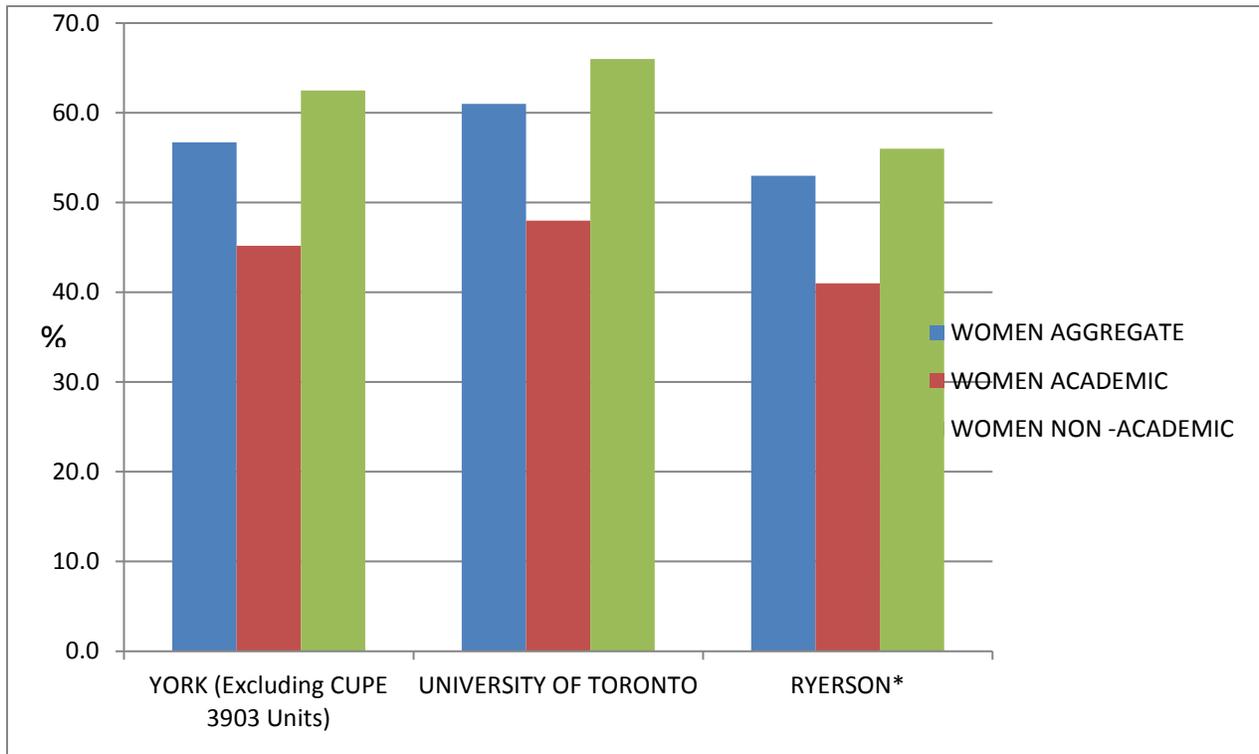
CUPE Exempt	Employment Equity Survey Return Rate per Unit %
CUPE Exempt	26

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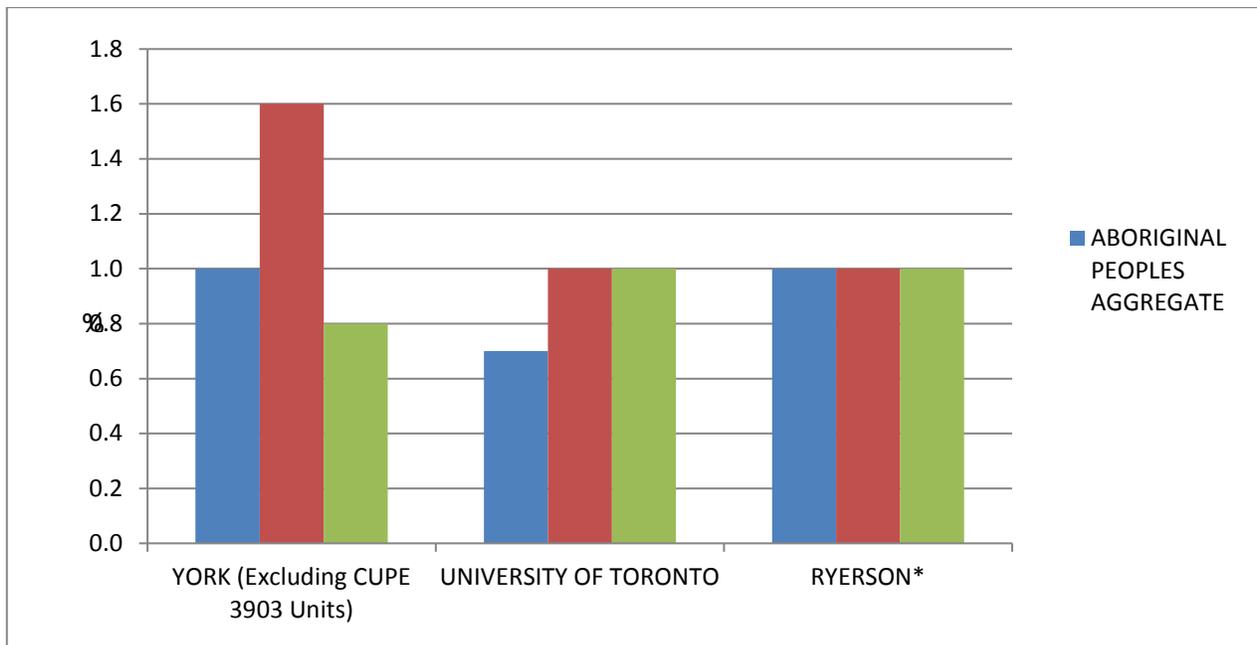
<sup>20</sup> Efforts will continue in 2019 to increase the response rate for CUPE 3903 and CUPE Exempt.

## APPENDIX I – Ontario University Comparison

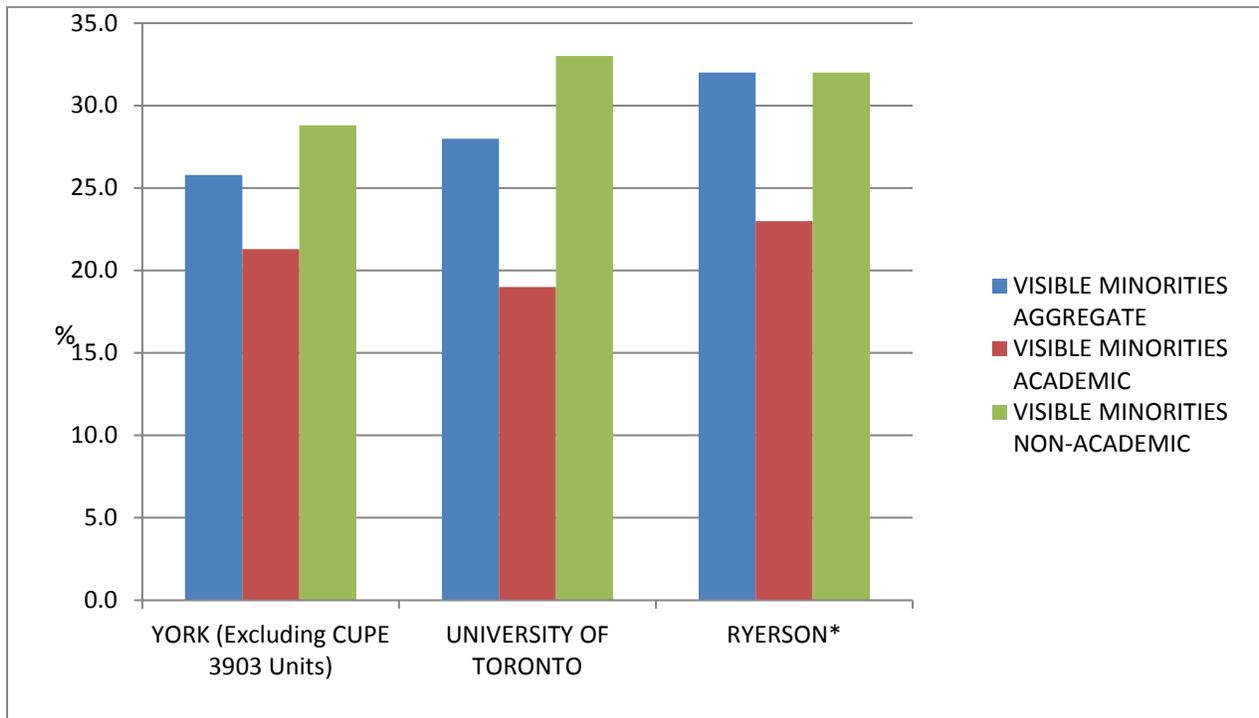
### Women



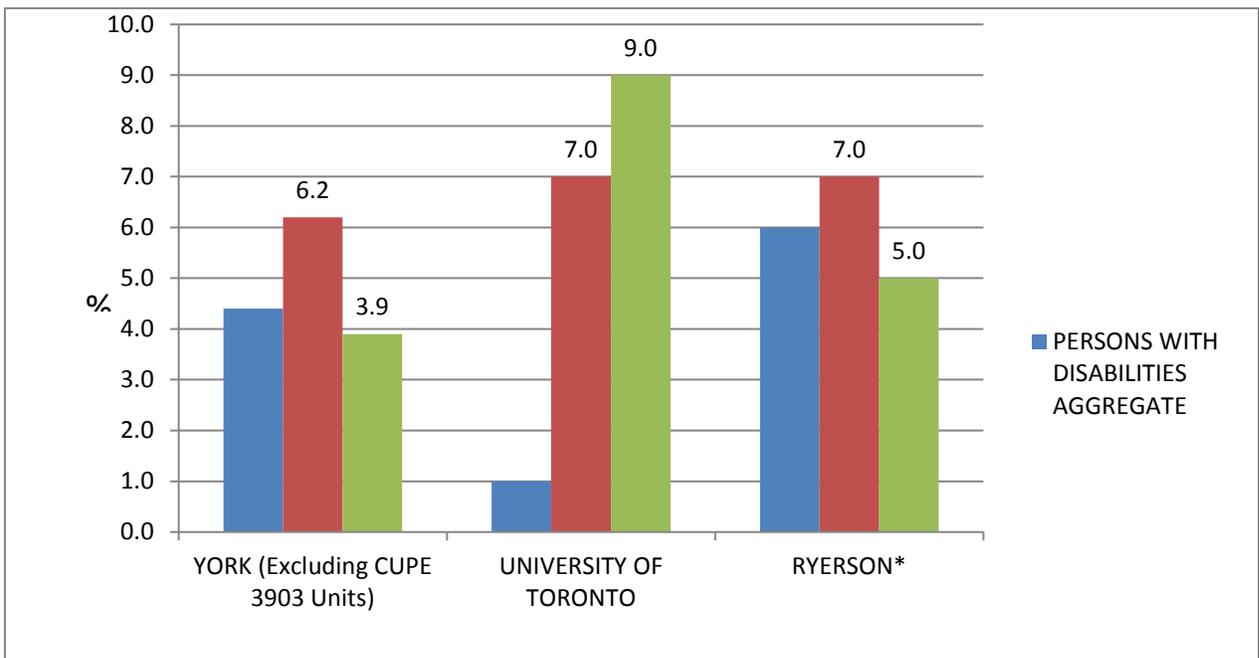
### Aboriginal (Indigenous) Persons



### Visible Minorities (Racialized)



### Persons with Disabilities



## Board of Governors

### Memorandum

To: Board of Governors

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

Date: 25 June 2019

Subject: 2018 Annual Report – Health, Safety & Employee Well-Being

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### Report

This report summarizes the 2018 Health, Safety and Employee Well-Being (HSEWB) activities and presents some indicators of the University's performance. Also included, are HSEWB achievements in 2018 and priorities for 2019.

### Background

To ensure that the University meets its obligations under the *Occupational Health and Safety Act* and the University's Healthy Workplace Policy, the Board of Governors, through the Governance and Human Resources Committee, annually reviews and approves the policy, evaluates performance indicators of key areas, and reviews annual health and safety goals and objectives. The annual policy review is covered under a separate memorandum to this Committee.

The University ensures compliance with direction received from the following regulatory agencies: Ministry of Labour, Ministry of the Environment, Conservation and Parks, Canadian Nuclear Safety Commission, Public Health Agency of Canada, Canadian Food Inspection Agency, Ministry of Foreign Affairs, and the City of Toronto. In 2018, consultations and inspections were conducted, and annual reports were filed, as required.

HSEWB also liaised with the following agencies regarding the University's licenses related to research activities and/or equipment: Ontario Ministry of Agriculture Food and Rural Affairs, Canadian Council of Animal Care, Public Health Agency of Canada, Canadian Food Inspection Agency, Canadian Border Services Agency, and Ministry of Health and Long-Term Care.

The HSEWB unit develops programs to support health, safety and employee well-being with the goal of preventing or mitigating illness and injury and supporting legislative compliance.

## Board of Governors

HSEWB activities are guided by the unit's Mission, Vision, and priorities, provided below:

### **Mission**

To be an organizational leader promoting a healthy and safe workplace through participation, engagement and shared responsibility.

### **Vision**

To develop, gather and provide credible and relevant information, services and tools to prevent illness and injury, promote good health, support employee recovery, mitigate disability and optimize workplace participation, which serves the needs to the York University community.

### **Priorities:**

- Promote the awareness of hazards and prevention of incidents
- Foster a culture of health, safety and inclusion
- Coordinate access to recovery support
- Facilitate early and safe return to work

## **2018 Highlights**

In 2018, HSEWB focused on change management and process improvement.

Highlights include:

- Collaboration with the Council of Ontario Universities (COU), the Council of Environmental Health and Safety Officers (CEHSO a COU group) and the province, to avert a \$6-7M hazardous waste disposal cost to York which would have been required because of a legislative change
- Development of a new operating structure for York's Joint Health and Safety Committees (JHSC)
- Continuation of the re-framing of York's occupational health and safety management system, including baseline reviews
- Decrease in workplace incident severity rates over the past four years
- Continued consultation related to the Disability Support Program; program development commenced

## Board of Governors

### ***York University Occupational Health and Safety (OHS) management system***

The OHS management system includes the following:

- Occupational health and safety policy and programs with oversight by HSEWB
- Internal Responsibility System for health and safety which includes faculty and staff, JHSCs and area Health and Safety Officers (HSO)

There is a network of over 75 HSOs representing all areas of the University. HSOs submit an annual report to HSEWB providing information related to workplace safety and hazard control issues arising over the course of the previous 12 months and actions taken or planned. The area HSOs provide a link between the HSEWB unit and the University community to disseminate health and safety information and contribute to the advancement and maintenance of a safe and healthy workplace.

HSEWB is currently working with community partners to modernize and expand the OHS management system to increase focus on prevention and leadership. A framework was drafted, some initial consultation has occurred, and a baseline assessment was conducted in 2018 in several areas of Facilities Services. A faculty assessment was planned but delayed due to the labour disruption. The updated framework is based on Canadian/international occupational health and safety management system standards. It aims to integrate the Canadian psychological health and safety standard which aligns with the University's focus on mental health, as well as a holistic model of a healthy workplace. It is also based on the philosophy of continuous improvement, which means that implementation will be an iterative and constant process.

### **Occupational Health and Safety Audits**

After review and planning for changes to the OHS management system outlined above, Health and Safety audits will fall into the following three categories:

- **Health and Safety Officer Annual Checklist.** Referenced earlier, this process measures compliance-based items such as first aid kits and required posting of health and safety information.
- **Management system audits.** A preliminary review was conducted in 2018 to provide a baseline and help to set priorities moving forward, in partnership with the community. Annual OHS management system reviews will be completed, and a scheduling process will be developed in 2019.
- **Workplace inspections.** Regular workplace inspections help to identify hazards and opportunities for correction, supporting prevention. JHSCs play a vital role in conducting inspections, and they are required to do this monthly. Managers and others are also encouraged to conduct inspections on a regular

## Board of Governors

basis; this is an important component of the management system.

### **Legislative Changes**

The following legislative changes have impacted HSEWB this year:

#### ***Chronic or Mental Stress***

On May 17, 2017, the Ontario government passed Bill 127, Stronger, Healthier Ontario Act (Budget Measures). The bill amended Section 13 of the *Workplace Safety and Insurance Act (WSIA)*:

“To provide that a worker is entitled to benefits under the insurance plan for chronic or mental stress arising out of and in the course of the worker’s employment. A worker is not entitled to benefits for mental stress caused by decisions or actions of the worker’s employer relating to the worker’s employment, including a decision to change the work to be performed or the working conditions, to discipline the worker or to terminate the employment.” (Bill 127)

The WSIB published a new policy and amended the current Traumatic Mental Stress policy. Highlights of the policy are provided below:

- Policy 15-03-14, Chronic Mental Stress (accidents on or After January 1, 2018). This new policy guides entitlements for Chronic Mental Stress and it applies to all claims for chronic mental stress with accident dates on or after January 1, 2018.
- The policy outlines that claims that fall under this entitlement require both a substantial and excessive workplace stressor (such as harassment) and the development of a psychiatric condition included in the Diagnostic and Statistical Manual of Mental Disorders (DSM-5). Management decisions and actions such as terminations, transfers and discipline are not considered workplace stressors under this policy.

As the new policies came into effect, HSEWB saw less than five employees, choosing to file with WSIB. It was predicted that most claims submissions to WSIB would not meet the criteria for claims entitlement under these policies and all were denied by WSIB with one remaining in employee appeal.

#### ***Transition from Canada’s Workplace Hazardous Materials Information System 1988 to WHMIS 2015***

The Workplace Hazardous Materials Information System (WHMIS) regulation has changed to adopt international standards for classifying hazardous materials. These new international standards are part of the Globally Harmonized System for the Classification and Labeling of Chemicals (GHS) and were phased in across Canada between February 2015 and December 2018.

## Board of Governors

Ontario has amended both the *Occupational Health and Safety Act* (OHSA) and WHMIS Regulation to implement WHMIS 2015. HSEWB has updated the University's training program, including adding an online training option module for chemical users (previously offered in class only) and updated the written program and related documents in consultation with JHSCs and relevant stakeholders.

In addition, through involvement in CEHSO, a COU group, HSEWB participated in an initiative which successfully influenced the provincial government to clarify requirements for older chemicals. Had CEHSO/COU not advocated for the university sector, disposal of these older chemicals would have been required. **This has saved approximately \$6-7M in disposal costs at York alone** and over \$100M across the university sector.

### **Health and Safety Advice and Guidance**

HSEWB provided support to the university community for health and safety issues and concerns, to assist decision-making and activities to ensure due diligence, including:

- Indoor air quality assessments
- Mould assessments and moisture testing
- Responses related to asbestos
- Water quality concerns
- Concerns related to odours
- Noise concerns
- General safety concerns
- Ergonomic assessments
- Support for the investigation and reporting of critical injuries
- Support with legislative compliance and proactive risk assessments
- Chemical and laboratory safety
- Radiation, laser and biosafety
- Health and Safety training over 1500 staff and students

### ***Ergonomics***

HSEWB continues to encourage completion of the ergonomics training as well as self-help tools for ergonomics and manual material handling, to minimize repetitive strain risks.

### ***Occupational Hygiene Assessment and Testing***

HSEWB conducts or arranges selected environmental testing, respirator fit testing, testing of equipment, and laboratory inspections.

The below table summarizes the testing and assessments conducted by HSEWB.

## Board of Governors

<b>Tests Conducted</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Bio-containment Cabinets/Laminar Flow Hoods	41	43	44
Radioactive Sealed Sources Leak Testing	7	0	3
Radioisotope Laboratories Monitoring	20	10	7
X-RAY Machine Quality Assurance Testing	2	1	0
Biosafety Laboratory Inspection and Commissioning	26	13	26
Ergonomics	146	117	128
Indoor Air Quality	22	43	24
Indoor Mould Assessment	5	12	32
Asbestos	23	43	6
Chemical/Biological/Radiation spill	2	27	2
Other Hygiene and general safety	34	53	74
Workplace Noise Testing of Areas > 85 dBA	3	3	0

### Occupational Health and Disease Prevention

#### ***Medical Surveillance Program***

Medical surveillance programs establish the initial health status (baseline) of a person and ensure adequate safety measures are enacted for the hazards present in the workplace. York University's medical surveillance program includes medical surveillance for those working with biological hazards and annual audiometric testing for workers exposed to high noise levels.

Workers who may be exposed to biological hazards are required to complete a medical questionnaire and be assessed by a medical practitioner to ensure that various immunizations and medical tests (e.g. TB tests) are completed before work begins, and annually for specific work activities.

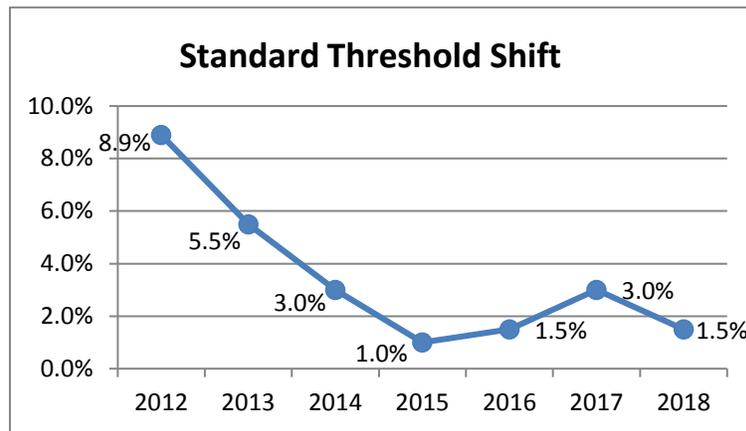
Number of participants in medical surveillance activities:

	<b>2016</b>	<b>2017</b>	<b>2018</b>
Animal Care Workers and other biohazards	24	64	51
Audiometric Testing	87	59	83
Vision Screening for New Laser Workers	8	22	32

#### ***Hearing Conservation Program***

Audiometric or hearing tests are conducted annually for employees occupationally exposed to high noise levels, to monitor the effectiveness of the hearing conservation program in preventing and reducing hearing loss. The Standard Threshold Shift (STS) shows the number of employees who have had a shift or change in their hearing levels when compared to prior testing.

## Board of Governors



Results from 2012 onwards continue to indicate an overall decreasing trend in hearing loss. The Standard Threshold Shift (STS) for last year was 1.5%, which is a 100% reduction from the prior year.

Workplaces with an STS level in the range of 0-5% are considered to have a successful hearing conservation program, which illustrates the positive impact this program continues to have.

## Health and Safety Committees

### *Joint Health and Safety Committees*

JHSCs assist in the creation and maintenance of a safe and healthy work environment and are an integral part of the University's OHS Management System and Internal Responsibility System. The University currently has five multi-workplace JHSCs: CUPE 1356, 1356-1, 1356-2; CUPE 3903; IUOE; YUFA; YUSA.

The purpose of the University's JHSCs is to:

- Identify workplace hazards
- Make recommendations to the employer to control those hazards

JHSCs are consulted in the review of the University's Healthy Workplace Policy, and in the development and review of existing and proposed health and safety policies and programs. The JHSCs conduct regular workplace inspections, ensuring that the workplace is inspected at least once annually, with parts of the workplace being inspected each month. JHSCs are also involved in accident investigations and participate in Ministry of Labour visits and inspections. As part of their responsibilities under the *Occupational Health and Safety Act*, JHSCs make recommendations to supervisors/managers to address health and safety concerns, including findings from workplace inspections.

Because of an Ontario-wide Ministry of Labour review of the Multi-Workplace Joint

## Board of Governors

Health and Safety Committee (MJHSCs), HSEWB conducted a fulsome review of the structure and format of JHSCs in 2017. The goal of the review was to identify ways to enhance York University's JHSCs' effectiveness and efficiency and included the following three objectives:

- Clarify the roles of the JHSCs
- Determine the best structure and format for the JHSCs
- Identify requirements for change management and ongoing support for effective and efficient JHSCs

In 2018, the primary focus was on determining the most suitable structure/organization of the JHSCs. As reported to this Committee at its February 2019 meeting, the structure of the new JHSCs was finalized and approved by the vice-president finance and administration. Resources and tools have been developed to support the new JHSCs in getting started and in ongoing activities. Member recruitment includes a campaign developed with participation and support of the vice-president finance and administration. The following linked video was produced as part of this campaign.  
[https://www.youtube.com/watch?v=SbFvy6vaH\\_4&feature=youtu.be](https://www.youtube.com/watch?v=SbFvy6vaH_4&feature=youtu.be).

The new structure and format for the JHSCs will be implemented in April 2019.

### ***Biosafety Committee***

The Biosafety Committee is led by the University's Biosafety Officer (BSO) who works with committee members to inspect, commission and decommission labs, develop procedures and guidelines for safe handling, emergency/spill response, disinfection and bio-hazardous waste disposal, and administer the permit/certification system for all biological research. There are currently 57 permit holders. The BSO also provides expert advice to the university community regarding exposure to bio-hazardous materials, including reportable, communicable diseases, by liaising with HSEWB's medical consultant and regulatory agencies.

Number of participants in biosafety activities:

	<b>2016</b>	<b>2017</b>	<b>2018</b>
Biosafety Certificate Approval - New	33	2	3
Biosafety Certificate - Renewal	25	23	13
Bio-containment Cabinets and Laminar Flow Hood Certification	41	43	44

In 2018, the Public Health Agency of Canada (PHAC) inspected York's licensed facilities to determine if they met the physical and operational requirements for a Containment Level 2 laboratory work area and to also determine compliance with the Human Pathogens and Toxins Act, and regulations pertaining to the Canadian Biosafety Standard, 2<sup>nd</sup> Edition. The inspection reported compliance level as 'minor non-compliances'. Details of the deficiencies were shared with the vice-president research

## Board of Governors

and innovation. To address the deficiencies, the University's BSO instituted the following documents, approved by the Biosafety Committee:

1. Standard Operating Procedure (SOP) on working with infectious material inside a BSC, addressing:
  - Glass Pasteur pipettes decontamination
  - Spread of contamination while working with infectious material
  - Movement/transport of infectious material
2. Guideline on Visual Inspection of in-line filters
3. PPE in Biosafety CL1 and CL2 Labs
4. Updated WHMIS regulations on poster outlining pertinent hazards in labs as well as entry/work requirements
5. Annual Emergency Refresher Topics and SOP on Biological Spills
6. Updated Project Specific Risk Assessment

In addition, all Biosafety Containment Level 2 labs that were re-constructed as part of the Major Health and Science Refresh Project have been inspected under the Canadian Biosafety Standards (2<sup>nd</sup> ed.) and approved by the BSO. Minor deficiencies are being addressed with the Project Manager.

Processes continue to remain in place to streamline the administrative burden on researchers. Increased number of inspections have enabled added interaction between the BSO and researchers, allowing discussions regarding Biosafety and safe lab practices.

### ***Radiation Safety Committee***

The Radiation Safety Program is managed by the University Radiation Safety Officer (RSO), who works with the University's Radiation Safety Committee to establish criteria for the use of nuclear substances at the University within the licensing conditions established by the Canadian Nuclear Safety Commission (CNSC). The committee also inspects, commissions and decommissions radioisotope laboratories, as well as develops procedures and guidelines for the safe handling and disposal of radioisotopes, and emergency response protocols. The RSO administers the permit system for use of all radioisotopes, provides radiation safety training to staff and students, and manages the dosimetry program (which measures individuals' radiation exposures). The Radiation Safety Program is reviewed by the Committee bi-annually and was last reviewed in late 2018. The Committee meets quarterly and inspects all areas of radioisotope use at least once per year. An annual compliance report for 2018 was submitted by the Committee to the CNSC in January 2019.

The University complied with all CNSC requirements and issued 15 internal radioisotope permits in 2018. One lab was decommissioned in 2018. Sixty-five personal radiation doses were monitored in 2018; maximum dose received by any one user was below the detectable limit for body and 0.23mSv for extremity (finger), which was well below the regulatory limit of an annual effective dose of 1mSv for non-nuclear

## Board of Governors

energy workers. Seven radioisotope lab inspections were conducted in 2018, the majority of which were in full compliance; all non-compliances were corrected within three days. CNSC conducted an on-site Type II compliance inspection on October 24, 2018 and issued five non-compliance items and four recommendations. All items of non-compliance were satisfactorily addressed and written response provided to CNSC on November 13 and December 4, 2018.

### Workplace Accident Statistics and Costs

The following sections provide information on categories of workplace accidents. Management of injuries and tracking of injury trends enables the identification of causes, corrective actions, and management of costs, as well as provides information to inform programs, procedures and training initiatives.

#### WSIB Claims

WSIB claims arise from workplace injuries requiring lost time or health care. The following summarizes the University's WSIB claims in 2018 (data as at March 5, 2019):

- 120 approved claims (49 lost time and 71 health care)
- 596.82 days lost
- 12.18 average days lost per claim
- 0.56 frequency rate
- Severity rate: 8.04

Year	Approved Claims		Lost Days	Average # of lost days per claim	Frequency	Severity
	Lost Time	Health Care				
2018	49	71	596.82	12.18	0.56	8.04
2017	46	47	401.2	8.72	0.55	7.91
2016	43	52	575.2	13.37	0.51	6.77
2015	30	60	499.1	16.64	0.38	6.19
2014	39	60	617.3	15.83	0.46	7.33
2013	45	38	865.8	19.24	0.51	9.86
2012	44	52	838.9	19.07	0.51	9.71
2011	40	51	991.5	24.79	0.46	11.46
2010	50	63	1342	26.84	0.62	16.66

**Frequency** and **severity**<sup>1</sup> are measures that show the impact of work-related injuries and illness on the university. These measures normalize injury statistics based on the number of workers and hours worked, allowing for better comparison of the measures

<sup>1</sup>Frequency – the number of lost-time injuries per 100 full-time equivalent workers or 200,000 hours worked

Severity – the year-to-date days lost per 100 full-time equivalent workers or 200,000 hours worked

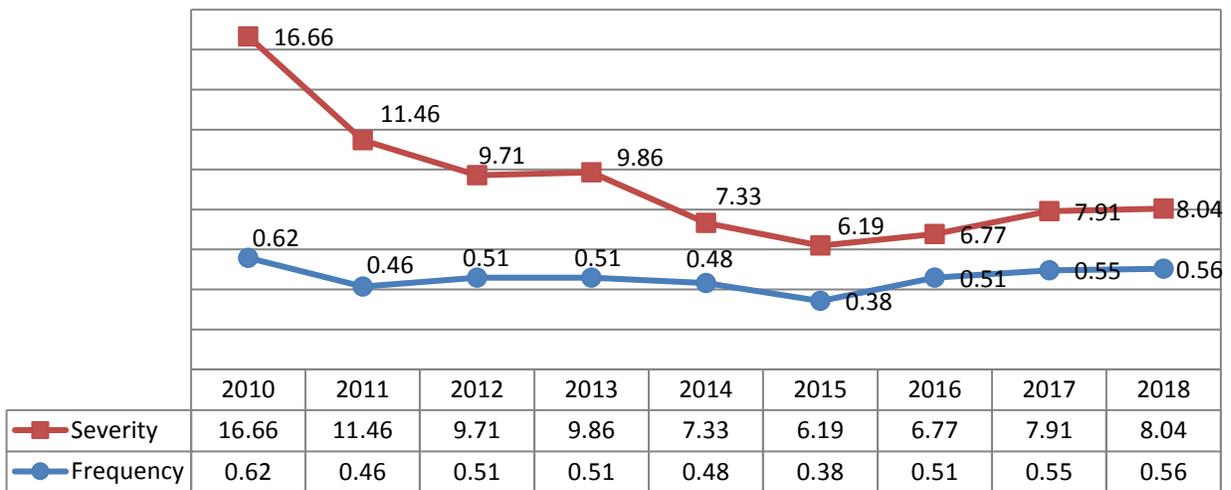
## Board of Governors

between years as well as with other organizations as they are industry-standard measures.

Overall, **severity rates have been lower in the past four years with frequency remaining relatively consistent.** Frequency is a measure of the number of lost-time injuries per 100 full-time equivalent workers (or 200,000 hours worked). Severity, a measure of the year-to-date days lost per 100 full-time equivalent workers (or 200,000 hours worked) **decreased 48% compared to 2010.**

The University continues to strive to reduce accidents and injuries through proactive measures such as health and safety training, inspections and workplace hazard assessments.

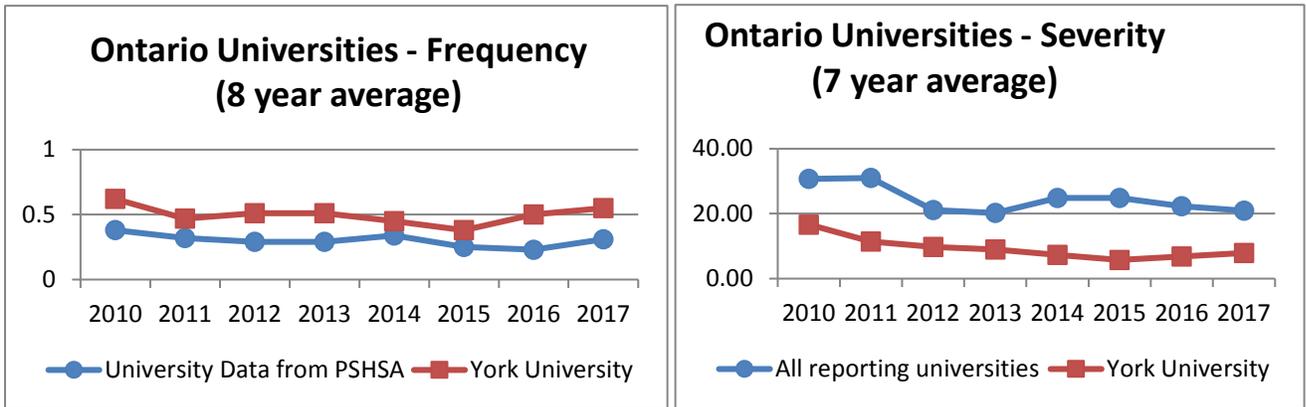
### Workplace Injury Frequency and Severity Rates



### ***Comparison to Ontario University WSIB Data***

The following charts illustrate York University's WSIB injury frequency and severity rates compared to the Ontario university sector 2010-2017. Frequency data is provided by the Public Services Health and Safety Association (PSHSA) and reflects statistics for all Ontario universities. Severity data presented is provided by Ontario universities that reported their annual data to Council of Environmental Health and Safety Officers of Ontario (CEHSO).

## Board of Governors



### WSIB Costs

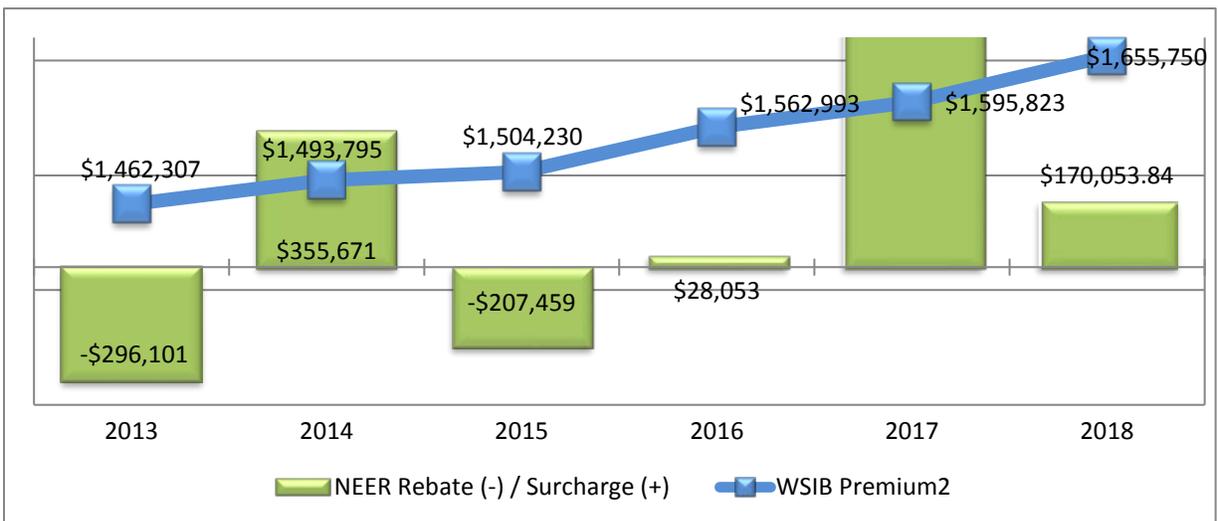
The WSIB premium rate of \$0.36 per hundred dollars of payroll has remained the same since 2011. In 2017 it increased to \$0.37, and 2019 will be reduced to \$0.29 which will save York over \$100,00 in premiums.

The following summarizes the University's WSIB costs as at 31 December 2018:

- WSIB Premium: \$1,655,750.27
- NEER Overall Surcharge for the period of 2013-2017\*: \$1,545,440.70 (\$170,053.84 surcharge paid in December 2018 for 2014 to 2017 period).
- Performance Index: 1.64

*\*Note 2018 costs not finalized until March 2019 NEER, due in June 2019 from WSIB.*

### WSIB Costs 2013-2018



## Board of Governors

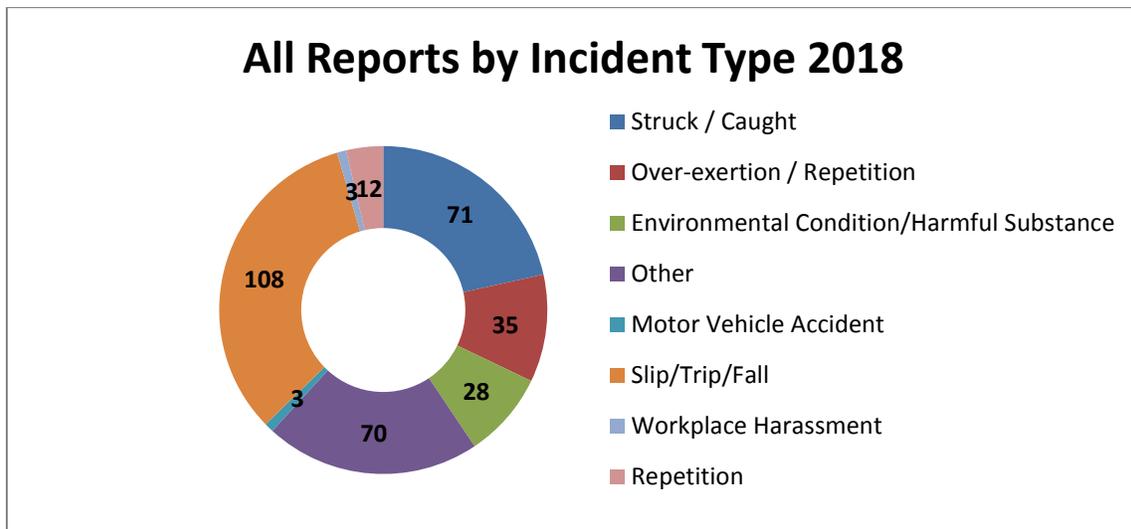
### ***WSIB Performance Index***

The WSIB Performance Index is a comparison between the NEER cost and the WSIB's forecast cost for the rate group. A performance index of less than 1.0 indicates a better-than-average performance and potential rebate, whereas a performance index of greater than 1.0 indicates a potential surcharge. The average performance index, as of December 31, 2018 is 1.64; however, this is subject to change as case management activities continue throughout 2019 for claims from 2015, 2016, 2017 and 2018. The index for 2017 is inflated currently due to open claims continuing to carry forward significant future costs. As these are resolved, and costs reduced for the 2017 claims, the index will reduce. Efforts to further reduce costs will continue through ensuring effective claims management, return to work, maximizing cost recovery through WSIB's Second Injury Enhancement Fund (SIEF) and third-party transfer opportunities whenever possible. In addition, WSIB cost statements are reviewed for errors to effect retroactive cost claim adjustments.

Year	2012	2013	2014	2015	2016	2017	2018
<b>Performance Index</b>	0.75	1.20	1.16	0.85	2.18	2.04	1.64

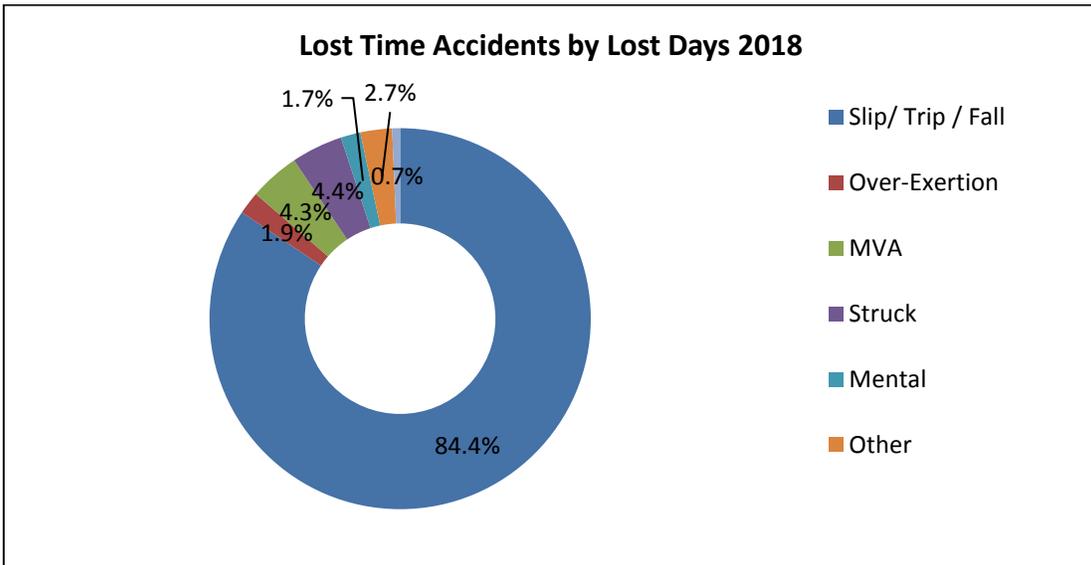
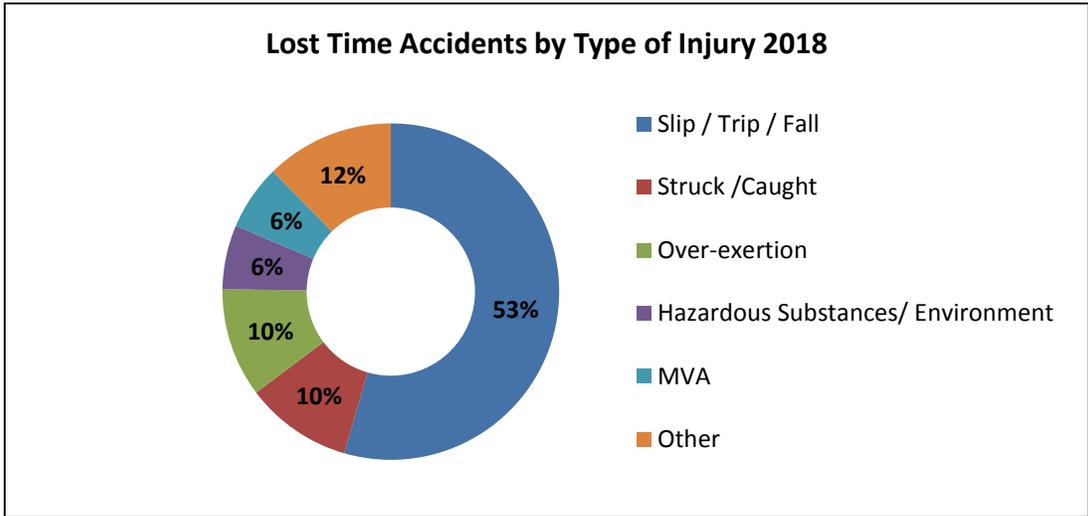
### ***Causes of Workplace Injuries/Illness***

The largest cause of all reported workplace injuries, illnesses and near misses in 2018 was slip, trip, falls, which accounted for 32.7% of all reports. This is followed by struck/caught (21.5%), and over-exertion (11.55%).



**The leading cause of workplace injuries involving lost time in 2018 continues to be slips, trips and falls, accounting for 51% of allowed claims.** The largest cause of lost days due to injury is also slips/trips and falls, accounting for 76% of costs and 84.4% of lost time.

## Board of Governors



### Disability Statistics

Long Term Disability (LTD) claims are adjudicated and managed by Sun Life once approved. HSEWB case-manages short-term absences greater than 10 days, supports medical accommodation requests, assists with transition from Short Term Disability (STD) to LTD, ensures appropriate case management, and are involved in planning for return to work.

#### ***Long-Term Disability (LTD)***

The following is a summary of York University's LTD claims:

- 37 claims approved in 2018; average duration of active LTD claims is 13 months

## Board of Governors

- 89 active LTD cases (as of March 15, 2018), 60 of which are deemed to be permanently disabled
- In 2018, 75% of LTD cases that closed were resolved through return to work

Year	Submitted Claims	Approved Claims	% Resolved Claims - Controllable		
			Return to Work	No Longer Disabled	Change of Definition
2018	42	37	75%	20%	5%
2017	50	20	73%	9%	18%
2016	34	30	55%	36%	9%
2015	39	37	79%	16%	5%
2014	28	25	62%	31%	8%
2013	42	30	76%	14%	10%

### ***Claim Trends***

LTD claim trends for 2018 indicate that mental health is the largest contributor of claims (35%), followed by accidents (16%) and musculoskeletal disorders (14%). These trends are consistent with previous years.

### ***Disability Support Program***

HSEWB continues to develop the Disability Support Program and processes in collaboration and consultation with the various stakeholders. The goal of the program is to decrease the impact of illness and injury to the employee and workplace through the prevention and mitigation of absences and disability. The Disability Support Program will have linkages to wellness and mental health promotion, and attendance support program initiatives including tools and resources, which are essential for its successful implementation.

### **Accommodation in Employment for Persons with Disabilities**

Employers have an obligation to accommodate workers who have a disability, either temporary or permanent. York University is committed to meeting the needs of any faculty or staff member with a disability, requiring a medically supported accommodation, to enable them to perform their work and to fully participate in the workplace. The University applies the principles stated in the *Ontario Human Rights Code* and the *Workplace Safety and Insurance Act*, in the development of accommodation and early and safe return to work programs and strategies.

HSEWB is responsible for the administration and implementation of accommodation guidelines and procedures. HSEWB works collaboratively with faculty, staff, unions, academic administrators and non-academic managers and external insurers, to assist employees with disabilities to remain at work or return to work after recovering from an illness or injury.

## Board of Governors

### 2019 Priorities

Starting in 2017, HSEWB developed a three-year plan in the following three priority areas:

- Enhance prevention-focused health and safety
- Develop disability support program
- Implement psychological health and safety standards
  - This item arose out of the University's Mental Health Strategy. The intention is for the University to have psychological health and safety standards similar to existing physical health and safety standards.
  - Resources for implementation of this priority are still being identified.



# York University Endowment Fund

## **Annual Investment Report Board of Governors - Investment Committee**

For Year Ended December 31, 2018

## York University Endowment Fund

### Annual Investment Report For Year Ended December 31, 2018

The Endowment Fund (the Fund) is a pool of commingled assets held for the endowments in long-term investments. The endowments are permanent gifts and bequests to York University from donors, enhanced where eligible with matching capital provided by University and government programs. Annual distributions are generated by the Fund investments for support of scholarships and academic chairs.

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

The Fund assets are allocated for investment to nine portfolio managers each assigned with distinct mandates. All mandates are actively managed with the exception of one-half of the Canadian bonds which are invested passively to track an index.

#### **The Fund in Review - 2018**

The market value of the Fund as at December 31, 2018 was \$464.2 million, a decrease of \$12.5 million relative to the December 31, 2017 valuation of \$476.7 million. The decrease in 2018 was the net effect from combined inflows, outflows and depreciation. Inflows of \$6.0 million in contributed capital plus income increased the value of the fund while investment expenses (\$2.8 million), fund distributions (\$9.7 million) and a negative return on invested assets (\$6.0 million) decreased the fund's value.

Distributions to support endowment beneficiaries form the greatest part of the withdrawals. Over the past four years, \$62.3 million has been directed specifically to the purposes established by the University's donors.

The Fund one-year rate of return as of December 31, 2018 was -1.25%, compared to the returns of 8.6% and 7.7% for the 1 year periods ending December 31, 2017 and 2016 respectively. The Fund performance for 2018 exceeded the benchmark one-year rate of return of -1.3% by 0.05%.

The Fund four-year rate of return as of December 31, 2018 of 4.94% trailed the annualized benchmark performance, for the same period, of 5.88% by 0.94%.

Major equity markets during 2018 corrected over concerns of central bank rate normalization, culminating in the US Federal Reserve embarking on quantitative tightening and hiking the Federal Funds target rate from 2.25% to 2.50% on December 19, 2019. The global equity market, measured by the MSCI ACWI Index, lost 1.3% in Canadian dollar terms while Canadian equity benchmark (S&P/TSX Composite) declined 8.9%. The US small-mid cap index, represented by the Russel 2500, declined 2.0% during calendar 2018.

Fixed income market returns were muted as the Bank of Canada raised its key benchmark overnight target rate by 25 basis points, in January, July, and October 2018 to bring it to

1.75% versus 1.0% at the beginning of the year. The Canadian yield curve, particularly the yields between 2 and 10 years, has been flattening since 2017. The Canadian 10-2 year treasury yield spread has often been a leading indicator for broad economic growth and the expectations of a possible yield curve inversion into 2019 led forecasters to predict a slowdown –if not outright recession—in 2019.<sup>1</sup> The broad Canadian bond market measured by the FTSE TMX Universe Bond Index returned 1.4% while at the short end, the representative Canadian bond index returned 1.9%.

In 2017, the US dollar depreciated 10% relative to a basket of major currencies but rebounded strongly in 2018 against both developed and emerging market currencies, appreciating against British pound 6.4%, Euro 4.8%, Chinese renminbi 5.7%, and South African rand 16.7%. The rise of USD in 2018 was down to factors such as US fiscal stimulus, economic growth slowdown outside of the US, political crises in Europe and emerging markets, and a rise in trade tensions.

During 2018, the Fund return of -1.25% was driven by its asset allocation (beating the benchmark return of -1.3%). The 0.05% performance over benchmark was a function of outperformance in Global equities versus underperformance in three categories; primarily US Small/Mid cap equity and Canadian equities which comprised 34.22% of total assets, and Global High Yield bonds, which comprised 9.94% of assets.

The passive currency hedging strategy had a negative impact and decreased the value of total fund by 0.5% in 2018. The rate of return was driven by the CAD depreciation of 7.6% vs the USD, with 5.6% of that coming in Q4 2019.

Direct expenses charged to the Fund for investment management, custody, performance measurement and investment consulting services during calendar 2018 were \$2.8 million for a total expense ratio of 0.59%. The 2018 expenses and expense ratio were consistent with levels during the prior year, which were \$2.7 million and 0.58% respectively. The increase was primarily the result of increased fees for investment managers Landmark, Stone Harbor, Foyston Gordon & Payne (FGP), and consultant Aon, which were partially offset by lower fees paid to Pier 21.

The balance of this Report reviews the investments, asset mix and manager allocations. Performance of the Fund to December 31, 2018 is reviewed in absolute, relative and comparative terms. The Investment Committee's activities conducted during calendar 2018 are summarized in the last section.

## **Asset Mix**

The Policy asset mix (Figure 1) effective throughout 2018, summarizes the asset class weights set out in the Statement of Investment Policies and Procedures.

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<sup>1</sup> The spread between the yields on the two- and ten-year Canadian bonds or US Treasury Notes are an important gauge regarding the current “shape” of the yield curve. The yield curve is a graph with plotted points that represent the yields over time on bonds of varying maturities— typically from three months to 30 years.

**Figure 1**

**Policy Asset Mix**

<u>Asset Class</u>	<u>Target Weight</u>	
<b>Equities</b>		
Canadian	15%	
US Small/Mid Cap	20%	
Global	30%	<b>65%</b>
<b>Fixed Income</b>		
Canadian Universe Bonds	10%	
Canadian Short Term Bonds	10%	
Global High Yield Bonds	<u>10%</u>	<b>30%</b>
<b>Real Estate</b>		
Canadian Real Estate	<u>5%</u>	<b>5%</b>

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

The Fund's actual asset mix compared to the Policy target weights effective throughout 2018, including currency overlay, as at December 31, 2018, is shown in Figure 2.

**Figure 2**

**Actual Versus Target Asset Class Weights - December 31, 2018**

<u>Asset Class</u>	<u>Market Value (\$Mil)</u>		<u>Actual Weight</u>		<u>Target Weight</u>		<u>Over/Under</u>	
<b>Equities</b>								
Canadian	\$	67.0	14.4%		15.0%		-0.6%	
US Small/Mid Cap		92.3	19.9%		20.0%		-0.1%	
Global		<u>146.1</u>	<u>31.5%</u>	<b>65.8%</b>	<u>30.0%</u>	<b>65.0%</b>	<u>1.5%</u>	<b>0.8%</b>
<b>Real Assets</b>								
Canadian Real Estate		34.0	<b>34.0</b>	7.3%	<b>7.3%</b>	5.0%	<b>5.0%</b>	2.3% <b>2.3%</b>
<b>Fixed Income</b>								
Canadian Universe Bonds		37.1	8.0%		10.0%		-2.0%	
Canadian Short Term Bonds		36.8	7.9%		10.0%		-2.1%	
Global High Yield Bonds		46.3	10.0%		10.0%		0.0%	
Short-Term Investments		<u>6.0</u>	<u>1.3%</u>	<b>27.2%</b>	<u>0.0%</u>	<b>30.0%</b>	<u>1.3%</u>	<b>-2.8%</b>
<b>Currency Hedge</b>								
		(1.4)	<u>(1.4)</u>	-0.3%	<u>-0.3%</u>	0.0%	<u>0.0%</u>	-0.3% <b>-0.3%</b>
			<u>\$464.2</u>		<u>100.0%</u>		<u>100.0%</u>	

Asset class weights are permitted to vary within a range of +/- 5% of the target weights and are rebalanced periodically back to the target. The allocation in 2018 to Canadian direct real estate is accorded a 5% weight in the composite benchmark which shall be the case until the allocation reaches a meaningful level (10%), a function of manager capital calls.

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

**Figure 3**

**Specialty Mandates and Asset Allocations - December 31, 2017**

<u>Investment Manager</u>	<u>Mandate</u>	<u>Market Value (\$ Mil)</u>	<u>Weight</u>
<b>Equities</b>			
Foyston, Gordon & Payne	Canadian	32.9	7.1%
Mawer	Canadian	34.1	7.3%
Westwood	US Small/Mid Cap	92.3	19.9%
Pier 21 - C Worldwide	Global Equity	73.8	15.9%
TDAM Epoch	Global Equity	72.3	15.6%
<b>Real Assets</b>			
Bentall Kennedy	Canadian Real Estate	28.5	6.1%
Landmark VIII	Global Real Estate	5.5	1.2%
<b>Fixed Income</b>			
TD Asset Management	Canadian Universe Bonds	37.1	8.0%
TD Asset Management	Canadian Short Term Bonds	36.8	7.9%
Stone Harbor	Global High Yield Bonds	46.3	10.0%
TD Asset Management	Short-Term Investments	6.0	1.3%
TD Asset Management	<b>Currency Hedge</b>	(1.4)	-0.3%
		<u>\$ 464.2</u>	<u>100.0%</u>

**Performance Objectives**

The Fund's return objective is quantified in the form of a performance benchmark, which is a weighted composite of specified capital markets indices. Each asset class is assigned a specific index or index-relative target for performance measurement and evaluation. For portfolios of publicly-traded securities, representing 95% of the Fund, each component index is broadly representative of a specified market, and is a transparent and reproducible sample of publicly-traded investable equities or bonds. For assets in privately-held portfolios, specifically Canadian real estate, the target benchmark is based on a premium of 2% above the return generated by the broad fixed income market.

The Canadian real estate benchmark index was introduced in October 2016 coinciding with the allocation to real estate investments and the attainment of the measurable level of 5% of total fund.

The performance benchmark in effect throughout 2018 follows in Figure 4.

**Figure 4**

**Performance Benchmark 2018**

<u>Asset Class</u>	<u>Weight</u>	<u>Index</u>
Canadian Equities	15%	S&P/TSX Composite
Small/Mid Cap US Equities	20%	Russell 2500
Global Equities	30%	MSCI ACWI
Canadian Universe Bonds	10%	FTSE TMX Canada Bond Universe
Canadian Short Term Bonds	10%	FTSE TMX Short Term Bond
Global High Yield Bonds	10%	Citigroup High Yield Market Capped
Canadian Real Estate	5%	Canada Bond Universe + 2%

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

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

### Evaluating Absolute Performance

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

Figure 5 presents the Fund's performance record for 2018 and successive annualized periods out to ten years (2009-2018), providing a snapshot of the longer-term success of the investment program.

**Figure 5**

**Endowment Fund Long-Term Performance**

Annualized Returns for Periods Ended December 31, 2018

	<u>1 Yr</u>	<u>2 Yrs</u>	<u>3 Yrs</u>	<u>4 Yrs</u>	<u>5 Yrs</u>	<u>6 Yrs</u>	<u>7 Yrs</u>	<u>8 Yrs</u>	<u>9 Yrs</u>	<u>10 Yrs</u>
<b>Fund</b>	-1.3%	3.5%	4.9%	4.9%	5.9%	7.7%	8.4%	7.4%	8.0%	9.3%
<b>Benchmark</b>	-1.3%	3.6%	5.5%	5.9%	6.8%	8.6%	9.0%	7.6%	8.2%	9.4%
	0.0%	0.0%	-0.6%	-0.9%	-0.9%	-0.9%	-0.6%	-0.2%	-0.2%	-0.1%

In absolute terms, on a ten-year annualized basis, the 9.3% performance of the Fund has covered the sum of the approximated real spending target of 4.0%, expenses of 0.5%, and inflation of 2.0%.

The Endowment Fund's investment program is fluid and developed in response to shifts in the investment environment, changes in the cash flows and evolving risks affecting various components of the Fund. The Committee has concentrated on revisiting the target asset mix that align with the investment objectives of preserving capital through a range of capital market outcomes and providing annual distributions for inflation-adjusted spending. The target mix will be changed effective

## Measuring Relative Performance

Figure 6 shows annual one-year returns for eleven years, 2008 to 2017, and the four-year annualized return to December 31, 2018 relative to the Policy benchmark approved by the Board that prevailed for each of those past years. Currency strategy was introduced as an integral element of investment strategy in 2010.

Figure 6

Endowment Performance - Annual Returns												
	One-Year Returns as at December 31										Annualized	
	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	Four Years 2015-18
<b>Fund</b>	-1.3%	8.6%	7.7%	5.0%	9.7%	17.3%	12.5%	0.8%	12.8%	21.7%	-19.1%	<b>5.0%</b>
<b>Benchmark</b>	-1.3%	8.7%	9.4%	7.1%	10.6%	18.1%	11.4%	-1.5%	12.9%	20.2%	-18.6%	<b>6.0%</b>
	0.0%	-0.1%	-1.6%	-2.1%	-0.9%	-0.8%	1.1%	2.3%	-0.1%	1.5%	-0.5%	<b>-1.0%</b>

The one-year total rate of return as at December 31, 2018 for the Fund and its benchmark were respectively -1.25% and -1.3%.

Excluding the impact of currency hedging, they were -0.75% and -0.80%. The global high yield bonds portfolio and the global real estate portfolio are hedged 50% of their USD exposure. During this year of the appreciation of the USD to most world currencies including the Canadian dollar, resulted in the hedge decreasing overall results by 0.5%.

In 2018, the Fund was marginally above the funds' benchmark by 0.05%. Strong value-added from C Worldwide Global Equity, and TD Epoch Shareholder Yield Global Equity were offset by weak performance of US equity, Canadian equity and High Yield Bond managers. US small and mid-cap equities managed by Westwood underperformed the Russell 2500 benchmark by 1.15% (-3.05% return vs -1.9% benchmark). Global High Yield Bonds managed by Stone Harbor underperformed the benchmark by 0.96% (5.63% return vs 6.59% benchmark). While the Canadian equity managers collectively underperformed their benchmark by 1.51% (-10.4% return vs -8.89% benchmark). For the US and Canadian equity managers, the combination of value and stock picking styles did not prove to be a safe haven during the market correction during Q3 and Q4 2018.

Over four years to December 31, 2018, the annualized return for the Fund was 4.94% trailing the Policy benchmark four-year annualized return of 5.88% by 94 basis points

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

**Figure 7****Index Returns (CAD)**

	Annual Returns				Annualized
	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>Four Years</u> <u>2015-18</u>
<b>Equity Indices</b>					
S&P/TSX Composite	-8.9%	9.1%	21.1%	-8.3%	<b>2.5%</b>
Russell 2500	-1.9%	9.1%	13.5%	16.5%	<b>9.1%</b>
MSCI ACWI (All Countries)	-1.3%	15.8%	4.1%	18.9%	<b>9.1%</b>
<b>Fixed Income Indices</b>					
FTSE TMX Canada Bond Universe	1.4%	2.5%	1.7%	3.5%	<b>2.3%</b>
FTSE TMX Canada Short Term Bond	1.9%	0.1%	1.0%	2.6%	<b>1.4%</b>
Citigroup High Yield Markets Capped	6.6%	-0.1%	13.5%	13.3%	<b>8.2%</b>

**Review of Comparative Performance**

Aon provides data for comparison in the form of a sample of Balanced Funds. Comparative performance results for one-year and multi-year periods ended December 31, 2018 are presented in Figure 8.

The Balanced Funds group is provided for comparison as constituents are most likely to have common asset mix characteristics with the Endowment Fund. Differences in investment strategy arise from constituent funds' unique purpose, investment objectives and philosophy, size and program resources. These lead to variation in investment holdings and divergences in returns among members constituting the peer group members. In terms of magnitude of divergence from the median, asset mix typically has the highest impact, followed by the currency strategy and active management.

**Figure 8****Balanced Funds - Comparative Analysis as of December 31, 2018**

	Annual Returns (%)				Annualized Returns (%)			
	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2 Yrs</u>	<u>3 Yrs</u>	<u>4 Yrs</u>	<u>10 Yrs</u>
<b>Percentile Rank</b>								
5th (highest)	0.2	11.7	13.6	8.3	5.1	5.8	6.2	9.7
25th	-1.4	10.5	11.1	6.7	3.8	5.3	5.3	8.7
50th (median)	-2.4	8.8	7.8	5.5	2.9	4.5	4.8	8.3
75th	-3.8	7.3	6.6	3.6	2.4	4.0	4.3	7.6
95th (lowest)	-5.2	5.1	4.7	-1.1	1.1	3.3	3.8	7.0
<b>Comparative</b>								
York University	-1.3	8.6	7.7	5.0	3.5	4.9	4.9	9.3
Quartile Rank	Q1	Q3	Q2	Q3	Q2	Q2	Q2	Q1

The statistics presented in Figure 8 exclude outlier returns that fall outside the range between 5th and 95th percentiles.

The Fund's one-year rate of return of -1.3% ranked in the 23<sup>rd</sup> percentile (first quartile) in 2018, improving upon the Fund's third quartile ranking in 2017, and 2015, and second quartile ranking in 2016. The ten-year result had a first quartile standing.

The Fund's bias toward equities and multi-asset class asset mix are characteristic of the asset-liability structure adopted by endowment funds with perpetual investment horizons, a stance that performs well in many, but not all markets. The strategy was reviewed in 2018 with an eye to achieving similar returns at a lower level of risk going forward. A new strategic target asset mix will come into effect in 2019 but implementation will take time due to the nature of allocating capital to new target asset classes.

## Endowments Growth

Over the six years since 2013, the Endowment Fund capital (book value) has expanded by \$16.1 million due to net contributions while market value has grown by \$58.9 million as a result of the contributed capital plus investment income and capital appreciation, net of distributions for endowed spending and investment expenses.

**Figure 9**

### Pooled Endowments - Growth (\$ Millions)

	<u>Market Value</u>	<u>Book Value*</u>	<u>MV-BV Ratio</u>
December 31, 2018	\$ 464.2	276.6	1.68
December 31, 2017	476.7	271.4	1.76
December 31, 2016	438.8	269.2	1.63
December 31, 2015	410.7	253.2	1.62
December 31, 2014	434.1	264.9	1.64
December 31, 2013	405.3	260.5	1.56

\* Donations and Matching Funds

Endowment Fund book value constitutes the historical value of capital received from donors plus the historical value of capital matches from government and University matching programs. The endowment accounting and record keeping for book value and market value of individual endowments is performed on a unitized market valuation system basis, as introduced on May 1, 2014.

The change in the market value of the Fund during calendar 2018, shown in Figure 10, illustrates the effects of cashflows and earnings during the year.

**Figure 10**

**Change in Total Fund Market Value (\$ Millions)**

Market Value, December 31, 2017		\$476.7
<b>Contributions:</b>		
Donations	6.0	
Reinvested Distributions		
<b>Withdrawals:</b>		
Regular Distributions	(9.7)	
Special Distributions	-	
Fund Expenses	(2.8)	
<b>Earnings:</b>		
Investment Income and Market Appreciation	<u>(6.0)</u>	
Net Change		<u>(12.5)</u>
Market Value, December 31, 2018		<u>\$ 464.2</u>

During the last four calendar years, \$62.3 million has been distributed from the Fund to endowment account beneficiaries. The conversion to the unitized market value system for accounts and the smoothed banded inflation methodology for calculating annual distribution has increased the amounts of the annual distribution as seen in Figure 11, from 2015-16 and on. The amount in 2015-16 was larger due to exceptional distribution of \$3.5 million. The new spending model has resulted in a greater share of Fund earnings being made available for key spending toward beneficiary purposes, mainly the support of student scholarships and bursaries, and academic chairs.

**Figure 11**

**Distributions to  
Endowment Beneficiaries**

	Annual Distributions
	\$ Million
<b>2018-19</b>	16.1
<b>2017-18</b>	14.9
<b>2016-17</b>	13.9
<b>2015-16</b>	17.4
Cumulative	<u>\$ 62.3</u>

To track the market value, unit holdings, and historical values of each individual endowment, the University uses the services of an external provider of specialized endowment fund accounting. At the end of 2018 there were 2,129 individual endowed accounts under management.

**Oversight**

The Investment Committee conducts activities in accordance with its terms of reference and the Board-approved Statement of Investment Policies and Procedures (SIP&P). The

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

### **Investment Committee Activity – 2018**

During 2018, activities undertaken by the Investment Committee and administration included:

- Continued allocation to real estate asset class toward a target weight of 10%.
  - Capital calls for Landmark Real Estate Partners continued throughout 2018.
- All the investment managers continued to provide compliance reports confirming that their investments were following their mandates and the SIP&P.
- Adoption of a 2018-19 payout rate of \$4.08 per unit for purpose of monthly accrual of distribution during 2017-18. The payout rate is set by the Committee in advance for accrual in the leading fiscal period and the distribution occurs early in the following fiscal period.
  - The amounts distributed to endowment accounts during 2017, 2016, 2015, and 2014 were respectively \$4.02/unit, \$3.96/unit, \$3.96/unit and \$3.90/unit.
- Sustainable investment program initiatives and developments are ongoing. Administration continued to review the expanding activities to integrate ESG considerations into investment processes. Equity managers were asked to report on implementation of ESG factors in their investment process.
  - A Sustainable Investing Report on the Funds activities was reviewed
- In 2018 an asset liability study to review and align the Fund's asset mix with the University's investment objectives was conducted. The asset mix reflected as of year-end will evolve as a result of the recommendations from the asset liability review.
- Further to the asset liability review, a working group was established during the summer of 2018 to:
  - Explore options for a new equity structure, and equity managers that could provide superior risk adjusted returns for the Fund
  - Consider the addition of new unconstrained fixed income mandates for the Fund
- Two working group sessions covering the eligibility of potential equity managers, the investment beliefs of the York University Endowment, and the appropriateness of an absolute return fixed income strategy resulted in an educational session for the December 4, 2019 Investment Committee meeting that covered the efficacy of a core-satellite equity structure for the Fund, and what an unconstrained fixed income mandate would entail.

### Board and Committee Meeting Dates 2019-2020

<b>SEPTEMBER 2019</b>		
<b>Tuesday September 17</b>	<b>Investment Committee</b> 1048 Kaneff Tower, Keele Campus	12:15 pm – 2:00 pm

<b>SEPTEMBER / OCTOBER 2019</b>		
<b>Monday September 23</b>	<b>Finance and Audit</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	8:30 am – 11:00 am
	<b>Governance and Human Resources</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	11:30 am – 1:30 pm
<b>Monday October 7</b>	<b>Land and Property</b> 1048 Kaneff Tower, Keele Campus	10:00 am – 12:00 pm
	<b>Academic Resources</b> 1048 Kaneff Tower, Keele Campus	12:30 pm – 3:00 pm
	<b>External Relations</b> 1048 Kaneff Tower, Keele Campus	3:30 pm – 5:30 pm
	<b>Executive Dinner</b> TBA	6:00 pm – 8:00 pm
<b>Tuesday October 8</b>	<b>Executive</b> 1048 Kaneff Tower, Keele Campus	9:30 am – 12:30 pm
	<b>Board</b> 5 <sup>th</sup> Floor Kaneff Tower, Keele Campus	1:30 pm – 4:30 pm

<b>NOVEMBER 2019</b>		
<b>Tuesday November 26</b>	<b>Investment</b> 1048 Kaneff Tower, Keele Campus	12:15 pm – 2:00 pm
<b>Monday November 25</b>	<b>Finance and Audit</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	8:30 am – 11:00 am
	<b>Governance and Human Resources</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	11:30 am – 2:00 pm
<b>Monday December 2</b>	<b>Land and Property</b> 1048 Kaneff Tower, Keele Campus	10:00 am – 12:00 pm
	<b>Academic Resources</b> 1048 Kaneff Tower, Keele Campus	12:30 pm – 3:00 pm
	<b>External Relations</b> 1048 Kaneff Tower, Keele Campus	3:30 pm – 5:30 pm
	<b>Executive Dinner</b> Private D/R, ELC, Keele Campus	6:00 pm – 8:00 pm
<b>Tuesday December 3</b>	<b>Executive</b> 1048 Kaneff Tower, Keele Campus	9:30 am – 12:30 pm
	<b>Board</b> 5 <sup>th</sup> Floor Kaneff Tower, Keele Campus	1:30 pm – 4:30 pm
	<b>Holiday Reception</b> TBA	6:00 pm – 9:00 pm

<b>FEBRUARY/MARCH 2020</b>		
<b>Monday February 24</b>	<b>Finance and Audit</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	8:30 am – 11:00 am
	<b>Governance and Human Resources</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	11:30 am – 2:00 pm
<b>Monday March 2</b>	<b>Land and Property</b> 1048 Kaneff Tower, Keele Campus	10:00 am – 12:00 pm
	<b>Academic Resources</b> 1048 Kaneff Tower, Keele Campus	12:30 pm – 3:00 pm
	<b>External Relations</b> 1048 Kaneff Tower, Keele Campus	3:30 pm – 5:30 pm
	<b>Executive Dinner</b> Private D/R, ELC, Keele Campus	6:00 pm – 8:00 pm
<b>Tuesday March 3</b>	<b>Executive</b> 1048 Kaneff Tower, Keele Campus	9:30 am – 12:30 pm
	<b>Board</b> 5 <sup>th</sup> Floor Kaneff Tower, Keele Campus	1:30 pm – 4:30 pm

<b>MARCH 2020</b>		
<b>Tuesday March 24</b>	<b>Investment</b> 1048 Kaneff Tower, Keele Campus	12:15 pm – 2:00 pm

<b>APRIL / MAY 2020</b>		
<b>Monday April 27</b>	<b>Finance and Audit</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	8:30 am – 11:00 am
	<b>Governance and Human Resources</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	11:30 am – 2:00 pm
<b>Monday May 4</b>	<b>Land and Property</b> 1048 Kaneff Tower, Keele Campus	10:00 am – 12:00 pm
	<b>Academic Resources</b> 1048 Kaneff Tower, Keele Campus	12:30 pm – 3:00 pm
	<b>External Relations</b> 1048 Kaneff Tower, Keele Campus	3:30 pm – 5:30 pm
	<b>Executive Dinner</b> Private D/R, ELC, Keele Campus	6:00 pm – 8:00 pm
<b>Tuesday May 5</b>	<b>Executive</b> 1048 Kaneff Tower, Keele Campus	9:30 am – 12:30 pm
	<b>Board</b> 5 <sup>th</sup> Floor Kaneff Tower, Keele Campus	1:30 – 4:30 pm

<b>JUNE 2020</b>		
<b>Tuesday June 9</b>	<b>Investment Committee</b> 1048 Kaneff Tower, Keele Campus	12:15 pm – 2:00 pm

<b>JUNE 2020</b>		
<b>Monday June 22</b>	<b>Land and Property</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	9:00 am – 11:00 pm
	<b>Governance and Human Resources</b> TSE Boardroom, Miles S. Nadal Mgmt Centre, TD Centre, 222 Bay, Ste 500	11:30 am – 2:00 pm
<b>Monday June 29</b>	<b>Finance and Audit</b> 1048 Kaneff Tower, Keele Campus	9:30 am – 12:00 am
	<b>Academic Resources</b> 1048 Kaneff Tower, Keele Campus	12:30 pm – 3:00 pm
	<b>External Relations</b> 1048 Kaneff Tower, Keele Campus	3:30 pm – 5:30 pm
	<b>Executive Dinner</b> Private D/R, ELC, Keele Campus	6:00 pm – 8:00 pm
<b>Tuesday June 30</b>	<b>Executive</b> 1048 Kaneff Tower, Keele Campus	9:30 am – 12:30 pm
	<b>Board</b> 5 <sup>th</sup> Floor Kaneff Tower, Keele Campus	1:30 pm – 4:30 pm
	<b>Hail and Farewell</b> TBA	5:00 pm – 8:00 pm