

Board of Governors Meeting

Tuesday, June 26th, 2018

Via Teleconference

Audio streaming to Room N145 Ross Building

beginning at 2:00 pm

Members of the community are invited to listen to streamed audio of the Open Session of the Board of Governors meeting beginning at 2:00 pm. Room N145 Ross Building has been reserved, seating is limited to 50 persons.

Normal Board Observer rules apply in this room with no audio or visual recordings of the proceedings permitted.



York University Board of Governors Notice of Meeting

Tuesday, June 26, 2018, 1:30 to 4:30 pm
Via Teleconference

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 2:00pm approximately

1. Chair's Items (R. Waugh)
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (R. Waugh) *2:10 pm*
3. President's Items (R. Lenton) *2:15 pm*
 - a. Overview of the Year Past and Year to Come
 - b. Kudos Report..... 1
 - c. Student Representative Roundtable Year-End Report (E. Alloul)
4. Academic Resources (H. Wu) *3:00 pm*
 - a. President's Report on Appointments, Tenure and Promotion (For approval) 9
5. External Relations (J. Lassonde) *3:10 pm*
 - Points of Pride..... 27
 - Campaign and Alumni Engagement Update (J. O'Hagan)..... 28
6. Finance and Audit Committee (W. Hatanaka) *3:15 pm*
 - a. Budget Plan and Financial Statements (Presentation, C. McAulay)
 - Multi-Year Budget Plan for 2018-19 to 2020-21 (For approval)..... 47
 - Financial Statements for the Year Ended April 30, 2018 (For approval) 131
 - b. Capital Project: Y-Space Lease (For approval) 180
 - c. Tuition Fees: Master of Marketing and Master of Supply Chain Management (For approval) 182
7. Governance and Human Resources Committee (D. McFadden) *3:55 pm*

8. Investment Committee (P. Tsaparis for R. Williamson) *4:00 pm*

9. Other Business

10. *In Camera* Session *4:10 pm*

CONSENT AGENDA

11. Minutes of the Meeting of May 1, 2018 184

12. Pension Fund Board of Trustees Appointments 191

13. Banking Resolution 193

INFORMATION ITEMS

14. Report on Recently Completed Cyclical Program Reviews and 18-Month Follow-Up Reports (APPRC-ASCP Joint Sub-Committee on Quality Assurance) 195

PRESIDENT'S KUDOS REPORT

JUNE 2018



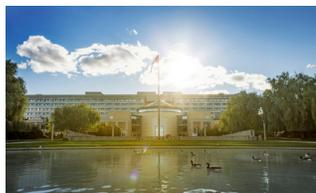
York Regional Council authorized a \$25-million contribution to York University's new [Markham Centre Campus](#), supporting the University's goal of ensuring students have increased access to high-quality, research-intensive education. The University has approved the campus design and build budget, and construction is set to begin this fall, with an expected opening date in fall 2021.



The [2018 President's University-Wide Teaching Award](#) recipients were announced and recognized for their innovative teaching practices, creativity and the commitment they bring to providing the best possible learning experiences for our students:



- Dan Palermo, Lassonde School of Engineering - Full-Time Senior Faculty category
- Ruth Koleszar-Green, Faculty of LA&PS - Full-Time Faculty category
- Bridget Cauthery, AMPD - Contract and Adjunct Faculty category
- Minha Ha, Lassonde School of Engineering - Teaching Assistant category
- Reena Shadaan, Faculty of Environmental Studies - Teaching Assistant category



York has been ranked #388 worldwide and #18 in Canada in the [2018 CWUR World University Rankings](#), the largest academic ranking of global universities, based on research output, alumni employment and other factors.



The School of Continuing Studies has launched a part-time [Certificate in Machine Learning](#) to address the increasing demand for machine learning specialists with the requisite technical skills, as well as an in-depth, real-world understanding of the ethical, social and business implications of their work. Created in collaboration with industry leaders in AI and machine learning, the certificate program will be the first of its kind offered in Canada.



Schulich professor James L. Darroch and co-author Patricia Meredith were awarded the prestigious [Donner Prize](#) for their book *Stumbling Giants: Transforming Canada's Banks for the Information Age*. The award is valued at \$50,000 and is given annually to the best public policy book in Canada.



York's Athletics & Recreation announced an agreement with York Sports & Entertainment to be the home of the new [YORK 9 Football Club](#), which will be the first-ever professional sports team to be based in the York Region.



Faculty of Environmental Studies faculty member [Lisa Myers'](#) artwork has been selected for the national billboard exhibit "Resilience," which will showcase artwork by fifty female First Nations, Inuit and Métis artists from across Canada.



Glendon student [Keesha Nurse](#) received the "Youth" award from Fondation franco-ontarienne in recognition of her outstanding contributions to the development of La Francophonie at Glendon Campus.

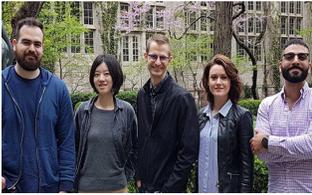


Lassonde professor [Michael Daly](#) has been awarded the 2018 CASI McCurdy Award from the Canadian Aeronautics and Space Institute. The award is presented to a pioneer and leader who has had key impacts on Canada's space robotics and planetary science programs, as well as the field of aeronautics and space research.



The Schulich community celebrated the achievements of four distinguished Schulich graduates at the annual Alumni Recognition Awards:

- Jasper Cheung (MBA '90) received the Outstanding Executive Leadership Award in recognition of his extraordinary achievement, leadership and innovation in a global operation;
- S. Jane Rowe (MBA '82) received the Outstanding Progress and Achievement Award for demonstrating outstanding career potential and achieving early success and recognition in her field;
- M. Marianne Harris (MBA/JD '83) was the recipient of the Outstanding Public Contribution Award in recognition of her dedication to public service as Chair of the Investment Industry Regulatory Organization of Canada;
- Dominic Barton (Hon LLD '12) received the Outstanding Contribution to Schulich Award for promoting the interests of Schulich through partnership, impact and thought leadership.

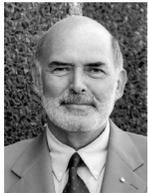


Five [Osgoode students](#) have been selected to participate in an innovative training boot camp in Chicago this month, followed by paid internships this summer, as part of the Institute for the Future of Law Practice. The boot camp is designed to provide the knowledge and skills necessary for 21st-century law practice, which the students will then utilize in paid internships for employers as follows:

- JD/MBA student Omar Alsayyed - Osler, Hoskin & Harcourt LLP
- Professional LLM student Yonida Koukio - Bennett Jones LLP
- JD student Cameron McMaster - Kira Systems Inc.
- JD/MBA student Raffaele Virdo - Blake, Cassels & Graydon LLP
- JD student Fanqi Wang - McCarthy Tétrault LLP



Clinical psychology PhD candidate [Brittany Rosenbloom](#) placed first in a national poster competition held during the 39th Annual Scientific Meeting of the Canadian Pain Society for her research involving chronic pain and opioid use after major pediatric surgery.



Honorary degree recipient and arts advocate [Peter A. Herrndorf](#) (LLD '89) will receive a special Lifetime Artistic Achievement award at the 2018 Governor General's Performing Art Awards.



[Three faculty members](#) have been named 2018 Distinguished Research Professors, a title given to active members of the academy in recognition of their outstanding scholarly achievements in research:

- Professor Nantel Bergeron, Dept. of Mathematics and Statistics, Faculty of Science;
- Professor Bernard Lightman, Dept. of Humanities, Faculty of LA&PS;
- Professor Anne Russon, Dept. of Psychology, Glendon Campus



Three graduate students will be awarded [Governor General's Academic Gold Medals](#) at Spring Convocation, considered the most prestigious award that students in Canadian schools can receive:

- Miranda Di Lorenzo, Psychology
- Tamas Nagypal, Cinema & Media Studies
- Rebecca Hall, Political Science





Ten students received the annual [Robert J. Tiffin Leadership Award](#) in recognition for their achievements in leadership, dedication, integrity and enthusiasm. Their names will be added to the awards display wall in the Vari Hall Rotunda and are as follows:

- Ilia Azari, Faculty of Health
- Antonnia (Kiana) Blake, Faculty of Liberal Arts & Professional Studies
- Cindy Ta, Faculty of Liberal Arts & Professional Studies
- Pierre-André Thériault, Osgoode Hall Law School
- Ramona Satipi, Lassonde School of Engineering
- Sebastien Lalonde, Faculty of Liberal Arts & Professional Studies
- Winnie Yu, Faculty of Health
- Larissa Crawford, Faculty of Liberal Arts & Professional Studies
- Minha Ha, Lassonde School of Engineering
- Kristen Cote, Lassonde School of Engineering



Two former [York Lions](#) men's soccer players were both selected to Team of the Week in May. Mark-Anthony Kaye and Ryan Telfer, who have each become regular starters in Major League Soccer, were honoured as members of the Toronto and Los Angeles Football Clubs, respectively.



Lassonde's Bergeron Entrepreneurs in Science and Technology (BEST) Lab has received funding from the Ontario Government to develop an [Innovation-Enabled Workforce for Ontario](#). The project brings together an interdisciplinary team of experts in both workplace innovation and education program design, and will be led by Lassonde professor and BEST Lab Director Andrew Maxwell.



The Osgoode community celebrated the achievements of its graduates at the [2018 Dean's Alumni Reception](#). This year's honorees included:

- Alan Young '81
- Victoria Creighton '08
- Lisa Fineberg '10
- Marlon Hylton '09
- Paul J. J. Cavalluzzo '70
- Geoffrey Belsher '91
- Susan Lang '74.



Biology professor [Laurence Packer](#) was elected a fellow of the Royal Entomological Society for his scholarship on bee systematics and his efforts in increasing the taxonomic breadth of the bee collection at York.



Lions football receiver [Colton Hunchak](#) (pictured far left) was named the West Team's most valuable player at the 2018 U SPORTS Valero East-West Bowl, an all-star game which showcases the top U Sports football prospects in the country.



School of the Arts, Performance, Media & Design alumnus and producer [Noah Bingham](#), along with director Lena MacDonald, won the Corus-Hot Docs Forum Pitch Prize for their upcoming collaboration *Betrayal*. The award consists of a \$10,000 cash prize and is voted on by international buyers in attendance at the annual Hot Docs Forum.



Education professor [Mario DiPaolantonio](#) has been selected for a highly competitive visiting professorship at Soka University in Tokyo, Japan.



Lions wrestler [Alexandria Town](#) won the bronze medal in the 57kg weight class at the senior Pan American Championships in Lima, Peru. She is the most decorated women's wrestler in York program history and was also honoured with a Lions Legacy Award at the end of her final season.



School of the Arts, Media, Performance & Design alumnus [Matthew Shoychet](#)'s documentary *The Accountant of Auschwitz* won 2nd Place in Audience Favourites at the Hot Docs Canadian International Documentary Film Festival.



Biology PhD candidate [Thomas Onuferko](#)'s discovery of fifteen new species of cuckoo bees has been featured in a high-profile article from the *BBC*.



[Three Osgoode alumni](#) have been named recipients of the 2018 Law Society Medals, one of the highest honours bestowed by the Ontario bar, in recognition of their commitment to serving society and the legal professions. The recipients are:

- Gilles LeVasseur - LLM '05
- Professor Carissima Mathen - LLB '92
- Walter Martin Traub - BA '68, LLM '71, JD '71



Three students have been named recipients of the 2018 [Outstanding Graduating Anthropology Student Awards](#) from the Canadian Anthropological Society. The recipients are:

- Ana Speranza (not pictured) - BA candidate
- Janita Van Dyk - MA candidate
- Wangui Kimari - PhD candidate



[Karen Bridget Murray](#), associate professor in the Department of Politics, has been nominated for the 2018 John McMenemy Prize from the Canadian Association of Political Science for her article "The Violence Within: Canadian Modern Statehood and the Pan-territorial Residential School System Ideal."



Environmental Studies alumnus and urban planner [Darnel Harris](#) (MES '15) designed an award-winning bicycle- and pedestrian-friendly green space that seeks to advance mobility and sustainability in Toronto. The proposal, called the Mobility Greenway, has already won a Green Talents award from the German Federal Ministry of Education and Research for its balance of urban living, sustainability and transportation needs.



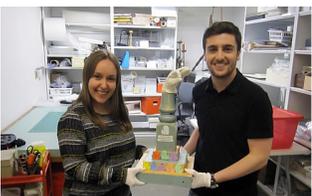
York's Campus Services & Business Operations (CSBO) [Grounds Crew](#) has launched a pilot initiative to replace equipment powered by gas and diesel fuel with electrically powered alternatives. The effort will improve air quality, reduce noise pollution, and benefit the health of York employees, as well as help the University reduce its greenhouse gas emissions at both the Keele and Glendon Campuses.



Faculty of Liberal Arts and Professional Studies professor [Caroline Hossein](#) (pictured far right) received an Honourable Mention for her book *Politicized Microfinance: Money, power and violence in the Black Americas* at the 2018 Congress of the Humanities and Social Sciences.



The Schulich School of Business's new [Rob and Cheryl McEwen Graduate Study & Research Building](#) was featured in *Awards Magazine* and cited as one of the "most environmentally sustainable and socially responsible academic buildings in Canada."



The Department of History has launched a new cross-disciplinary undergraduate [Certificate in Public History](#) in collaboration with Glendon History and the School of the Arts, Media, Performance & Design.



Professors Roger Keil and Patricia Wood are part of a team, including 6 universities and 7 colleges, that will receive a new Social Sciences and Humanities Research Council grant for the [StudentMoveTO](#) initiative to look at transportation options for postsecondary students in the GTHA.



Schulich School of Business PhD candidate [Tony Jaehyun Choi](#) won the Best Student Paper on Corporate Social Responsibility (CSR) Award at the Administrative Sciences Association of Canada 2018 Conference.



Post Doc [Larissa Vingilis-Jaremko](#) is a recipient of one of the American Society for Cell Biology's (ASCB) new Public Engagement Grants, which looks to support those engaging their local communities in the process of science and increasing public scientific literacy. Vingilis-Jaremko will direct her prize to the Canadian Association for Girls In Science (CAGIS), a volunteer-run science club for girls aged 7-16 that she founded.



Faculty of Liberal Arts and Professional Studies student [Michelle Cobblah](#) is the 2018 [Muldoon-Mosaic Bursary](#) winner. The Bursary is awarded annually to a first-year undergraduate social sciences student enrolled full-time in school.



Antonnia (Kiana) Blake is the recipient of the 2018 [Murray G. Ross Award](#), which is presented annually to a graduating student for scholarship and outstanding participation in undergraduate student life.



Faculty of Liberal Arts and Professional Studies alumnus [Taki Sarantakis](#) (BA '92, MA '93) has been named the next President of the Canada School of Public Service. Sarantakis currently serves as Associate Secretary of the Treasury Board of Canada Secretariat and as Deputy Minister University Champion for York University, where he works to advance connectedness between public service, universities and communities.



Osgoode alumna [Tracey Nieckarz](#) (LLB '93) has been appointed a judge of the Superior Court of Justice in Thunder Bay.



York's Athletics & Recreation announced that [Raymond Rudder](#) has been selected as the full-time head coach of the Lions track and field and cross country programs after a national search.

Board of Governors

Memorandum

To: Board of Governors

From: Henry Wu, Chair, Academic Resources Committee

Date: 24 June 2018

Subject: June 2018 Report on Appointments, Tenure and Promotion

Motion and Rationale:

The Academic Resources Committee recommends that the Board approve the President's June 2018 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 tables identifies the nature of the funding, which can take the form of regular replacements funded by Faculties or the York University Libraries, appointments in new areas that are Faculty-funded, institutionally supported strategic hires, or endowed chairs and professorships.

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

Recommendations for Tenure and Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Heffernan, J (F)	Science	Mathematics and Statistics	PhD (Western)	Modelling infectious disease
Kuznetsov, A (M)	Science	Mathematics and Statistics	PhD (Toronto)	Stochastic processes, probability theory

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Boisselle, A (F)	Osgoode Hall Law School		PhD (Victoria)	Indigenous law, constitutional law, legal anthropology, post-colonial Legal Theory
Chen, J (F)	Science	Chemistry	PhD (Toronto)	Photnoics, sensor technologies
Daum Shanks, S (F)	Osgoode Hall Law School		PhD (Western)	Indigenous governance, indigenous peoples and Canadian law, law and economics, legal history
El Morr, C (M)	Health	Health Policy & Management	PhD (Compiègne)	Biomedical engineering
Mialet, H (F)	Science	Science and Technology Studies	PhD (Paris)	Contemporary technology

Recommendations for Tenure and Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Smith, J (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (McGill)	
Popovic, C (F)	Education		EdD (Birmingham)	

Recommendations for Tenure at the rank of Assistant Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Podhorsky, A (F)	Liberal Arts and Professional Studies	Economics	PhD (Princeton)	International trade, environmental economics, applied microeconomics

Table 1 Recommendations for Appointment – Full-Time Faculty Members¹ (since meeting of October 2, 2017)

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Funding
Arts, Media, Performance and Design						
Becker, Manfred	M	Cinema and Media Arts	Assistant Professor, PC1	M.A., Interdisciplinary Studies (York, 2011)	Mr Becker has extensive professional experience including participation in the Academic of Canadian Cinema and Television, The HotDocs Film Festival, and a number artistic output including Director/Writer and Editor/Writer, etc. Mr Becker has been a course director at York since 2005 and between 2011 and 2016 he taught at Seneca College in their Documentary Diploma Program, at Humber College in their School of Media Studies, and at Ryerson University in their Image Arts Program and their Documentary Media Graduate Program.	Faculty Funded
EDUCATION						
Delgado Vintimilla, Cristina	F	Early Childhood Education	Assistant Professor, PC1	PhD, Education (UBC, 2012)	Dr Delgado Vintimilla comes to us from Capilano University where she has been an instructor since 2005 and has held a leadership role in the development of the Capilano University Children's Centre. Dr Delgado Vintimilla is deeply immersed in the world of early childhood education, but also brings an interdisciplinary focus to this through exploring the intersection among early childhood, the environmental humanities, Indigenous knowledges, and contemporary critical theory.	Faculty Funded
GLENDON						
Challal, Samia	F	Mathematics	Assistant Lecturer, PC1	PhD, Mathematics (Metz, 1994)	This appointment is made to the alternate stream. Dr Challal has held course directorships and a contractually limited appointment at Glendon College since 2010. She has also held a course directorship in the Health Science College in Saudi Arabia for one year and was a visiting researcher at the Fields Institute in Toronto from 2008 to 2010.	Faculty Funded

¹ All appointments effective July 1, 2018 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.

APPENDIX B

Chapdelaine-Feliciati, Clara	F	International Studies	Assistant Professor, PC1	PhD, International Law (Oxford University, 2016)	Dr Chapdelaine-Feliciati comes to us from the University of Toronto where she has been a Sessional Lecturer in the Faculty of Arts & Sciences this past year. She previously held a limited term assistant professor position at the Ted Rogers School of Management at Ryerson University. Dr Chapdelaine-Feliciati's areas of interest are International Law, International Organizations, Human Rights Law, International Criminal Law, etc.	Faculty Funded
Laxer, Emily	F	Sociology	Assistant Professor, PC1	PhD, Sociology (Toronto, 2015)	Dr Laxer is currently completing a two-year postdoctoral fellowship in the Department of Sociology at the University of Michigan. She has taught undergraduate courses in the Department of Sociology at the University of Toronto. Dr Laxer's primary areas of interest are immigration, race and ethnicity, gender, political sociology, comparative politics, citizenship and nationalism.	Faculty Funded
HEALTH						
Adam, Simon	M	Nursing, Primary Health	Assistant Professor, PC1	PhD, Adult Education and Community Development (Toronto, 2017)	Dr Adam is currently a postdoctoral fellow in the School of Nursing at Trent University. He is a registered nurse with the College of Nurses of Ontario and has 11 years of clinical experience. Dr Adam has been a lecturer at the Trent School of Nursing for the past several years. His research takes a community-based approach to understanding mental health and mental illness.	Faculty Funded
Appel, Lora	F	Health Policy & Management, Informatics & Analytics	Assistant Professor, PC1	PhD, Communication and Information Science (Rutgers, 2015)	Dr Appel holds a postdoctoral visitor appointment in the School of Health Policy & Management in the Faculty of Health and has held the position of Project Lead at Open Lab at the University Health Network since 2012. Dr Appel is involved in exploring the use of virtual reality and informatics technology in healthcare. Her research focuses on the interplay among health organizations, human, cultural, and organizational factors and information communication technology.	Faculty Funded
Cheng, Arthur	M	Kinesiology, Muscle	Assistant Professor, PC1	PhD, Kinesiology (Western Ontario,	Dr Cheng comes to us from Korolinska Institutet where he is employed as a researcher under the leadership of world renowned physiologist Dr	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.

APPENDIX B

		Physiology		2010)	Hakan Westerblad. He also completed a postdoctoral fellowship at the Karolinska Institutet. Dr Cheng's research is in the area of applied muscle physiology that scales from single muscle fibre to whole body physiological assessments of muscle contractile function.	
Freud, Erez	M	Psychology, Visual Neuroscience	Assistant Professor, PC1	PhD, Psychology (Ben-Gurion, 2015)	Dr Freud is currently completing a two-year postdoctoral fellow in the Department of Psychology and Center for the Neural Basis of Cognition, Carnegie Mellon University. Dr Freud will be a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr Freud's research focuses on two major questions in cognitive neuroscience: what are the cognitive and neural mechanisms that support different visual functions and what is the developmental trajectory of different visual functions?	Specially Funded
Jeurgensen, Linda	F	Nursing, Primary Health Care & Systems	*Lecturer/ Assistant Professor, PC1	PhD, Nursing (Ottawa, 2018)	Ms Jeurgensen is expected to complete her doctorate in summer 2018 from the University of Ottawa. Ms Jeurgensen has 15+ years of experience as a Registered Nurse in the areas of health promotion and infectious diseases prevention. Her areas of research are in critical theory, public health and HIV care.	Faculty Funded
Josse, Andrea	F	Kinesiology, Nutritional Interventions	Assistant Professor, PC3	PhD, Kinesiology (McMaster, 2011)	Dr Josse comes to us from her position as an Assistant Professor in the Department of Kinesiology at Brock University. She is also an Affiliate Scientist with the Li Ka Shing Knowledge Institute at St. Michael's Hospital. Dr Josse's research focus is on nutritional and physical activity interventions for health promotion and lifestyle modifications in obesity.	Faculty Funded
Premji, Shahirose	F	Nursing	Full Professor, Tenured	PhD, Clinical Health Sciences (McMaster, 2000)	Dr Premji will hold the position of Director of the School of Nursing for a five-year term, renewable upon mutual agreement. She comes to us from the School of Nursing at the University of Calgary where she has been a faculty member since 2002. She also completed a postdoctoral fellowship in the Department of Pediatrics/Faculty of Nursing at the University of Calgary in 2001. Dr Premji is a registered nurse in the	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.

					Province of Alberta and was previously been licensed to practice in Ontario. She has received the Jeanne Mance Award in 2016. Dr Premji has an impressive record of research, scholarship and mentorship. Her research program investigates psychosocial, cultural, and environmental factors as both risk factors and target of intervention to prevent preterm birth.	
Rodney, Ruth	F	Nursing, Global Context of Nursing	Assistant Professor, PC1	PhD, Nursing (Toronto, 2017)	Dr Rodney has 14 years of professional clinical nursing experience including the past 10 years as an emergency department nurse, one year as an infectious disease specialist, and multiple international placements in the U.S., Bolivia, Guyana, Kenya and Cuba. She is a Team Leader at the Women's Health Survey in Guyana focusing on violence against women and a research team member with PREVnet (Promoting Relationships and Eliminating Violence Network). Dr Rodney's areas of expertise are health promotion, violence prevention, and gender issues.	Faculty Funded
Roudier, Emilie	F	Kinesiology, Chronic Diseases	Assistant Professor, PC1	PhD, Biology and Biomedical Sciences (Université Joseph Fourier, 2002)	Dr Roudier is currently a contractually limited appointment in the School of Kinesiology and Health Science at York. She teaches in both the undergraduate and graduate levels in Global Health and Kinesiology and Health Science programs. She has completed postdoctoral trainings at the prestigious Karolinska Institute in Sweden and at Montreal. Her research expertise is in the study of determinants of chronic diseases both from a global health perspective and with an in-depth cellular, molecular, and integrative physiological approach.	Faculty Funded
Liberal Arts and Professional Studies						
Boyd, Kendra	F	History, US History	Assistant Professor, PC1	PhD, History (Rutgers, 2017)	Dr Boyd has held a postdoctoral research associate position at Rutgers University since 2017. She is a scholar of black entrepreneurship, racial capitalism, migration, and urban history. Dr Boyd has a strong track record of funding and awards and a good publication record for her stage of career.	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.

APPENDIX B

Chowdan, James	M	Human Resource Management	Assistant Professor, PC1	PhD, Management of Organizational Behaviour (McMaster, 2013)	Dr Chowdan comes to us from his position as Regional Manager in the Microdata Access Division at Statistics Canada. He has also held an Adjunct Assistant Professor position at DeGroot School of Business, McMaster University since 2013. Dr Chowdan's research focuses on human capital under three main themes: strategic macro human resources management, micro human resources management and workers' health outcomes.	Faculty Funded
Dao, Nga	F	Social Science, Business & Society and International Development Studies	Assistant Professor, PC1	PhD, Geography (York, 2012)	Dr Dao also holds two Masters degrees – MSc in Financial Economics, Cornell University (1996) and an MA in International Agriculture, Cornell University (2002). She is currently Founder and Director at the Center for Water Resources Conservation and Development in Vietnam. Since 2012, she has been course director for five distinct courses in the Department of Social Science at York. Dr Dao's current research uses a political economy framework and feminist approach to examine how corporate agriculture has affected river food systems and agro-ecosystems in the Mekong delta.	Faculty Funded
Djogbenou, Antoine	M	Economics, Financial	Assistant Professor, PC1	PhD, Economics (Montreal, 2016)	Dr Djogbenou has taught undergraduate courses and graduate level courses at both the University of Montreal and Queen's University. His research interests are at the intersection of financial economics and applied econometrics.	Faculty Funded
Ebrahim, Sepideh	F	Administrative Studies, Management Information Systems	*Lecturer/ Assistant Professor, PC1	PhD, Business Administration (McMaster, 2018)	Ms Ebrahim is expected to successfully complete her doctorate in Summer 2018. Her main research interests falls within the area of effective use of data analytics. She has a strong research profile with a clear vision of how her research will evolve over the next 5-10 years. Dr Ebrahim has taught a variety of MIS courses relevant to the area.	Faculty Funded
Fleming, Jason	M	Administrative Studies, Taxation	Assistant Lecturer, PC1	MA, Accounting (Waterloo, 1999)	This appointment is made to the alternate stream. Mr Fleming is a CPA (2012) and CA (2000). From 1999-2003, he was Tax Manager at Ernst & Young LLP. He provided CPA/CA professional exam consulting services for 15 years. Mr Fleming has been teaching at York since 2003 and an expert qualified to teach tax and across the accounting	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.

APPENDIX B

					curriculum.	
Fresco, Estee	F	Communication Studies	Assistant Professor, PC1	PhD, Media Studies (Western, 2015)	Dr Fresco is currently a contractually limited appointment in the Department of Communication Studies at York. She has also taught at Western and Ryerson universities. Dr Fresco's research looks at international sporting events as venues for the fusion of nationalism and consumption with an emphasis on events held in Canada between 1976 and 2010.	Faculty Funded
Hepburn, Shamette	F	Social Work	Assistant Professor, PC1	PhD, Social Justice Education (OISE/Toronto, 2018)	Since 2012, Dr Hepburn has held the position of Gerontological Social Worker/Supervisor at VHA Rehab Solutions. She has taught undergraduate and graduate courses in the School of Social Work at York for the past few years. Dr Hepburn's research focus is on transnational aging.	Faculty Funded
Kennedy, Eric	M	Administrative Studies, Disaster and Emergency Management	Assistant Professor, PC1	PhD, Human & Social Dimensions of Science & Technology (Arizona State, 2018)	Dr Kennedy recently successfully completed his PhD from Arizona State University. He has taught numerous undergraduate and graduate courses with very good teaching evaluations. Dr Kennedy's research brings together science policy, environmental management, and institutional analysis to address the management of and response to natural hazards.	Faculty Funded
Lande, Kevin (1-Jul-19)	M	Philosophy, Perception	Assistant Professor, PC1	PhD, Philosophy (California, 2018)	Dr Lande successfully defended his PhD in March 2018 from the University of California at Los Angeles. Dr Lande will be a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr Lande's research program demonstrates deep contact with vision science and he will contribute to the Cognitive Science Program, the Department of Philosophy, to the Faculty and beyond.	Specially Funded
Laurin-Lamothe, Audrey (1-Jul-19)	F	Social Science, Business & Society	Assistant Professor, PC1	PhD, Sociology (Québec, 2017)	Dr Laurin-Lamothe is currently a postdoctoral researcher in the Department of Social Sciences at the Université du Québec À Montréal. She is a sociologist with broad interests in economics and financialization.	Faculty Funded
Nielsen, Emilia	F	Social Science, Health & Society	Assistant Professor, PC1	PhD, Gender, Race, Sexuality and Social	Dr Nielsen comes to us from her position as Visiting Scholar at the Canadian Literature Centre at the University of Alberta. Previously she	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.

APPENDIX B

				Justice (UBC, 2013)	completed a two-year Instructorship in Women's and Gender Studies at the University of Alberta. Situated in the field of feminist cultural studies of health, medicine and disability, Dr Nielsen uses poetic expressions as ways of understanding different types of illnesses, including chronic illnesses and breast cancer.	
Olawoye, Salewa Yinka	F	Social Science, Business & Society	Assistant Professor, PC1	PhD, Economics (Kansas City, 2016)	Dr Olawoye currently holds a limited term faculty position in the Department of Economics at Ryerson University. Dr Olawoye is a trained heterodox economist with expertise in global South economies, natural resource stewardship and the potential for positive environmental outcomes from resource-based economies.	Faculty Funded
Pitt, Kendra-Ann	F	Social Work	Assistant Professor, PC1	PhD, Social Justice Education & Women and Gender Studies (OISE/Toronto, 2017)	Dr Pitt is currently a postdoctoral fellow at the Dalla Lana School of Public Health, University of Toronto. From 2003 to 2008, she held the position of Domestic Violence Coordinator at Sure Start Hounslow in Middlesex, U.K. Dr Pitt has taught a variety of courses at Ryerson and the University of Toronto. Her research and teaching interests engage the overlaps of critical social work, critical race, transnational feminist, critical disability and mad studies.	Faculty Funded
Prince, Enamul	M	Information Technology, Applied Big Data	Assistant Professor, PC1	PhD, Computer Science (UBC, 2017)	Dr Prince is currently a postdoctoral fellow at Stanford University. He has taught at the University of British Columbia, Memorial University and Chittagong University of Engineering and Technology. Dr Prince's research interest lies in the intersection among data visualization and analytics, human-computer interaction, and natural language processing.	Faculty Funded
Roburn, Shirley	F	Communication Studies, Critical Race, New Media Technology, and Policy	Assistant Professor, PC1	PhD, Communication Studies (Concordia, 2015)	Dr Roburn is currently a Visiting Scholar in the Department of Art History and Communication Studies at McGill University where she also held a two-year postdoctoral fellowship. Dr Roburn's interdisciplinary research addresses questions of translocal digital citizenship, civic engagement, cross-cultural coalition building within social movements, and environmental protest in a digital age.	Faculty Funded
Rotz, Sarah (1-Jul-19)	F	Social Science, Interdisciplinary Social Science	Assistant Professor, PC1	PhD, Geography (Guelph, 2017)	Dr Rotz is currently a postdoctoral fellow at Guelph's Arrell Food Institute and she has recently held the position of Research Associate, Conservation as Reconciliation Major Research Project at Guelph. Dr	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.

APPENDIX B

					Rotz's research and teaching interests include critical Indigenous studies, critical mixed methodologies, and political ecologies of land/food systems	
Scott, Sonya	F	Social Science, Business & Society	Assistant Professor, PC1	PhD, Social and Political Thought (York, 2008)	Dr Scott currently holds a contractually limited appointment in the Department of Social Science at York. She has taught courses at Wilfred Laurier, Humber College, Guelph-Humber and York. Dr Scott's primary areas of research include the history of economic thought, feminist political economy and heterodox political economy.	Faculty Funded
Sharpe, Christina	F	Humanities, Black Diaspora Studies	Full Professor, Tenured	PhD, English Language and Literature (Cornell, 1999)	Dr Sharpe comes to us from Tufts University where she has been a faculty member since 1999 in the Department of English with cross-appointments to Africana Studies and Women's, Gender, and Sexuality Studies. Dr Sharpe's teaching and research interests are interdisciplinary and collaborative: Black Studies, African American and African Diasporic literatures, visual arts, and theory; Black cultural studies; queer theory; and Black feminist theory.	Faculty Funded
Sriskandarajah, Anuppiriya	F	Humanities, Children's, Childhood and Youth Studies	Assistant Professor, PC1	PhD, Sociology (Windsor, 2017)	Dr Sriskandarajah currently holds a limited term position at the Pauline Jewett Institute of Women's and Gender Studies, Carleton University where she teaches both undergraduate and graduate courses. Her research interests include youth activism, transnational social fields, spatiality, and belonging.	Faculty Funded
LASSONDE						
Cheung, Gene	M	EECS, Communications & Controls	Associate Professor, Tenured	PhD, Electrical Engineering (California, 2000)	Dr Cheung will be a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr Cheung comes to us from the National Institute for Informatics in Japan where he has been an Associate Professor since 2012. His research interests are in 3D image processing and graph signal processing.	Specially Funded
Cooper, Thomas	M	Mechanical Engineering, Energy Systems	Assistant Professor, PC1	PhD, Mechanical Engineering (ETH Zurich, 2014)	Dr Cooper comes to us from his position as Lecturer and postdoctoral associate in Mechanical Engineering at Massachusetts Institute of Technology. His research interest is in the critical rethinking of transport processes in energy systems, specifically, ultra-low-cost solar collectors, transparent thermal insulators, and liquid fuels from thin air.	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.

APPENDIX B

Karimpour, Shooka (1-Jul-19)	F	Civil Engineering, Water Resources Engineering	Assistant Professor, PC1	PhD, Civil Engineering (McGill, 2015)	Dr Karimpour has held back-to-back postdoctoral fellowships at McGill University and Université du Québec À Montréal. He has over a decade of international industrial experience in the areas of Hydro-technical Engineering and Water Resources Management. Dr Karimpour's research currently focuses on the impact of water use in the energy industry.	Faculty Funded
Mondal, Pulin	M	Civil Engineering,	Assistant Lecturer, PC1	PhD, Civil Engineering (Toronto, 2012)	This appointment is made to the alternate stream. Dr Mondal is currently working as a Research Associate at the Groundwater Research Lab in the Department of Civil Engineering, University of Toronto. He has taught at the University of Toronto, Windsor and two universities in Bangladesh. Dr Mondal has substantial experience in teaching civil engineering courses (both theory and lab), managing research labs and projects, working at industry pilot facilities, conducting research in hydrogeology, groundwater contamination and wastewater treatment.	Faculty Funded
Sachlos, Terry	M	Mechanical Engineering	Assistant Professor, PC1	PhD, Materials (Oxford, 2004)	Dr Sachlos currently holds a contractually limited appointment in the Department of Mechanical Engineering at York and is an Associate Director – Bergeron Entrepreneurs in Science and Technology (BEST). He has made substantial contributions including to the BEST initiative, first year teaching of Renaissance Engineering, chairing the Engineering Common Core Task Force, serving as first-year coordinator, and spearheading the recent FIRST Robotics Canada competition at York.	Faculty Funded
Tabassum, Hina	F	EECS, Electrical Engineering	Assistant Professor, PC1	PhD, Electrical Engineering (Abdullah University, 2013)	Dr Tabassum comes to us from her position as Postdoctoral Research Associate in the Electrical and Computer Engineering Department at the University of Manitoba. She has taught several engineering courses and served as a Lecturer and Lab Instructor for two years at NED University of Engineering and Technology, Pakistan. Dr Tabassum's research areas include massive MIMO networks, full-duplex networks, wireless backhaul networks, energy recycling and harvesting networks, etc.	Faculty Funded
Wang, Ping	F	EECS, Electrical	Associate	PhD, Electrical and	Dr Wang comes to us from her position as Associate Professor in the	Faculty

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.

APPENDIX B

		Engineering	Professor, Tenured	Computer Engineering (Waterloo, 2008)	School of Computer Science and Engineering at Nanyang Technological University in Singapore. She previously held the position of Telecommunications Engineer with China Telecom Guangzhou branch in China. Dr Wang is an exceptional researcher working in wireless communication networks.	Funded
OSGOODE						
Faraday, Fay	F	Economics and Social Justice	Assistant Professor, PC2	LLB (Osgoode, York, 1993)	Professor Faraday has been a Visiting Professor at Osgoode Hall Law School since 2010 and the Packer Visiting Chair in Social Justice in the Department of Political Science at York since 2014. Professor Faraday has practiced law since 1996 at Cavalluzzo Hayes Shilton McIntyre & Cornish LLP and Faraday Law with a focus on labour, human rights and constitutional law, pay equity, administrative law and public law.	Faculty Funded
Parachin, Adam	M	Business Law	Associate Professor, Tenured	LLM (Toronto, 2004)	Professor Parachin comes to us from the Faculty of Law at Western University where he has been a faculty member since 2004. Prior to joining Western, he articulated and practiced law for two years with Fasken Martineau LLP, focusing on estates, trusts and charities law.	Faculty Funded
Smith, Adrian	M	Economics and Social Justice	Associate Professor, Tenured	Doctor of Civil Law (McGill, 2011)	Professor Smith comes to us from the Department of Law and Legal Studies at Carleton University where he has been a faculty member since 2011. Prior to joining Carleton, he articulated with Fasken Martineau DuMoulin LLP, worked as a Litigation Associate with Lerner LLP in Toronto and Montreal, and served as a Lead Researcher with the Law Commission of Ontario.	Faculty Funded
White, Emily Kidd	F	Public Law	Assistant Professor, PC1	JSD. (New York, 2017)	Since graduating, Dr White has been a postdoctoral fellow at Osgoode and an instructor of Jurisprudence. Prior to her graduate work at New York University she practiced law with McMillan LLP. Dr White's research interests span the subjects of public law, constitutional law, political and legal theory, legal reasoning, human rights, etc.	Faculty Funded
SCHULICH						

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.

APPENDIX B

Philipps, Robert	M	Strategic Management/ Policy	Full Professor, Tenured	PhD, Business Administration (Virginia, 1997)	Dr Philipps is currently a Professor of Business and holder of the David Meade White, Jr. Chair in Business at the Robins School of Business, University of Virginia. He will be the holder of the George R. Gardiner Professorship in Business Ethics at York. Dr Philipps' work has an impressive breadth, spanning from strategic management, theory of the firm to more specific business ethics topic, most notably pragmatist philosophy.	Specially Funded
Shao, Ruodan	F	Organization Studies, Meso Organizational Behaviour	Associate Professor, Tenured	PhD, Organizational Behaviour and Human Resources (UBC, 2010)	Dr Shao is currently an Associate Professor and Norman Frohlich Fellow in Management in the Department of Business Administration at Asper School of Business, University of Manitoba. Dr Shao's research interests focus on corporate social responsibility; business ethics/ethical decision-making; organizational justice; cross-cultural management; and, strategic human resources management.	Faculty Funded
Voronov, Maxim	M	Organization Studies, Organizational Theory	Full Professor, Tenured	PhD, Social-Organizational Psychology (Columbia, 2006)	Dr Voronov comes to us from his position as Full Professor of Management at Goodman School of Business, Brock University. During his academic career, he has taught a variety of courses at the undergraduate and graduate levels and has made significant contributions to scholarship, teaching and service. Dr Voronov's research interests focus on the dynamics of change and stability of social arrangements at the organizational, industry and societal levels, and, integrating emotions into institutional theory.	Faculty Funded
SCIENCE						
Douglas, Conor	M	Science and Technology Studies	Assistant Professor, PC1	PhD, Sociology (University of York, 2010)	Dr Douglas comes to us from Maastricht University where he has held the position as Assistant Professor in the Technology & Society Studies Department since 2015. He did postdoctoral work at Section Community College, Vrije University Medical Center in Amsterdam, and the Faculty of Pharmaceutical Science at UBC between 2010 and 2015. During his postdoctoral appointments, he was lead researcher on the "Wealth of Data" project funded by the Dutch Centre for Society and Genomics and also submitted a research proposal to help inform	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.

APPENDIX B

					equitable coverage decision-making in Canada for drugs for rare disease.	
Harris, Deborah (1-Jul-19)	F	Physics & Astronomy, Experimental Neutrino Physics	Full Professor, Tenured	PhD, Physics (Chicago, 1994)	Dr Deborah Harris is currently a Senior Scientist at the Fermi National Accelerator Laboratory where she is co-spokesperson of the MINERvA collaboration since 2010 and Neutrino Physics Centre co-Leader since 2015. Dr Harris has a long connection to neutrino physics and is considered a global leader in neutrino cross-section measurements.	Specially Funded
Mermut, Ozzy	F	Physics & Astronomy, Biophysics	Assistant Professor, PC3	PhD, Physical Chemistry (Berkeley, 2006)	Dr Mermut comes to us from her position as R&D Manager, Biophotonics at INO (National Optics Institute) in Quebec City. She has held an Adjunct Professorship since 2012 in the Department of Ophthalmology at Laval University. Dr Mermut's research spans interdisciplinary fields such as physics in medicine, surface and interfacial engineering, and applied optics with a heavy focus on biophotonics.	Faculty Funded
Moyles, Iain (1-Jan-19)	M	Mathematics & Statistics, Applied Math	Assistant Professor, PC1	PhD, Applied Mathematics (UBC, 2015)	Dr Moyles is currently a postdoctoral researcher at the University of Limerick. He has worked in collaborations on large projects in very diverse areas of biology, chemistry and physics. He is interested in the effect soil microbial dynamics and the implications for nutrient supply, groundwater quality and plant growth as well as mathematical problems arising from industrial applications.	Faculty Funded
Pugliese, Stephanie	F	Science and Technology Studies/Natural Science	Assistant Lecturer, PC 1	PhD, Atmospheric Chemistry (Toronto, 2017)	This appointment is made to the alternate stream. Dr Pugliese is currently a postdoctoral fellow in the Department of Chemical and Physical Sciences at the University of Toronto Mississauga. She is a Pedagogical Research Associate in the Department of Geography Programs in the Environment and in the Robert Gillespie Academic Skills Centre. Dr Pugliese has experience as a supervisor and mentor of undergraduate students and has attended Pedagogical Workshops including the Canadian Chemistry Conference and Exhibition.	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.

APPENDIX B

Rehan, Sandra (1-Jul-19)	F	Biology, Molecular	Assistant Professor, C1	PhD, Ecology and Evolution (Brock, 2011)	Dr Rehan is an Assistant Professor of Genome Enabled Biology in the Department of Biological Sciences & Hubbard Center for Genome Studies at the University of New Hampshire. She is also Assistant Curator of the University of New Hampshire Insect Collection. Dr Rehan's research focuses on molecular phylogenetics and comparative genomics.	Faculty Funded
Sargent, Pamela (1-Jul-20)	F	Mathematics & Statistics	Assistant Lecturer, PC1	PhD, Mathematics (UBC, 2018)	This appointment is made to the alternate stream. Ms Sargent is expected to successful complete her PhD prior to starting her appointment at York. She has taught university and college courses since 2015. She is interested in minimal surface theory, a branch of differential geometry, and index bounds of free boundary minimal hypersurfaces of convex bodies.	Faculty Funded
Skelton, Andrew	M	Mathematics & Statistics	Assistant Lecturer, PC1	PhD, Applied Mathematics (Guelph, 2014)	The appointment is made to the alternate stream. Dr Skelton is currently is a full-time instructor and outreach officer at the University of Guelph. He has taught over 18 undergraduate courses at Brock and Guelph universities. Dr Skelton is interested in increasing his involvement in the scholarship of teaching and learning and in curriculum development.	Faculty Funded
Troje, Nikolaus	M	Biology	Full Professor, Tenured	PhD, Biology (Albert-Ludwings, 1994)	Dr Troje will be nominated for a Canada Research Chair Tier 1 in Visual Science in the October 2018 competition and will be a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. In 2008, Dr Troje is a Full Professor of Psychology at Queen's University with cross-appointments in Biology and Computer Science. He held a Canada Research Chair in Vision and Behavioural Sciences appointment between 2008 and 2013. Dr Troje's substantial research output in the field of vision and behavioural sciences is contained in 108 papers in journals ranging from PLoS ONE to Human Movement to Journal of Vision.	Specially Funded

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

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

Zylberberg, Joel (1-Jan-19)	M	Physics and Astronomy	Assistant Professor, PC2	PhD, Physics (California, 2012)	Dr Zylberberg will be nominated for a Canada Research Chair Tier 2 in Visual Science in the October 2018 competition and will be a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr Zylberberg comes to us from his faculty position in Physiology and Biophysics at the University of Colorado School of Medicine. Dr Zylberberg is a computational neuroscientist who models signal processing and learning, mostly in early visual pathways.	Specially Funded
--------------------------------	---	--------------------------	-----------------------------	------------------------------------	---	---------------------

Table 2 Recommendations for Appointment – Contactually Limited Appointments² (since meeting of October 2, 2017)

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
Arts, Media, Performance and Design						
Johnson, Monique	F	Visual Arts & Art History	Sessional Assistant Professor	PhD, History of Art (Michigan, 2014)	Dr Johnson comes to us from a contract position as research assistant with the Art Gallery of Ontario. She previously held a contract as Assistant Curator with the Royal Ontario Museum. Dr Johnson has more than 6 years of experience teaching at the university level. Dr Johnson specializes in nineteenth-century French art and the history and theory of photography.	1 year
Glendon						
Nadeau, Robin (1-Sep-18)	M	History, Ancient History	Sessional Assistant Lecturer	PhD, History (Université Paris, 2008)	This appointment is made to the alternate stream. Dr Nadeau has a decade of teaching experience at Mount Allison University, Laurentian University, Durham University in the UK and most recently at Bishop's University in Quebec. His interests focus on two broad areas: food history and health, and cross-cultural exchanges in ancient Greece and	10 months

² All appointments effective July 1, 2018 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.

					the Roman world.	
LA&PS						
Lee, Ahrong	F	Languages, Literatures and Linguistics , Korean	Sessional Assistant Lecturer	PhD, English (Wisconsin, 2009)	This appointment is made to the alternate stream. Dr Lee has been teaching at York University since 2011 as a contractually limited appointment and course director teaching Korean language and linguistics courses. She also has taught at the University of Wisconsin-Milwaukee. Dr Lee has experience teaching courses in technology-enhanced learning environments.	2 years

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.



York University Points of Pride Spring 2018

York University is a world-class teaching, learning and research institution, as illustrated by the following **Points of Pride**:

1. On May 7, York University reached an important milestone in the creation of the new Markham Centre Campus as we welcomed [York Regional Council's](#) authorization of a \$25 million contribution toward the Campus.
2. For the sixth consecutive year, York University has been named to [Canada's Top 100 "Greenest Employer,"](#) one of only eight Canadian universities honoured. A leader in sustainability, York has demonstrated leadership through initiatives including; five green roofs, the use of solar panels, a solar powered electric vehicle charging station, and more.
3. A pioneer and leader in space science, Lassonde School of Engineering Professor Michael Daly received the prestigious [2018 CASI McCurdy Award](#) from the Canadian Aeronautics and Space Institute for his impact on Canada's space robotics and planetary science programs.
4. York University's Schulich School of Business has joined forces with leading Canadian and G7 investors to [launch a new infrastructure fellowship program](#) for senior public-sector infrastructure managers in emerging and frontier markets.
5. York Lions are excited to [welcome Humboldt Broncos star hockey player Kaleb Dahlgren](#), a survivor of the tragic bus crash, to the university. Kaleb aims to return to the ice this fall, however is still recovering and has an open invitation to join the Lions team when he is ready.



Board of Governors

Memorandum

To: Board of Governors

From: Jeff O'Hagan, Vice-President Advancement

Date: June 25, 2018

Subject: Campaign and Alumni Engagement Update

BACKGROUND

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

CAMPAIGN GOALS AND THEMES

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

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

1. **Preparing Engaged Global Citizens: Student awards and programs**

The Campaign will dramatically increase financial support for our students to improve accessibility and enrich the learning experience.

2. **Building Stronger Communities: Investing in our campus learning environments**

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

Board of Governors

3. Mobilizing New Ways of Thinking: Building on our research and academic strengths

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

CAMPAIGN PROGRESS

When the Campaign was publicly launched in the Spring of 2016, we announced that we had raised \$270 million toward our \$500 million goal. In the spring of 2017 we updated our fundraising results and announced we had raised more than \$350 million.

For the fiscal year ending April 30, 2018 we exceeded our \$50 million annual goal by raising \$50.2 million in new gifts and pledges.

Therefore, we are now confirming that we have raised a total of **\$400 million** toward our \$500 million goal.

Select Notable Donations 2017/18:

- **\$8 million** from alumnus Rob McEwen and his wife Cheryl in support of the construction of the new **Rob and Cheryl McEwen Graduate Study and Research Building** at the Schulich School of Business.
- **\$1.5 million** from Sanofi Pasteur (matched by \$1 million by NSERC for a total impact of \$2.5 million) for the **NSERC/Sanofi Industrial Research Chair in Vaccine Mathematics, Modelling and Manufacturing** in the Faculty of Science.
- **\$1.15 million** from Deloitte LLP to create the **Deloitte Cognitive Analytics and Visualization Lab** at the Schulich School of Business, supported by a leading data scientist, to foster advances in the visualization and interpretation of Big Data.
- **\$500,000** from the Carswell Family Foundation (to be matched by York for a total impact of \$1 million) to name the **Allan Carswell Astronomical Observatory** and install a one-metre telescope, the largest on a University campus in Canada.
- **\$500,000** from Community Foundations of Canada for the **Queen's Diamond Jubilee Scholarships**.
- **\$275,000** from the M.E.H. Foundation (the Harris family) for student support at Osgoode Hall Law School.
- **\$200,000** from Lembit Janes for the **Tom Janes Memorial Award** at York University.

Board of Governors

- **\$180,000** from the UJA and Schulich Foundations for the **Schulich Leaders Scholarships**.
- **\$150,000** from McCarthy Tétrault LLP for the **McCarthy Tétrault Business Law Internship** at Osgoode Hall Law School.
- **\$150,000** from the George Cedric Metcalf Foundation to fund a bike share program at York organized by Regenesi.

See Appendix A – Select Campaign Ads & Articles

ALUMNI ENGAGEMENT

The Campaign aims to double the number of York Alumni engaged in making a difference in the lives of our students and the communities we serve.

York's alumni community numbers more than 300,000 and our alumni engagement efforts are integrated with our fundraising efforts through the Campaign

Alumni strategy is focused on three key goals:

1. Encourage, support and celebrate Alumni philanthropy

Alumni giving has been increasing at all levels and we are committed to continue to build on this success through the Campaign.

More than 50,000 alumni have made donations to York and more than 75% of the 40,000 donors to this Campaign are alumni.

2. Increase Alumni engagement to enrich the student experience and support student recruitment

Many alumni want to help our students and we are actively partnering with the Division of Students and the Faculties to engage alumni to help recruit new students and have a positive impact on their experience at York.

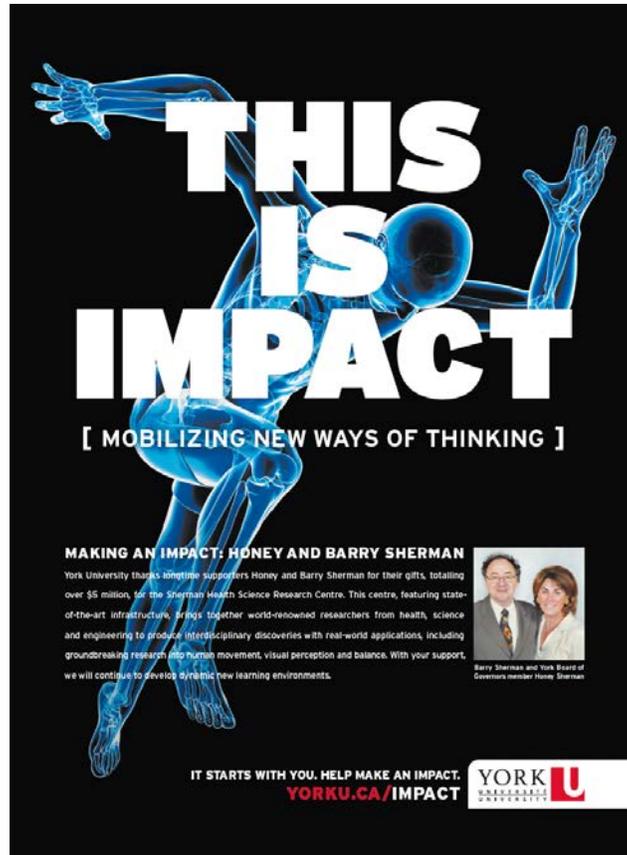
Nearly 100,000 alumni have had some form of engagement with York this year and we are committed to expanding this engagement through a number of strategic efforts including mentoring, teaching, internships, recruitment, and parent engagement.

3. Strengthen institutional reputation through Alumni network

The success of the University can be measured by the success of our alumni and we aim to better reflect the success of our alumni to raise the profile of the University.

See Appendix B – Select Alumni Activity Updates

SELECT CAMPAIGN ADS & ARTICLES



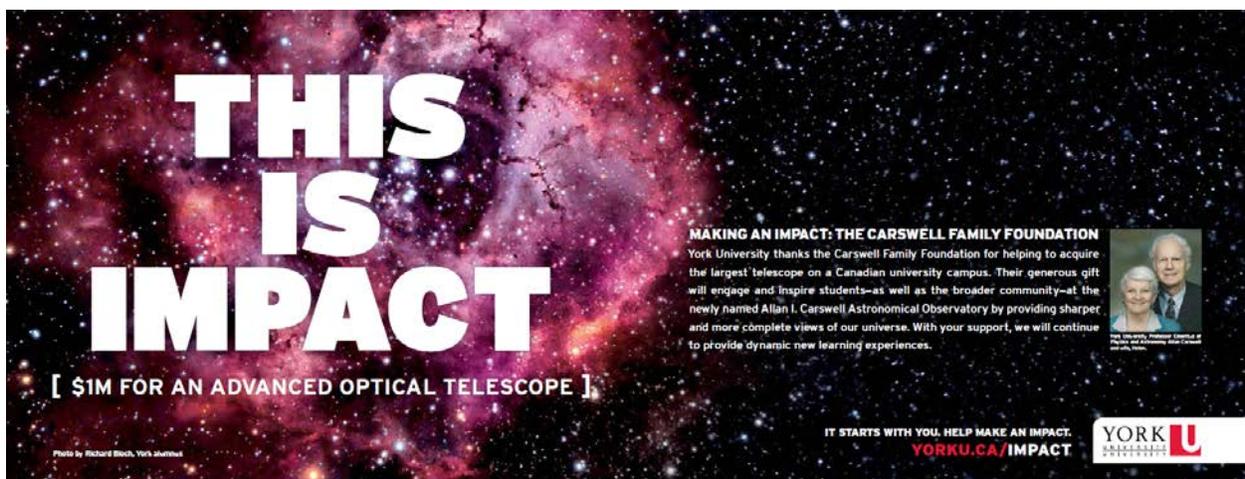
THIS IS IMPACT
[MOBILIZING NEW WAYS OF THINKING]

MAKING AN IMPACT: HONEY AND BARRY SHERMAN
York University thanks longtime supporters Honey and Barry Sherman for their gifts, totalling over \$5 million, for the Sherman Health Science Research Centre. This centre, featuring state-of-the-art infrastructure, brings together world-renowned researchers from health, science and engineering to produce interdisciplinary discoveries with real-world applications, including groundbreaking research into human movement, visual perception and balance. With your support, we will continue to develop dynamic new learning environments.



Barry Sherman and York Board of Governors member Honey Sherman

IT STARTS WITH YOU. HELP MAKE AN IMPACT.
YORKU.CA/IMPACT



THIS IS IMPACT
[\$1M FOR AN ADVANCED OPTICAL TELESCOPE]

MAKING AN IMPACT: THE CARSWELL FAMILY FOUNDATION
York University thanks the Carswell Family Foundation for helping to acquire the largest telescope on a Canadian university campus. Their generous gift will engage and inspire students—as well as the broader community—at the newly named Allan I. Carswell Astronomical Observatory by providing sharper and more complete views of our universe. With your support, we will continue to provide dynamic new learning experiences.



York University, Andrew G. Christie of Physics and Astronomy, Alan Carswell and family, 2016

IT STARTS WITH YOU. HELP MAKE AN IMPACT.
YORKU.CA/IMPACT



Photo by Richard Black, York University

Board of Governors

Schulich
School of Business
LEADING CHANGE

THANK YOU ROB AND CHERYL McEWEN!

Announcing the Rob and Cheryl McEwen Graduate Study & Research Building at the Schulich School of Business, York University

An \$8-million pledge toward the Leading Change campaign from Rob (MSA '78) and Cheryl McEwen is driving forward the construction of an innovative and sustainably-designed Graduate Study & Research Building. Named in honour of Rob and Cheryl, the building will open in late Spring 2018. It will house the School's Centres of Excellence and graduate programs and will help ensure that Schulich remains at the forefront of management education and research.

schulichleadingchange.ca

Cheryl and Rob McEwen, CA
(MSA '78, MSU '76)

LEADING CHANGE → Schulich is Leading Change through campus expansion, research, innovative thinking, student success and alumni engagement.

Leading Change is an initiative of **INMARKET**, The Exchange FOR YORK UNIVERSITY

Schulich | **YORK U**
School of Business | UNIVERSITY

THIS IS IMPACT

[SUPPORTING STUDENT-ATHLETES]

MAKING AN IMPACT: 17TH ANNUAL LIONS CUP GOLF TOURNAMENT Thanks to the generous new sponsors and returning community sponsors at this year's tournament. Your contributions play a vital role in helping to provide excellence in athletics and recreation, giving tomorrow's athletes the perfect start they deserve in achieving their academic and athletic goals.

THANK YOU TO OUR 2018 TOURNAMENT SPONSORS

TD Insurance

407ETR	Shawnee Golf Club	GAM USA Inc.
Brand Heroes	Phillips, Hager & North	Maver Investment Management Ltd.
Gryphon International	Investment Management	Westwood Holding Inc.
Investment Corporation	Willis Towers Watson	LSV Asset Management
Foylson, Gordon & Payne	Lazard Asset Management	Ontario Acoustic Supply
Investment Counsel	Ontario Redmia	Sunlife Financial
Manulife	Doug & Partners	Kourtis Flooring
TD Asset Management	Kahunaverse	Aon Hewitt
Gay Barry	Hicks Morley Hamilton Stewart	Carlton Ice Sports
Wedge Capital Management	Storie LLP	Decal Industries Inc.
Pier 21 Asset Management	Adidas	

IT STARTS WITH YOU. HELP MAKE AN IMPACT.
YORKU.CA/IMPACT

YORK U
UNIVERSITY



Investment in vaccine mathematics a powerful tool to combat infectious diseases

January 23, 2018

A major new research initiative based in the Faculty of Science at York University will develop mathematical techniques to identify populations most susceptible to infectious diseases and enable manufacturers to produce cost-effective vaccines that can be deployed quickly. The research is also expected to better position Canada to respond rapidly to emerging public health issues such as Zika outbreaks.

The \$2.6-million NSERC/Sanofi Industrial Research Chair in Vaccine Mathematics, Modelling and Manufacturing, awarded to York University Distinguished Research Professor Jianhong Wu, was announced at York on Tuesday, Jan. 23. A professor in the Department of Mathematics & Statistics in the Faculty of Science, Wu will lead a large team of York professors, postdoctoral fellows and graduate students. The other team members who are part of this initiative are Mathematics and Statistics Professors **Jane Heffernan, Neal Madras, Xin Gao, Michael Chen, Huaxiong Huang** and **Helene Massam**.



*York University Distinguished Research Professor Jianhong Wu Faculty of Science.
Photograph by Paola Scattolon*

Sanofi Pasteur, which has previously collaborated with York on a number of major projects related to infectious disease modelling, will invest \$1.5 million over five years. The Natural Sciences and Engineering Research Council of Canada (NSERC) will provide \$1 million through its Industrial Research Chair program, established to help

Board of Governors

universities build on existing strengths in areas of interest to industry. The remainder will be contributed by York University through various supports.

“Establishing the NSERC/Sanofi Industrial Research Chair at York University will not only accelerate frontline research and support Canadian industry, but also help improve the wellbeing of people around the globe,” says Ray Jayawardhana, dean of the Faculty of Science. “It is yet another example of the exciting research initiatives in York’s Faculty of Science that engage our faculty members and students with partners in the public and private sectors to enhance value and maximize impact.”

Manufacturers of vaccines in Canada are facing a number of significant challenges: the increasing cost of developing vaccines, the need to move rapidly from development and production of vaccines to mass use in target populations; and the complexity of understanding how infectious disease is transmitted, in an increasingly interconnected world.

“The dedicated resources this collaboration brings will enable us to focus on infectious diseases that are critically important to the health of Canadians,” says Wu. “With access to clinical trial data and vaccine efficacy data from both public agencies and the private sector, we will use mathematical modelling to inform the most efficient and cost-effective ways to immunize the public against these diseases.”

Canadian vaccine manufacturers and regulatory authorities need to be able to make evidence-based predictions and develop new technologies to analyze how diseases are transmitted. Wu and his team will develop fundamental mathematical theories, methodologies, techniques and tools to analyze infection risk in populations, map the spread of disease through mathematical modelling and conduct cost-benefit analyses of immunization programs based on vaccine efficiency and industrial production capacity.

The IRC program will include projects that will study: the use of vaccines to address hospital acquired infections such as *Clostridium difficile* (*C.diff*) and the need to combat colonization of hospital wards; transmission of influenza in three-generation households to determine if there are segments of the population where the high-dose flu vaccine should be targeted; and the impact of childhood immunization on transmission of disease, along with optimal programs of booster follow-ups.

Sanofi Pasteur will benefit from the mathematical methodologies and technologies developed as well as the datasets collected and analyzed. York students will benefit from Sanofi Pasteur’s research and development expertise, and gain valuable experiential education opportunities, as they train to become Canada’s next generation of experts in mathematical modelling, data analytics, economic evaluation and infectious disease dynamics.

Wu, who is also a Canada Research Chair in Industrial and Applied Mathematics, founded York’s Centre for Disease Modelling, which has developed many international partnerships: with China on communicable disease modelling and management; with India on vector-borne disease informatics; with Brazil on health informatics; and with many European and North American groups on a wide variety of major diseases. The Industrial Research Chair project will use his Laboratory for Industrial and Applied

Board of Governors

Mathematics and York's Advanced Disaster, Emergency and Rapid Response Simulation facilities.



Schulich names new building in honour of entrepreneurs Rob and Cheryl McEwen

September 18, 2017

The Schulich School of Business at York University announces that its new graduate study and research building will be named in honour of Rob and Cheryl McEwen, long-time supporters of the school who are known for their leadership, entrepreneurialism and philanthropy.



An artist's concept drawing of the new building

The naming of the Rob and Cheryl McEwen Graduate Study & Research Building, which will open in late spring 2018, was celebrated Sunday during an unveiling ceremony at the new building's construction site next to the Seymour Schulich Building on the Keele campus. Following the announcement, the McEwens joined York University President & Vice-Chancellor Rhonda Lenton, Schulich School of Business Dean Dezsö Horváth and other dignitaries and guests for a celebratory reception that featured an Innovation and Discovery Gallery showcasing the school's Centres of Excellence and Research Office.

The Rob and Cheryl McEwen Graduate Study & Research Building will stand among the most environmentally sustainable academic buildings in North America and is a cornerstone element of the business school's Leading Change fundraising and alumni engagement campaign, which aims to raise \$50 million by 2021. To date, Leading Change has raised close to \$35 million. Leading Change is an initiative of IMPACT: The

Board of Governors

Campaign for York University, which has a fundraising goal of \$500 million with more than \$350 million raised to date.

The McEwen's \$8-million donation is one of the largest gifts ever received by the Schulich School of Business. With this new donation, the McEwens have donated more than \$10 million to the school.



Above: From left, Kathleen Taylor (MBA/JD '84, LLD (Hon.) '14), Judy Schulich, Rob McEwen (MBA '78, LLD (Hon.) '05), Cheryl McEwen, Dean Dezső J. Horváth, York University President and Vice-Chancellor Rhonda Lenton, and Schulich Graduate Business Council President Alexandra Simpson

“The Schulich community is honoured and privileged to receive this valuable support from Rob and Cheryl McEwen, two of Canada’s most inspiring philanthropic and business leaders, who understand the critical importance of continued investment in leading management research and graduate education,” said Horváth. “The Rob and Cheryl McEwen Graduate Study & Research Building, as part of the overall Schulich School of Business complex, will provide an ideal environment for faculty, visiting scholars, corporate and government leaders, as well as students and other stakeholders to collaborate and engage in new research discoveries, as our school continues to remain at the forefront of management education and research.”

“We are thrilled and so proud to have this opportunity to support the School’s new Graduate Study & Research Building,” said the McEwens. “As long-time members of the Schulich alumni community, we appreciate the transformational developments that have taken place at Schulich and that have helped it earn recognition as one of the world’s leading business schools.”

“Rob and Cheryl McEwen’s gift represents a milestone announcement in a number of ways,” said Lenton. “It is one of the largest gifts received by the Schulich School to date, and it will enable us to continue providing new, state-of-the-art spaces for our students, faculty and staff, creating the best possible environments in which to advance the world-class teaching, learning and research excellence underway here at York. We are deeply grateful to Rob and Cheryl, long-time friends and supporters of York University, for ensuring that Schulich remains one of the world’s leading innovators and global forces.”

Board of Governors



From left: Rob McEwen (MBA '78), Judy Schulich, York University President and Vice-Chancellor Rhonda Lenton and Dean Dezsö J. Horváth

Rob McEwen, a former Schulich Graduate Business Council president who graduated with an MBA in 1978, is one of seven co-chairs of Schulich's Leading Change campaign and sits on the Dean's Advisory Council. The founder and former chairman and CEO of Goldcorp, McEwen is chairman and chief owner of McEwen Mining. Inducted into the Canadian Mining Hall of Fame in 2017, McEwen was awarded the Order of Canada in 2007 and was named Canada's Most Innovative CEO by *Canadian Business* magazine in 2006, among other honours. In 2005, McEwen received an honorary Doctor of Laws degree from York University.

Cheryl McEwen is a community leader, entrepreneur and philanthropist. She is the recipient of a Queen Elizabeth II Diamond Jubilee Award for her contributions to advance research in regenerative medicine and stem cells. Her leadership roles include serving as vice-chair of UHN Toronto General & Western Hospital Foundation, which raises money for research, education and enhanced patient care. She is also an entrepreneur, having worked for 25 years within the fashion industry, and is the founder of Make My Day Foods Inc. and the creator and manufacturer of The Veggie Puck®, an organic, frozen and nutrient-dense vegetable mixture to add to drinks.

As philanthropic leaders, the McEwens have invested more than \$50 million over the years in support of excellence and innovation within the health care and education sectors.

Designed by the award-winning international architectural firm Baird Sampson Neuert Architects, the 67,000 square-foot building will address the need for increased student study and social space, as well as accommodate growth in new academic programs and modern research facilities to accommodate the School's growing research activity and research culture. Schulich's Research Office and Centres of Excellence, including the Centre for Responsible Business, the Centre for Global Enterprise, the Brookfield Centre in Real Estate and Infrastructure, and a future Centre of Excellence in Business Analytics, will all be housed in the new building.

The building will include many technical features at the forefront of environmental sustainability in North America. It will optimize the use of solar energy and use shading devices to maximize daylight. A 27-metre high solar chimney will drive passive natural ventilation and pre-heat the air intake. The building will be among the very few in Canada to incorporate Thermally Active Building Systems – radiant heating and cooling.

Board of Governors

The building will also feature a green roof and rainwater recapture system, as well as a number of other leading-edge technical features.



Major gift for new telescope opens Universe to York U students, wider community

September 17, 2017



Above: From left, Faculty of Science Dean Ray Jayawardhana with York U Professor Emeritus Allan Carswell, President and Vice-Chancellor Rhonda Lenton and University Professor Paul Delaney unveil the sign in Allan Carswell's honour for the new Allan I. Carswell Astronomical Observatory

Have you ever wanted to take a closer peek at the Great Red Spot on Jupiter, Saturn's magnificent rings or brilliant newborn stars in the Orion Nebula? A donation announced on Sept. 14 of \$500,000 from the Carswell Family Foundation, matched by York University and its Faculty of Science, for \$1 million toward a new, one-metre custom telescope, will bring such celestial sights within reach of students and members of the public.

When installed, the new telescope is expected to be the largest situated on a university campus in Canada. The telescope's larger aperture, along with a new CCD instrument and automated operations, will enhance the hands-on learning experience and undergraduate research opportunities for York U students, and better reveal wonders of the night sky to the public, onsite and online. Faint nebulae and distant galaxies, as well as details of the polar caps on Mars, for example, will be easier to see.

The observatory at York U has been a prominent hub for science outreach to the broader community since 1969. About 5,000 visitors a year come for public viewing on Wednesday nights, while there are online viewing opportunities for scores more on Monday nights when York students and faculty host the popular "YorkUniverse" radio

Board of Governors

show on astronomy.fm online. That's when members of the public from around the world can request the telescope be pointed to their favorite celestial target. In recent years, the observatory has also become a popular venue for marriage proposals.

"This generous gift to the Faculty of Science from Allan Carswell and the Carswell Family Foundation will further enhance student learning and community outreach, two of our core priorities at York University," said President & Vice-Chancellor Rhonda Lenton. "Allan continues to be a great champion of teaching and learning that crosses boundaries and benefits the broadest range of people. His gift will create a galactic legacy—literally and figuratively—that will have a lasting benefit for York University and beyond."



Above: The Horsehead Nebula. Photo by recent York Science student Richard Bloch

In honour of Allan Carswell's gift, his long-time contributions to science and long-standing philanthropy to the University and community, York U also announced that the observatory has been renamed the **Allan I. Carswell Astronomical Observatory** (or **Carswell Observatory**, for short). Carswell is a York U physics professor emeritus who was instrumental in developing LIDAR systems while at the University, and is co-founder with his wife Helen of Optech Incorporated, which developed LIDAR technologies now used around the world and in space. He led a team as part of NASA's Phoenix mission to Mars where a LIDAR device designed by Optech explored the surface and atmosphere of the red planet.

As a professor at York U, Carswell worked out of the Petrie Science and Engineering Building next to the observatory that now bears his name. The Carswells have given generously to York U over the years. This latest is one more in a string of gifts that will have a great impact on the University, as well as the broader community.

"We are delighted to be able to expand and enhance the capabilities of our cherished campus observatory with a powerful new telescope, and to name it in honour of Professor Emeritus Allan Carswell, a highly respected and beloved member of the York Science community," said Faculty of Science Dean Ray Jayawardhana. "The enthusiasm of our students who operate the observatory is infectious and inspiring. Week after week they serve as terrific ambassadors for science by sharing the wonders

Board of Governors

of the night sky with children and adults who live near here, and even with people from far reaches of the globe who connect with our observatory online.”

The observatory is already home to a fleet of astronomical telescopes, including 60cm and 40cm Cassegrains, and five 20cm telescopes, which were used recently for the partial solar eclipse, attracting about 2,000 community members to York’s Keele campus.

“Astronomy is all around us; it excites and stretches the imagination. The observatory at York has played a unique role in ‘hands-on’ student education and outreach to the public since the science faculty was established in 1968,” said Allan Carswell. “The Carswell Family Foundation is extremely pleased to support the expansion of this very special facility and its increasing impact in the future.”

This gift is a part of Impact, The Campaign for York University and supports its pillars of building stronger communities and mobilizing new ways of thinking.

SELECT ALUMNI ACTIVITY UPDATES

Alumni Events

Bryden Alumni Awards

Inspired by Bruce Bryden, who was an exceptionally committed and influential leader at York, the Bryden Alumni Awards recognize the extraordinary achievements and contributions of our grads.

November 23, 2017:

Held at the Royal Ontario Museum, alumni awards were presented to grads who have achieved the extraordinary and made remarkable contributions to York and their communities. Recipients were:
Outstanding Contribution: J. Mark Lievonen
Outstanding Achievement: Colleen Johnston
Tentanda Via: Rudy Buttignol
One to Watch: Abdullah Merei



November 20, 2018:

To be held at the Arcadian Court, stay tuned for an announcement of our 2018 Bryden Alumni Award 2018 recipients later this summer.

The York Circle Lecture & Lunch Series

The York Circle Lecture & Lunch Series showcases York's leading professors speaking about their latest and most exciting research. The lecture series are available to York alumni, parents of current York students, friends, and neighbours of the University.

Recent Events:

- May 5, 2018
Robert Haché, *Outside the Ivory Tower: Universities Changing Lives*
Anna Hudson, *Undertow: What happens when an Inuit worldview meets global capitalism*
Mary Fox, *Back to the Future: Perspectives on Bed Rest and Helping Older People Stay Functional During Illness*
Wenona Giles & Aida Orgocka, *Disrupting How and Who We Teach: York University in the Dadaab Refugee Camps in North-eastern Kenya*
- October 21, 2017
Rhonda L. Lenton, *Opening Remarks*
Isabella Bakker, *Measuring What's Treasured? Changing Budgets Because Women Matter*
Michael Daly, *The OSIRIS-REx Mission and its Canadian Laser Altimeter*

Board of Governors

Rebecca Pillai Riddell, *Painful Predicaments: The Incredulous Neglect of Infants in Pain & What Everyone Can Do To Help*

Peter Backx, *Exercise and the Heart: What Every Sports Buff Should Know*

Upcoming Events:

- September 22, 2018
- November 17, 2018

The York University Scholars' Hub

The series features talks and expertise from professionals in the Faculties of Science and Health with subject matter around psychology, exercise, astronomy and biology.

Recent Events (at Markham Public Library):

- May 10, 2018 - Paul Delaney, *The Search for Life on Other Planets*
- April 12, 2018 - George Conidis, *The Social Habits of Galaxies*
- March 8, 2018 - Jean-Paul Paluzzi, *Bug Off! Biology of Blood-Sucking Pests and Prospects for Lessening Vector-Borne Diseases*
- February 8, 2018 - Kathi Hudak, *Harnessing Nature's Pharmacy*

Upcoming Events (at Vaughan Public Library):

- June 26, 2018 - Veronica Jamnik, *Fitness, Athletes & Doping*
- July 31, 2018 - Peter Backx, *Exercise and the Heart*
- August 28, 2018 - Ward Struthers, *Arguments and Forgiveness*
- September 25, 2018 - Alison MacPherson, *Kids Health*
- October 30, 2018 - Laurence Packer, *The Science of Bees*
- November 27, 2018 - Shayna Rosenbaum, *Memory and Brain Health*

GRADitude

April 25, 2018 - The annual GRADitude celebration, was a huge hit this year, thanks to the guidance and participation of the YUAB, our student advisory committee, and the many alumni who came out to mentor our students and young alumni.



Alumni Socials

December 14, 2017 - *Vancouver Alumni Social*

Alumni in Vancouver joined chapter co-presidents Snow Zhao (iBBA '15) and Greg Coutts (MBA '83) for an alumni social. It was an enjoyable evening for all.

December 8, 2017 - *Chicago Alumni Social*

Alumni in Chicago joined Dean Horváth and David Bell, Executive Director, Development and Alumni Relations for dinner. All enjoyed the opportunity to reconnect and hear the latest updates about the School.

Board of Governors

December 6, 2017 - *UAE Alumni Social*

Alumni in Dubai joined chapter president Sammy Ayoub (MBA '06) for a pre-holiday alumni social. Alumni appreciated the opportunity to get together and enjoyed networking and catching up with their peers.

June 6, 2017 - *Ottawa Alumni Reception*

Mamdouh Shoukri and Rhonda Lenton took part in an interactive fireside chat moderated by Glendon College Principal Donald Ipperciel.

Select Other Events

June 13, 2018 - *Come from Away*

Alumni, friends and staff celebrated York Alumni David Hein (BFA '97) and Irene Sankoff (BA '99) and their production of the Tony Award-nominated *Come from Away* in Toronto.

April 19, 2018 - *McCarthy Tétrault hosts Rhonda L. Lenton*

Over 70 York alumni (many hailing from Osgoode Law School) attended a fire-side chat with Rhonda Lenton, hosted by McCarthy-Tétrault.

April 5 & 19, 2018 - *Three Minute Thesis*

This year, York University had the privilege of hosting the provincial finals of the Three Minute Thesis (3MT), a competition where various graduate students compete against each other to deliver meaningful and insightful presentations regarding their dissertations, within just three minutes.

April 5, 2018 - *LaunchYU Event with Alex Ikonn*

Innovation York's LaunchYU group organized an evening with alumnus, Alex Ikonn (BAS '10). Alex is a highly successful serial entrepreneur. In this talk, Alex shared his journey on how he went from broke to millionaire and what it takes to make the leap.

Alumni Activities

Alumni Networks

The Networks Committee of the YUAB has been working tirelessly to increase the impact of our existing Networks. Two programs have been put into place:

The Dashboard Project

Alumni Networks expand the reach of the University within our alumni communities. To be effective, our alumni networks leaders (volunteers) must understand their constituencies. As such, we have created a constituent analysis for each network. Each document consists of a dashboard of charts, graphs, and definitions. The Alumni Networks Committee, which is comprised both of YUAB members, alumni and networks leaders, provided valuable suggestions that helped to shape these dashboards.

Board of Governors

Engaging Networks Leaders

The Networks Committee executives also agreed to hold a summer mixer (July 24, 2018 is target date) where leaders of the various Networks can come together and share best practices and ideas in an informal setting. A poll is being launched to determine the best location for this gathering.

Student Recruitment

York alumni around the world brought their York pride to help our student recruitment activities. We found and engaged alumni in key markets to speak at admitted student receptions in Vancouver, Calgary, and Dubai. Alumni were pleased to represent the University and enjoyed sharing their walk down memory lane in speaking to prospective students. One alumna, Zeynep Tuck, a producer for MSN News in Vancouver even proudly showcased her experience on social media and expressed interest in future alumni volunteering opportunities. This Summer, Zeynep, and other alumni, will represent York at a student send-off in Vancouver – building our presence in Western Canada, from where we had a significant spike in student applications this year.

Student Encouragement

When exams loomed we decided that students might benefit from some cheer from alumni. So on April 16 and 17, 2018, the York Alumni team went to Vari Hall and gave out free York-branded donuts to very grateful students. We also recently purchased some *Encourage-Mints* and plan to use these to further demonstrate to students that alumni are cheering them on.

Scholarships and Awards

The YUAB Scholarships and Awards Committee selected seven highly qualified current and potential students as recipients of this year's awards:

The Golden GRADitude award is worth \$1,500 and is granted to three graduating students who have demonstrated significant leadership in campus life, including but not limited to: student clubs, varsity athletics, residence life, student government, academics and research, SC&LD activities, building bridges between York students and alumni.

The Silver Jubilee Award is worth \$5,000 and is given annually to a current student who has demonstrated academic excellence and leadership and made a significant contribution to York or the community.

The Harry Arthurs Alumni Families Entrance Scholarship is worth \$24,000 (\$6,000 x 4 years), and is awarded to a child, sibling, or grandchild of a graduate holding a York University degree.



Board of Governors

The recipients were:

Harry Arthurs Award: Pablo Gonzalez and Mark DiGiorgio

Golden GRADitude Award: Natasha Kanji, Fotini Vlahos, and Kathy Tsukalas

Silver Jubilee Award: Caitlyn Lee

Alumni Educational Trips

Our first scheduled educational voyage, *Autumn in Provence River Cruise*, sets sail this November 2018!

Upcoming Trips:

- October 31 to November 9, 2018 - Autumn in Provence Cruising the Rhône and Saône Rivers
- May 18 to June 1, 2019 - China & Tibet, the Himalayas and the Yangtze
- August 24 to September 1, 2019 - Best of Costa Rica: From Volcanos to Rainforests
- September 29 to November 7, 2019 - Coastal Iberia: A voyage from Barcelona to Lisbon
- November 6 to 17, 2019 - Tracing Canada's History: Remembering the 75th Anniversary of D-Day
- Spring/Summer 2020 - 42nd Passion Play in Oberammergau including a Danube River Cruise
- Ongoing – Contiki Tours – Specialized group trips for alumni 35 and under

Alumni Communications

The York University Magazine

We launched the online version of the York University Magazine to rave reviews. This new version makes navigation easier for readers across multiple platforms and has a modern, polished look.



The York University Magazine
has gone digital

Discover interesting, thought-provoking stories about the University, its people and its research.

yorku.ca/magazine

Alumni Awareness Campaigns

We have launched an alumni awareness campaign in accordance with various international observances. On the screens around campus, as well as on social media, we have profiled various alumni and directed readers to a landing page where they can read their stories.

Board of Governors

Black History Month:

 <p>York University Alumni Celebrates BLACK HISTORY MONTH</p> <p>"I rose in the House of Commons Dec. 14, 1995 and urged Parliamentarians to support my motion acknowledging February as Black History Month in Canada...Black History is Canadian History."</p> <p>- Hon. Jean Augustine (Hon. LLD '11) First African-Canadian woman to be elected to the House of Commons</p> <p><small>To learn more about the featured alumni visit: alumniandfriends.yorku.ca/BlackHistoryMonth in partnership with The Centre for Human Rights, Equity and Inclusion</small></p>	 <p>York University Alumni Celebrates BLACK HISTORY MONTH</p> <p>"Black History Month is a time to reflect on the brilliance and accomplishments of our ancestors. It's only through an understanding of the past that we can take strength from the journey, determination and resilience of our Black leaders."</p> <p>- Nadine Spencer (BA '94) Chief Executive Officer, BrandEQ Group</p> <p><small>To learn more about the featured alumni visit: alumniandfriends.yorku.ca/BlackHistoryMonth in partnership with The Centre for Human Rights, Equity and Inclusion</small></p>
 <p>York University Alumni Celebrates BLACK HISTORY MONTH</p> <p>"If I do not see myself, how do I know if I matter or exist." - Anonymous</p> <p>- Michael Eubanks (BA '93) Senior Vice President and Chief Information Officer, LCBO</p> <p><small>To learn more about the featured alumni visit: alumniandfriends.yorku.ca/BlackHistoryMonth in partnership with The Centre for Human Rights, Equity and Inclusion</small></p>	 <p>York University Alumni Celebrates BLACK HISTORY MONTH</p> <p>"Black History Month is a time to reflect on the countless contributions people of African descent have made to the global village."</p> <p>- Roderick Brereton (BA '93) Conflict Management Expert</p> <p><small>To learn more about the featured alumni visit: alumniandfriends.yorku.ca/BlackHistoryMonth in partnership with The Centre for Human Rights, Equity and Inclusion</small></p>

International Women's Day:

 <p>York University Alumni Celebrates INTERNATIONAL WOMEN'S DAY</p> <p>"International Women's Day acts as a moment to stop and reflect on the incredible women who fought to give us a voice and a choice - and the women who continue to do so each and every day."</p> <p>- Francesca Accinelli (BFA '92) Director of National Promotion and Communications, Telefilm Canada</p>	 <p>York University Alumni Celebrates INTERNATIONAL WOMEN'S DAY</p> <p>"My personal message to all women is to aim high in your goals for yourself. Don't assume anything is out of reach - but, expect that sometimes you will be out of your comfort zone as you push yourself into new experiences."</p> <p>- Monika Federau (BA '86) Chief Strategy Officer, Intact Financial Corporation</p>
 <p>York University Alumni Celebrates INTERNATIONAL WOMEN'S DAY</p> <p>"Today, I want to encourage all women to feel empowered in the workplace. To succeed, you must be able to adapt and seize opportunities out of your comfort zone. If you believe and invest in yourself, it may take you to the boardrooms of the world."</p> <p>- Shamshad Madhok (BCom '89) Associate Partner and National Deals Risk and Quality Leader, PwC Canada</p>	

Pride Month:

 <p>York University Alumni Celebrates PRIDE MONTH</p> <p>"Pride is an amazing opportunity to celebrate the accomplishments of the LGBTQ+ community and to be reminded how much more work still needs to be done. This is an important time for LGBTQ+ people and our allies to show solidarity and make new friends."</p> <p>- Rev. Dr. Brent Hawkes (Hon. LLD '09)</p> <p><small>To learn more about the featured alumni visit: alumniandfriends.yorku.ca/PrideMonth</small></p>	 <p>York University Alumni Celebrates PRIDE MONTH</p> <p>"Pride is a good reason to celebrate our success, to appreciate all the work that our elders have done, and to recognize that there's still a lot to do. Find your niche, find your area of passion - something that you're good at - and you too can make a difference in your own life and the lives of others."</p> <p>- Susan Gapka (BA '09) Social Activist</p> <p><small>To learn more about the featured alumni visit: alumniandfriends.yorku.ca/PrideMonth</small></p>
---	---

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 26 June 2018

Subject: Multi-Year Budget Plan for 2018-19 to 2020-21

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the Multi-Year Budget Plan 2018-19 to 2020-21 attached as Appendix C.

Background and Rationale:

The University transitioned to the new SHARP (Shared Accountability and Resource Plan) Budget Model, in fiscal 2017-18. The Multi-Year Budget Plan 2018-19 to 2020-21 is therefore presented under the SHARP Budget Model.

The Budget Plan outlines the basis for the underlying revenue assumptions for enrolment, tuition and grant revenue, investment income and miscellaneous revenue. The Plan also outlines the underlying assumptions for major expenditures including compensation, pension costs, faculty complement and new strategic investments, as well as the impact of the current labour disruption.

The Plan was prepared taking into consideration the new Provincial funding formula and the outcome of the SMA2 negotiations that concluded with the Province in Fall 2017.

While a multi-year budget plan was presented in 2017-18, the projections presented at that time for 2018-19 and 2019-20 were tentative, pending completion of negotiations of SMA 2 with the Province, and the approval of the new funding formula.

In contrast to past years, the full operating results and budget for the Operating Fund have been presented, including General Institutional costs. The Plan is projecting an in-year surplus of \$13.1 million for 2018-19, and a projected surplus in both 2019-20 and 2020-21 of \$14.2M and \$14.8M respectively.

The Multi-Year Budget Plan is summarized below.

Board of Governors

Total Operating Budget
(in \$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Operating Revenues					
Government Operating Grants	\$ 304.8	\$ 308.9	\$ 307.5	\$ 301.1	\$ 300.6
Student Fees	589.4	608.5	644.2	707.2	773.0
Grants and Student Fees Subtotal	894.2	917.5	951.6	1,008.3	1,073.6
Tuition Credit Opportunity	-	(15.2)	-	-	-
Funding from Donations, Endowments, & Trusts	8.0	7.8	6.8	6.1	5.7
Investment Income	8.6	11.0	7.5	6.5	5.5
Other Recoveries	48.3	48.5	50.2	48.5	45.8
Total Operating Revenues	959.1	969.4	1,016.2	1,069.5	1,130.7
Contingencies	-	-	(40.9)	(18.2)	(38.3)
Total Operating Revenues, Net of Contingencies	\$ 959.1	\$ 969.4	\$ 975.3	\$ 1,051.3	\$ 1,092.5
Operating Expenditures					
Salaries and Wages	541.8	525.5	567.8	593.7	615.0
Employee Benefits	148.7	113.5	157.8	164.3	169.4
Operating Costs	138.8	121.5	136.3	133.8	135.1
Scholarships and Bursaries	73.7	63.9	72.4	69.6	70.4
Taxes and Utilities	26.2	23.8	26.7	26.8	27.2
Interest on Long-Term Debt	20.8	20.8	20.9	21.1	21.3
Total Operating Expenditures	\$ 950.1	\$ 869.0	\$ 982.0	\$ 1,009.3	\$ 1,038.5
In Year Surplus/(Deficit) for Operating Fund, Before Transfers	\$ 9.0	\$ 100.5	\$ (6.7)	\$ 42.0	\$ 54.0
Transfers to Restricted Funds					
Transfers to Capital Fund	(15.9)	(21.8)	(16.8)	(19.7)	(31.5)
Transfers to Ancillary Fund	(4.4)	(4.5)	(4.1)	(3.9)	(3.9)
Transfers to Other Funds	(5.6)	(0.7)	(5.9)	(4.2)	(3.7)
Total Transfers to Restricted Funds	\$ (25.9)	\$ (27.0)	\$ (26.8)	\$ (27.8)	\$ (39.1)
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.	\$ (16.9)	\$ 73.4	\$ (33.5)	\$ 14.2	\$ 14.8
GAAP Adjustments					
Remeasurement of Employee Benefit Plans	-	(100.2)	-	-	-
Strike Deferral	-	(46.6)	46.6	-	-
GAAP Adjustments	-	\$ (146.7)	\$ 46.6	-	-
In Year Surplus/(Deficit) for Operating Fund	(16.9)	(73.3)	13.1	14.2	14.8
Opening Accumulated Surplus for Operating Fund	277.8	277.8	204.5	217.6	231.9
Closing Accumulated Surplus for Operating Fund	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7
Closing Accumulated Position, by Division:					
President	\$ 1.3	\$ 1.9	\$ 1.6	\$ 1.1	\$ 0.7
VP Advancement	1.7	2.9	1.2	(0.7)	(4.5)
VP Academic	(48.2)	(7.4)	(54.6)	(60.8)	(60.9)
VP Finance & Administration	9.1	12.6	9.2	7.3	5.8
VP Research & Innovation	2.3	3.1	2.0	0.9	(0.1)
Closing Divisional Accumulated Surplus/(Deficit)	(33.8)	13.2	(40.7)	(52.1)	(59.0)
University Fund	23.8	30.9	58.2	81.7	99.1
Institutional Reserves	270.9	160.5	200.1	202.3	206.7
Closing Accumulated Surplus for Operating Fund	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7

Report to the Board of Governors
on
2017-18 Results and Budget Plan 2018-19 to 2020-21

Carol McAulay, VP Finance & Administration
Lisa Philipps, Interim VP Academic & Provost
June 26, 2018

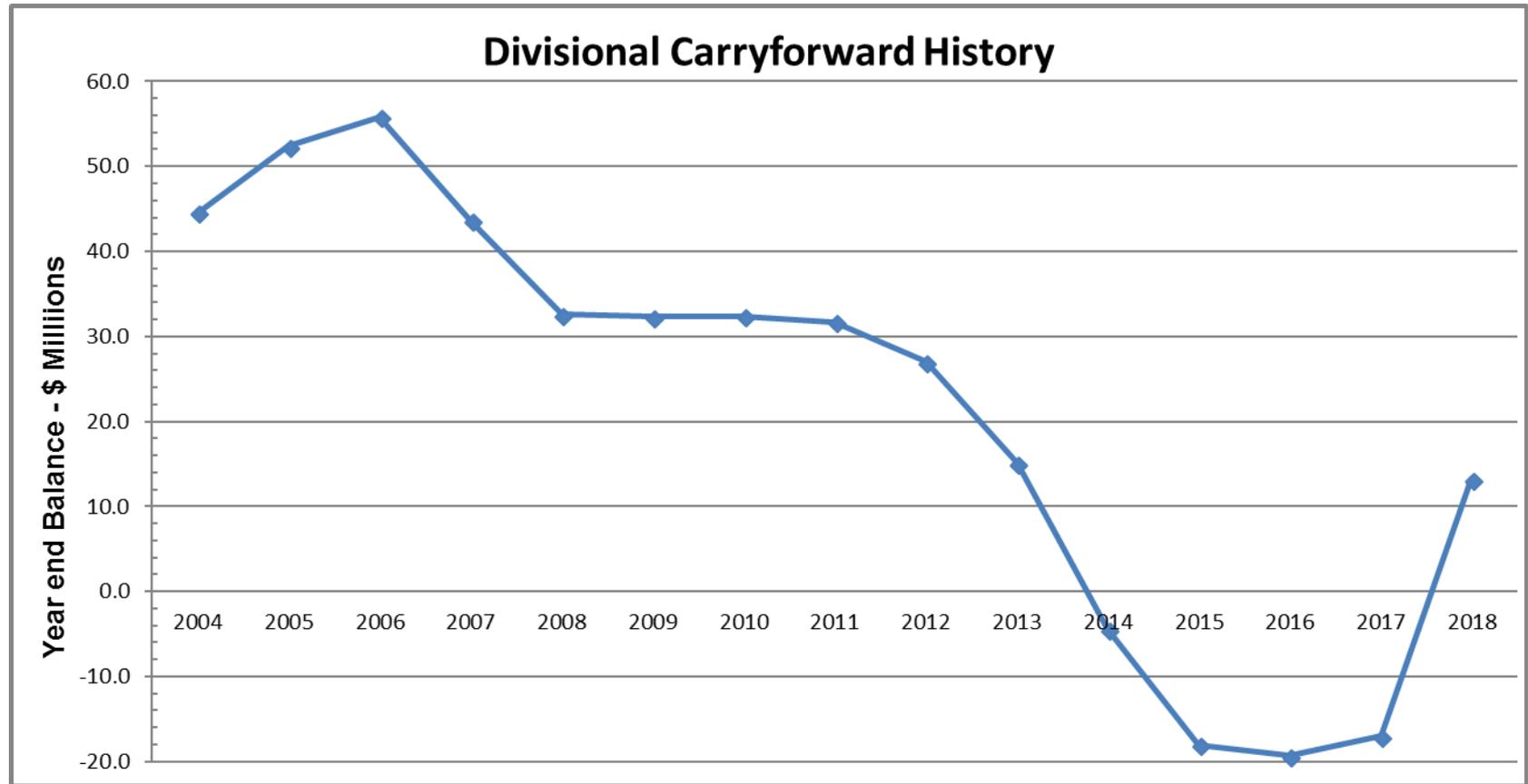
Agenda

1. Year End Financial Results – 2017-18
2. Divisional Carryforward Positions – 2017-18
3. Labour Disruption Costs – 2017-18
4. OUAC Confirmation/Accept Statistics – Fall 2018
5. 2018-19, 2019-20, 2020-21 Multi Year Budget Plan
6. Context for Budget Planning – Major Assumptions
7. Capital Market Performance
8. University Budget Plan-Operating Budget
9. Major Budgeted Revenue Sources
10. Budgeted Revenue Allocations
11. Budgeted Expenditures
12. Budgeted Shared Services & GI Allocations
13. Operating Fund Budget Commentary and Analysis
14. Major Budget Risks

Divisional Year End Results 2017-2018

Division	Opening Cumulative Position (A)	Approved Budget In-year Surplus (Deficit) (B)	Actual In-Year Surplus (Deficit) (C)	Variance to Approved Budget Surplus (Deficit) (C-B)	Actual Ending Cumulative Position (A+C)
President's	2.0	(0.6)	(0.0)	0.6	1.9
VP Advancement	4.3	(2.6)	(1.4)	1.2	2.9
VP Academic					
· Arts, Media, Performance & Design	(15.7)	(1.3)	(0.9)	0.4	(16.6)
· Education	4.0	(0.5)	2.6	3.1	6.6
· Environmental Studies	(3.0)	(1.6)	(1.5)	0.2	(4.5)
· Glendon	(8.9)	0.0	(1.1)	(1.1)	(10.0)
· Graduate Studies	3.1	(1.2)	(0.2)	1.0	2.9
· Health	0.2	0.9	6.1	5.3	6.3
· Liberal Arts & Professional Studies	(52.8)	0.1	6.2	6.2	(46.5)
· Lassonde School of Engineering	(10.5)	(7.6)	(0.4)	7.2	(10.9)
· Osgoode Hall Law School	11.8	4.1	4.7	0.6	16.5
· Schulich School of Business	(10.1)	2.6	(0.7)	(3.4)	(10.8)
· Science	(3.0)	1.9	1.5	(0.4)	(1.5)
· Libraries	1.0	(0.2)	0.8	1.0	1.8
Sub Total Faculties & Libraries	(83.9)	(2.8)	17.2	20.0	(66.8)
VPA&P (incl SCS & FR)	38.0	0.7	9.8	9.1	47.8
Vice Provost Students	7.8	(1.9)	3.7	5.7	11.5
Institutional Contingency	0.0	(6.0)	0.0	6.0	0.0
VP Academic Total	(38.1)	(10.1)	30.7	40.8	(7.4)
VP Finance & Administration	12.1	(3.0)	0.5	3.5	12.6
VP Research	2.8	(0.6)	0.3	0.9	3.1
Total All Divisions	(16.9)	(16.9)	30.1	46.9	13.2

Divisional Carry Forward Positions - 2004 to 2018



Divisional Results - Commentary

- Divisional Results benefited from:
 - Stronger tuition revenue particularly at the international level (+ \$13.1M)
 - Lower than budget benefit costs (+ \$7.5M)
 - Institutional contingency was not used (+ \$6.0M)
 - Lower than anticipated student support at graduate level (+ \$6.0M), due to missed targets
 - Shared Services delivered better than budgeted results (+ \$13.9M)
 - General cost control/containment

Labour Disruption Costs

As at May 31, 2018

A. Hard Costs

- Strike related bursaries for hardship
- Community Safety
- Increased Provision for Bad Debts
- Ancillary Services loss of revenue

Total: \$9.65M

B. Neutral Costs

- Tuition Credit Opportunity
 - Students have been offered the option to drop courses on or after March 5, 2018, as a result of strike
 - Students are granted a non-refundable tuition credit for SU18 or FW18-19 course
 - Value as at May 31, 2018 - \$15.2M
 - As students use their credits, the associated revenue will be realized in 2018-19

C. For External Financial Reporting (GAAP Institutional Adjustment Only)

- Tuition Deferral and Other Income Deferred
 - Courses not completed due to suspension of classes on March 5, 2018
 - Tuition revenue (\$47M) and other ancillary related income (\$2M) deferred and will be recognized in the 2018-19 financial statements
 - Total: \$49M

Admissions and OUAC Statistics Update

OUAC 101 Application and Confirmation/Accept Statistics

York Successes - Applications

- Strategic Enrolment initiatives continue to be effective **in a competitive environment**
 - Faculty SEM and central team efforts, early offers, recruitment and brand campaigns, program changes, scholarship and student support programs
- For the second year in a row, York outperformed the system on applications, **attaining 10% market share** of applications for Fall 2018
 - Growth in 1st choice applications: York 5.1% System -0.3%
 - Growth in all applications: York 8.0% System 4.6%

Impact of Strike – Confirmations

- York underperformed the system on confirmations across all subgroups except international 1st choice
 - Growth in confirmations: York -4.1% System 0.2%
- Largest losses are on 2nd and 3rd choice confirmations, which are an important pool of potential conversions for York
- By comparison, Ryerson's confirmations grew by 2.4%, with strong growth in international confirmations. University of Toronto confirmations are down slightly both for international and domestic pools.

Undergraduate Admissions Update Fall 2018

OUAC 101 Accepts June 7, 2018

All Accepts (Domestic + Int'l)

System	+ 0.3%
York University	- 4.1%

All Domestic Accepts

System	- 0.8%
York University	- 3.9%

All International Accepts

System	+ 11.8%
York University	- 6.9%

1st Choice Accepts

System	- 1.7%
York University	- 1.9%

Domestic 1st Choice Accepts

System	- 1.9%
York University	- 2.3%

International 1st Choice Accepts

System	- 1.5%
York University	+ 0.7%

OUAC 101 Applications May 2018

All Applications (Domestic + Int'l)

System	+ 4.6%
York University	+ 8.0%

1st Choice Applications

System	- 0.3%
York University	+ 5.1%

Graduate Admissions Update Fall 2018

Doctoral

Applications

Domestic: - 5.0%

International: + 5.1%

Total: - 0.3%

Offers

- 4.1%

+ 15.5%

Total: - 1.1%

Accepts June 2

- 13.6%

- 3.8%

Total: - 12.1%

Masters

Applications

Domestic: + 5.9%

International: + 7.7%

Total: + 6.7%

Offers

+ 4.4%

+ 8.7%

Total: + 5.7%

Accepts June 2

- 2.8%

+ 9.9%

Total: + 0.6%

2018-19, 2019-20, 2020-21 Multi Year Budget Plan

New Provincial Funding Formula – Assumptions - Government Funding

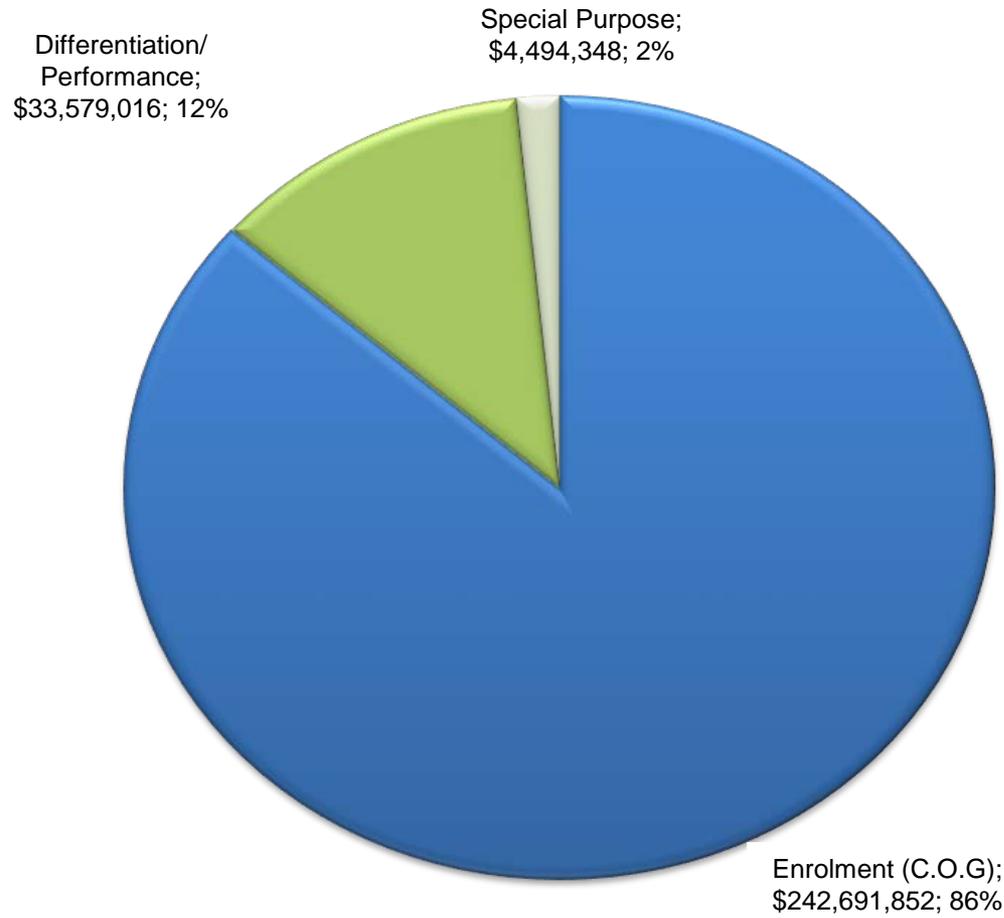
- As of May 1, 2017 provincial UG enrolment-based grant funding is frozen at 2016-17 levels, provided the University maintains its enrolment within a corridor
- Funding will flow to York in three distinct parcels, as follows:
 - **Enrolment Related Funding** – substantially identical to the current grant funds
 - **Differentiation (Performance) Funding** – Based on Performance Metrics. Funding is static for fiscal years 2017-18, 2018-19, 2019-20
 - **At risk (starting 2020-21).**
 - There are metrics addressing:
 - Student Experience
 - Innovation in Teaching and Learning Experience
 - Access and Equity
 - Research Excellence and Impact
 - Innovation, Economic Development and Community Engagement
 - **Special Purpose Funding** – No significant change to targeted funding although there are some changes year over year

Assumptions – Government Funding

	2017-18	2018-19	2019-20	2020-21
	Actuals	Budget	Budget	Budget
Government Operating Grants	\$ 308.9	\$ 307.5	\$ 301.1	\$ 300.6

- The University is in the second year of its Strategic Mandate Agreement (SMA2), which ends in fiscal 2019-20
- The outer year of the multi-year budget (2020-21) will fall in the next Strategic Mandate Agreement (SMA3)
- Funds related to the Differentiation (Performance) funding envelope will be at risk beginning 2020-21 (approximately \$33.6M in 2020-21)

Moving to Enrolment and Performance Based Funding – York University 2016-17 Grants



Assumptions – Tuition Revenue

	2017-18	2018-19	2019-20	2020-21
	Actuals	Budget	Budget	Budget
Student Fees	\$ 608.5	\$ 644.2	\$ 707.2	\$ 773.0

- The tuition revenue projections for 2018-19 to 2020-21 were developed based on the Ministry Tuition Fee Framework and using enrolment projections in Faculty enrolment contracts, **developed in the Fall, 2017**
- The fee rates for 2018-19 were approved by the Board of Governors in February 2017
- Tuition rates for 2018-19 fall within the existing Tuition Framework
- Budgets for 2019-20 and 2020-21, assume a continuation of the existing Framework
- Tuition Framework for 2019-20 and beyond will be announced by the government, typically in the fall (2018) or early spring (2019)

Tuition Fees – Rate Assumptions

- York budgets according to the parameters of the existing Tuition Fee Framework for Domestic Students
 - 3% fee increase/year for all Arts & Science and selected other Programs
 - 5% fee increase/year for Professional Programs
 - An overall cap of 3%/year for the institution in total
- International Students (not subject to Tuition Fee Framework)

Enrolment FTE results 2017-18 and projections to 2020-21

	2016-17 ^a	2017-18 ^a	2018-19 ^p	2019-20 ^p	2020-21 ^p
Undergraduate Domestic	36,598	36,569	36,062	37,020	38,013
Undergraduate International	5,058	5,746	6,457	7,410	8,296
Masters Domestic	6,216	6,206	6,365	6,573	6,645
Masters International	1,541	1,775	1,798	1,885	1,928
Doctoral Domestic	2,934	3,000	3,064	3,160	3,251
Doctoral International	596	641	736	808	864
TOTAL	52,943	53,937	54,483	56,855	58,998

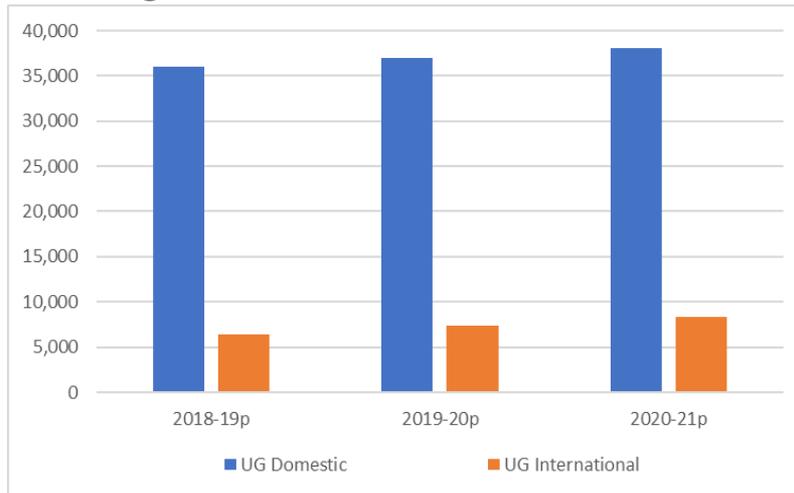
a - actuals; p - projections; Source: Office of Institutional Planning and Analysis (OIPA)

Note: the above projections were prepared in the Fall of 2017, and form the basis for Faculty Budget envelopes, for SHARP purposes. Given the Labour Disruption, a contingency for the effects of the Labour Disruption must be built into the University's Operating Budget.

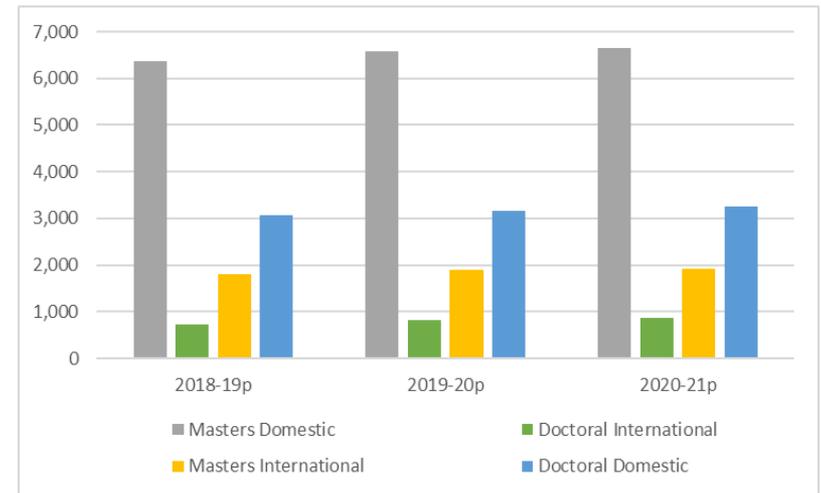
Assumptions – University Enrolment Plans

(Based on Budget Envelopes for Faculties)

Undergraduate Enrolments



Graduate Enrolments



Assumptions - Institutional Complement Plans

- The University Budget Plan includes an assumption to hire 111 new faculty members (tenure track and contractually limited appointments) in 2018-19, for a net increase of 65 new hires when retirees and departures are taken into account
- In 2018-19 and 2019-20, the plan is to increase faculty by a net of 44 and 26 faculty, respectively, for a total of 135 net new faculty by 2020-21

	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
New Hires			
Tenure Track	93	82	58
CLAs	18	15	15
Total	111	97	73
Retirements/Departures			
Tenure Track	31	25	26
CLAs	15	28	21
Total	46	53	47
In-Year Increase (Decrease)			
Tenure Track	62	57	32
CLAs	3	(13)	(6)
Total	65	44	26
NOTE: These are budgeted numbers only, and do not represent approved hires at this time			

Assumptions - Compensation

	2017-18	2018-19	2019-20	2020-21
	Actuals	Budget	Budget	Budget
Salaries and Wages	\$ 525.5	\$ 567.8	\$ 593.7	\$ 615.0

- Most compensation increases driven by collective agreements; these have been factored into budgets of faculties, schools and shared service units
- Extension of the current negotiated rates of increases assumed where collective agreements are not settled (generally increases of 1.5% ATB and Progression through the Ranks for Faculty)
- The SHARP Budget model holds all Faculties responsible for covering salary and benefit increases
- Shared service units receive 50% of their salary increments and are responsible to fund the remaining portion

Assumptions - Pension Plan Special Payments

- The government recently announced revised Funding Rules.
- The new regulations provide relief to plans which have a solvency ratio in excess of 85%. York's current ratio is 99% (December 31, 2017)
- Revised Funding Rules will result in overall lower contributions (as York will not be required to make special payments).
- Future negative investment returns would again return Plan to a solvency deficit, which would result in a return to special payments (which amounted to \$7.9M in 2017).
- Budgets were prepared before the new Funding Rules were announced and provide for the following special payments:
 - 2018-19 \$4M
 - 2019-20 \$8M
 - 2020-21 \$8M
- The only call on this funding at this time is \$400k for provision for adverse deviations (based on the new funding rules) and \$700k for Ontario Pension Benefit Guarantee Assessment
- Funds not used will be held in reserve or repurposed
- University is filing its Valuation Report as at December 31, 2017, to benefit from these new rules, which will relieve University of making special payments for three years

The University Budget Plan - Pension Plan Update

Going Concern Valuation Results

	Mortality Rate and Improvement Scale Changes and Revised Funding Rules	
	December 31, 2017	December 31, 2016
Assets		
Actuarial value of assets	\$ 2,554.8	\$ 2,314.2
Money purchase account balance	1,177.4	1,090.1
Defined Benefit Assets	\$ 1,377.4	\$ 1,224.1
Going Concern Liabilities		
Active members	\$ 74.0	\$ 90.3
Disabled members	0.5	0.7
Suspended members	0.2	1.2
Deferred vested members	0.7	1.0
Retired members and beneficiaries	1,068.2	946.1
Non-reduction reserve	22.2	14.8
Retirement reserve	51.8	N/A
Deferred indexing reserve	44.4	30.4
Additional liabilities due to PFAD	95.0	N/A
Total Accrued Liabilities	\$ 1,357.0	\$ 1,084.6
Going Concern Position		
Prior year credit balance	\$ 20.4	\$ 139.5
Surplus (Unfunded Accrued Liability)	\$ 19.1	\$ 134.1
University Normal Cost		
Money purchase	\$ 31.8	\$ 31.4
Minimum Guarantee Normal Cost		
Minimum guarantee benefit	5.4	6.4
Additional normal cost due to PFAD	0.4	N/A
Administration expenses	1.0	1.0
Total University Normal Cost	\$ 38.6	\$ 38.8



Proprietary & Confidential | June 2018

The University Budget Plan - Pension Plan Update

Hypothetical Wind Up and Solvency Financial Position (\$ Million)

	December 31, 2017	December 31, 2016
Assets		
Market value of assets	\$ 2,554.8	\$ 2,314.2
Estimated wind up expenses	(2.5)	(2.5)
Solvency Assets	\$ 2,552.3	\$ 2,311.7
Hypothetical Wind Up Liabilities		
Active members	\$ 122.5	\$ 160.5
Disabled members	1.5	2.4
Suspended members	1.2	3.5
Deferred vested members	1.5	2.6
Retired members and beneficiaries	1,284.8	1,169.2
Deferred indexing reserve	17.8	20.5
Money purchase account balances	1,177.4	1,090.1
Total Hypothetical Wind Up Liabilities	\$ 2,606.7	\$ 2,448.9
Hypothetical Wind Up Surplus/(Deficiency)	\$ (54.4)	\$ (137.2)
Deferred indexing reserve	17.8	20.5
Solvency Position	\$ (36.6)	\$ (116.7)
Prior year credit balance	(1.3)	(5.4)
Solvency Surplus/(Deficiency)	\$ (37.9)	\$ (122.1)
Solvency Deficiency subject to funding	\$ 0.0	\$ (122.1)
Transfer ratio	98%	94%
Solvency ratio	99%	95%

Proprietary & Confidential | June 2018

16



Valuation Results--Changes

•	Going concern surplus at December 31, 2016	\$134.1M
•	Going concern surplus at December 31, 2017	<u>\$ 19.1M</u>
	Decrease	<u><u>\$115.0M</u></u>
•	Decrease in going concern surplus can be explained by:	
1)	Changes in mortality table and retirement reserve	\$ 85.8M
2)	Additional liability required as a result of new funding rules (provision for Adverse Deviations)	95.0M
	Offset by:	
	All other actuarial gains/losses-net	(17.5M)
	Better than expected investment returns	<u>(48.3M)</u>
	Decrease	<u><u>\$115.0M</u></u>

Revenue Contingencies

	2017-18	2018-19	2019-20	2020-21
	Actuals	Budget	Budget	Budget
Contingencies	-	\$ (40.9)	\$ (18.2)	\$ (38.3)

- The Budget contains contingencies against possible tuition related revenue loss as a result of the Labour Disruption and other contingencies held by Faculties in outer years

Capital Market Performance

Pension Fund Performance		
	Calendar YTD 12 months ended December 2017	Fiscal YTD 4 months ended April 2018
Net Rate of Return	11.9%	0.8%
Benchmark	12.4%	1.1%
Value Added	-0.5%	-0.3%

Endowment Performance		
	Calendar YTD 12 months ended December 2017	Fiscal YTD 12 months ended April 2018
Rate of Return	8.57%	2.30%
Policy Benchmark	8.69%	3.42%
Value Added	-0.12%	-1.12%

Total Operating Budget

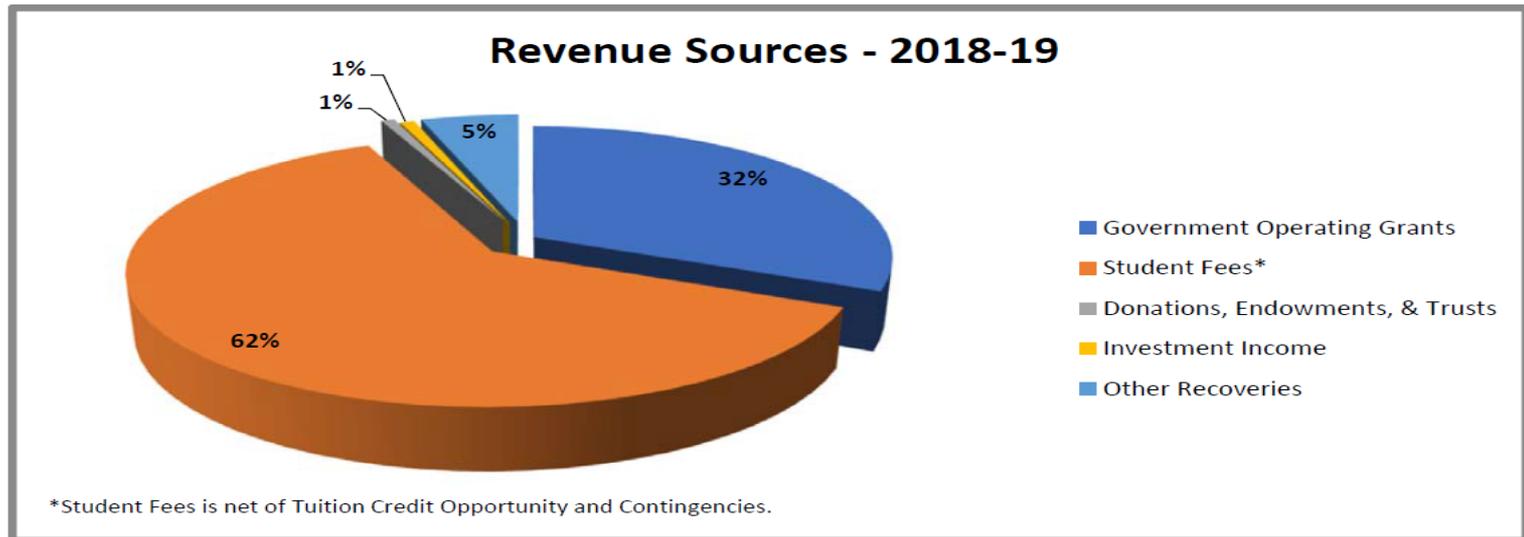
(\$ millions)

	Appendix Reference	2017-18		2018-19	2019-20	2020-21
		Budget	Actuals	Budget	Budget	Budget
Operating Revenues						
Government Operating Grants	[Appendix 2]	\$ 304.8	\$ 308.9	\$ 307.5	\$ 301.1	\$ 300.6
Student Fees	[Appendix 2]	589.4	608.5	644.2	707.2	773.0
Grants and Student Fees Subtotal		894.2	917.5	951.6	1,008.3	1,073.6
Tuition Credit Opportunity		-	(15.2)	-	-	-
Funding from Donations, Endowments, & Trusts		8.0	7.8	6.8	6.1	5.7
Investment Income		8.6	11.0	7.5	6.5	5.5
Other Recoveries		48.3	48.5	50.2	48.5	45.8
Total Operating Revenues		959.1	969.4	1,016.2	1,069.5	1,130.7
Contingencies		-	-	(40.9)	(18.2)	(38.3)
Total Operating Revenues, Net of Contingencies		\$ 959.1	\$ 969.4	\$ 975.3	\$ 1,051.3	\$ 1,092.5
Operating Expenditures						
Salaries and Wages		541.8	525.5	567.8	593.7	615.0
Employee Benefits		148.7	113.5	157.8	164.3	169.4
Operating Costs		138.8	121.5	136.3	133.8	135.1
Scholarships and Bursaries		73.7	63.9	72.4	69.6	70.4
Taxes and Utilities		26.2	23.8	26.7	26.8	27.2
Interest on Long-Term Debt		20.8	20.8	20.9	21.1	21.3
Total Operating Expenditures	[Appendix 4]	\$ 950.1	\$ 869.0	\$ 982.0	\$ 1,009.3	\$ 1,038.5
In Year Surplus/(Deficit) for Operating Fund, Before Transfers		\$ 9.0	\$ 100.5	\$ (6.7)	\$ 42.0	\$ 54.0
Transfers to Restricted Funds						
Transfers to Capital Fund		(15.9)	(21.8)	(16.8)	(19.7)	(31.5)
Transfers to Ancillary Fund		(4.4)	(4.5)	(4.1)	(3.9)	(3.9)
Transfers to Other Funds		(5.6)	(0.7)	(5.9)	(4.2)	(3.7)
Total Transfers to Restricted Funds		\$ (25.9)	\$ (27.0)	\$ (26.8)	\$ (27.8)	\$ (39.1)
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.		\$ (16.9)	\$ 73.4	\$ (33.5)	\$ 14.2	\$ 14.8
GAAP Adjustments						
Remeasurement of Employee Benefit Plans		-	(100.2)	-	-	-
Strike Deferral		-	(46.6)	46.6	-	-
GAAP Adjustments		-	\$ (146.7)	\$ 46.6	-	-
In Year Surplus/(Deficit) for Operating Fund	[Appendix 8]	(16.9)	(73.3)	13.1	14.2	14.8
Opening Accumulated Surplus/(Deficit) for Operating Fund		277.8	277.8	204.5	217.6	231.9
Closing Accumulated Surplus/(Deficit) for Operating Fund		\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7



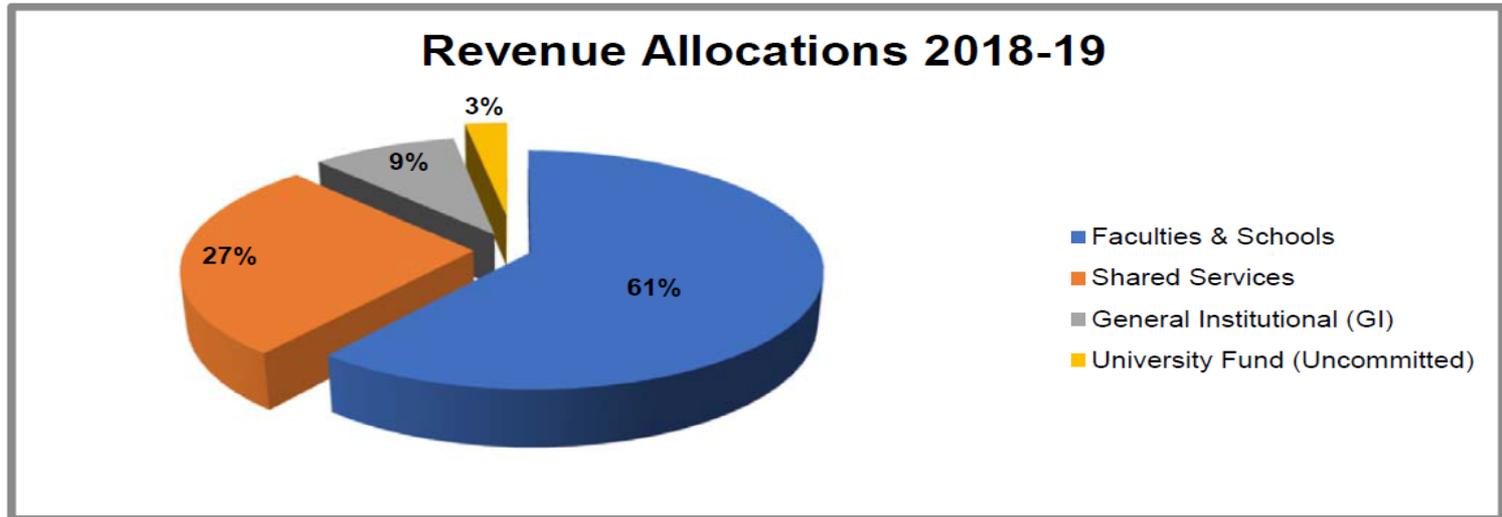
Revenue Sources

Revenue Sources [Appendix 1A of Multi Year Budget Plan]						
	2018-19		2019-20		2020-21	
	Amount	% Share	Amount	% Share	Amount	% Share
Government Operating Grants	307.5	32%	301.1	29%	300.6	28%
Student Fees*	603.2	62%	689.0	66%	734.7	67%
Donations, Endowments, & Trusts	6.8	1%	6.1	1%	5.7	1%
Investment Income	7.5	1%	6.5	1%	5.5	1%
Other Recoveries	50.2	5%	48.5	5%	45.8	4%
Total Revenue, Net of Contingencies	\$ 975.3	100%	\$ 1,051.3	100%	\$ 1,092.5	100%



Revenue Allocations

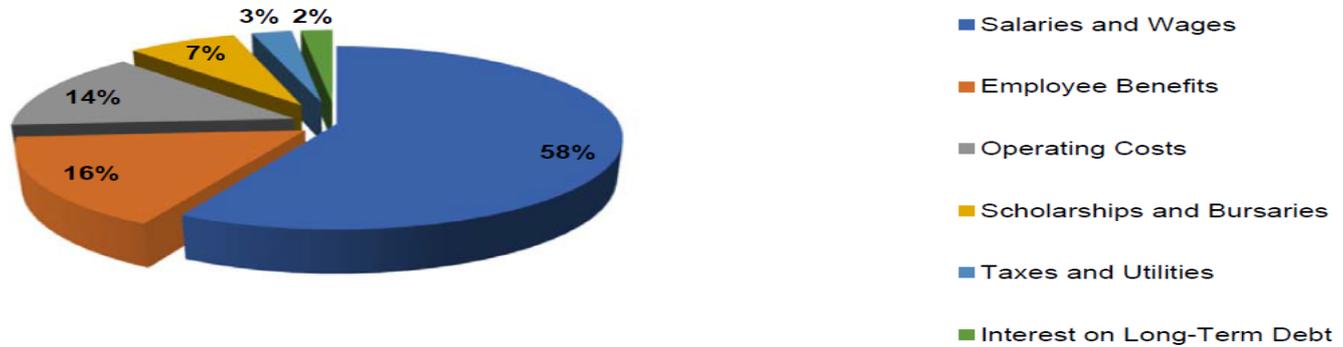
Revenue Allocations [Appendix 1B of Multi Year Budget Plan]						
	2018-19		2019-20		2020-21	
	Amount	% Share	Amount	% Share	Amount	% Share
Faculties & Schools	592.3	61%	668.7	64%	713.3	65%
Shared Services	264.3	27%	261.8	25%	262.1	24%
General Institutional (GI)	91.5	9%	97.3	9%	99.6	9%
University Fund (Uncommitted)	27.3	3%	23.5	2%	17.4	2%
Total Allocations	\$ 975.3	100%	\$ 1,051.3	100%	\$ 1,092.5	100%



Expenditures by Category

Operating Expenditures by Category [Appendix 1A of Multi Year Budget Plan]						
	2018-19		2019-20		2020-21	
	<u>Amount</u>	<u>% Share</u>	<u>Amount</u>	<u>% Share</u>	<u>Amount</u>	<u>% Share</u>
Salaries and Wages	567.8	58%	593.7	59%	615.0	59%
Employee Benefits	157.8	16%	164.3	16%	169.4	16%
Operating Costs	136.3	14%	133.8	13%	135.1	13%
Scholarships and Bursaries	72.4	7%	69.6	7%	70.4	7%
Taxes and Utilities	26.7	3%	26.8	3%	27.2	3%
Interest on Long-Term Debt	20.9	2%	21.1	2%	21.3	2%
Total Operating Expenditures	\$ 982.0	100%	\$ 1,009.3	100%	\$ 1,038.5	100%

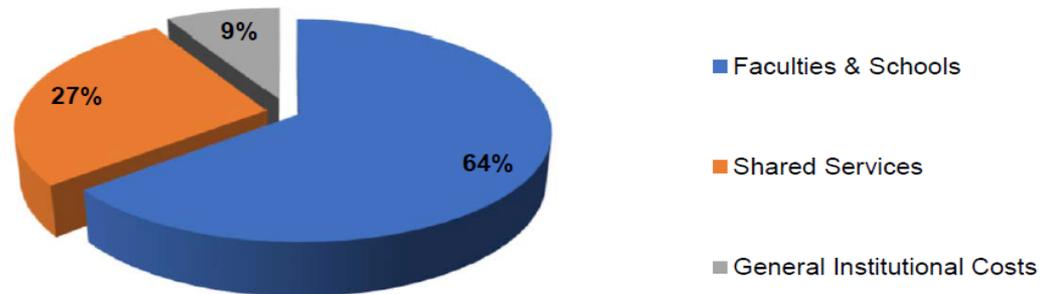
Expenditures by Category 2018-19



Expenditures by Function

Operating Expenditures by Function [Appendix 4 of Multi Year Budget Plan]						
	2018-19		2019-20		2020-21	
	Amount	% Share	Amount	% Share	Amount	% Share
Faculties & Schools	629.2	64%	663.4	66%	691.1	67%
Shared Services	268.8	27%	264.7	26%	266.1	26%
General Institutional Costs	83.9	9%	81.2	8%	81.3	8%
Total Operating Expenditures	\$ 982.0	100%	\$ 1,009.3	100%	\$ 1,038.5	100%

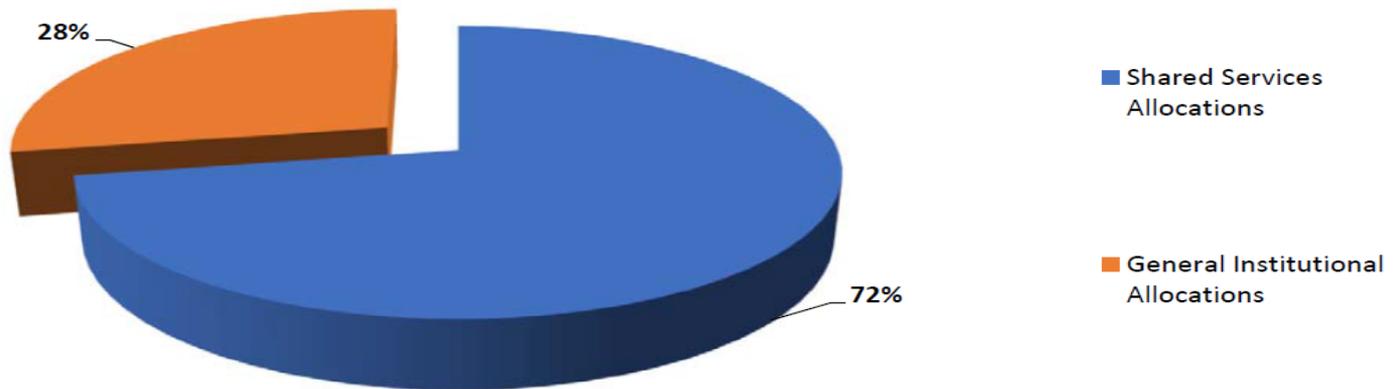
Expenditures by Function 2018-19



Allocations to SS & GI

Allocations to Shared Services & GI [Appendix 5 of Multi Year Budget Plan]						
	2018-19		2019-20		2020-21	
	Amount	% Share	Amount	% Share	Amount	% Share
Shared Services Allocations	201.3	72%	203.4	72%	205.3	72%
General Institutional Allocations	77.4	28%	78.4	28%	78.8	28%
Total Allocations to SS & GI	\$ 278.8	100%	\$ 281.8	100%	\$ 284.1	100%

Budgeted Allocations to Shared Services & GI - 2018-19



Operating Fund Commentary

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.	\$ (16.9)	\$ 73.4	\$ (33.5)	\$ 14.2	\$ 14.8
GAAP Adjustments					
Remeasurement of Employee Benefit Plans	-	(100.2)	-	-	-
Strike Deferral	-	(46.6)	46.6	-	-
GAAP Adjustments	-	\$ (146.7)	\$ 46.6	-	-
In Year Surplus/(Deficit) for Operating Fund [Appendix 8]	(16.9)	(73.3)	13.1	14.2	14.8
Opening Accumulated Surplus/(Deficit) for Operating Fund	277.8	277.8	204.5	217.6	231.9
Closing Accumulated Surplus/(Deficit) for Operating Fund	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7
Closing Accumulated Position, by Division:					
President	\$ 1.3	\$ 1.9	\$ 1.6	\$ 1.1	\$ 0.7
VP Advancement	1.7	2.9	1.2	(0.7)	(4.5)
VP Academic	(48.2)	(7.4)	(54.6)	(60.8)	(60.9)
VP Finance & Administration	9.1	12.6	9.2	7.3	5.8
VP Research	2.3	3.1	2.0	0.9	(0.1)
Closing Divisional Accumulated Surplus/(Deficit)	(33.8)	13.2	(40.7)	(52.1)	(59.0)
University Fund [Appendix 11]	23.8	30.9	58.2	81.7	99.1
Institutional Reserves [Appendix 11]	270.9	160.5	200.1	202.3	206.7
Closing Accumulated Surplus/(Deficit) for Operatin [Appendix 9]	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7

**The Operating Fund is in a surplus position in each of the three years.
2018-19 \$13.1M; 2019-20 \$14.2M; 2020-21 \$14.8M**

Operating Fund Commentary

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Closing Accumulated Position, by Division:					
President	\$ 1.3	\$ 1.9	\$ 1.6	\$ 1.1	\$ 0.7
VP Advancement	1.7	2.9	1.2	(0.7)	(4.5)
VP Academic	(48.2)	(7.4)	(54.6)	(60.8)	(60.9)
VP Finance & Administration	9.1	12.6	9.2	7.3	5.8
VP Research	2.3	3.1	2.0	0.9	(0.1)
Closing Divisional Accumulated Surplus/(Deficit)	(33.8)	13.2	(40.7)	(52.1)	(59.0)
University Fund [Appendix 11]	23.8	30.9	58.2	81.7	99.1
Institutional Reserves [Appendix 11]	270.9	160.5	200.1	202.3	206.7
Closing Accumulated Surplus/(Deficit) for Operatin [Appendix 9]	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7

Due to the Labour Disruption, and the expected impact on enrolments, the VP Academic Division is impacted by the loss of tuition revenue, generating expected accumulated deficits:

2018-19 \$54.6M; 2019-20 \$60.8M; 2020-21 \$60.9M

However, the University Fund is holding significant funds, as a reserve:

2018-19 \$58.2M; 2019-20 \$81.7M; 2020-21 \$99.1M

Components of Reserve Balances

(\$ millions)

	Appendix Reference	2017-18		2018-19	2019-20	2020-21
		Budget	Actuals	Budget	Budget	Budget
University Fund	[Appendix 10]	<u>\$ 23.8</u>	<u>\$ 30.9</u>	<u>\$ 58.2</u>	<u>\$ 81.7</u>	<u>\$ 99.1</u>
Institutional Reserves						
Collective Agreement Benefit Commitments		8.9	8.9	9.3	9.2	9.0
Pension & Post Retirement Benefits		216.8	126.7	122.0	121.3	120.7
Institutional Reserves and Contingencies		65.9	47.1	88.8	89.0	89.7
Other Obligations (GAAP Adjustments)		(20.7)	(22.3)	(20.0)	(17.2)	(12.7)
Total Institutional Reserves		<u>\$ 270.9</u>	<u>\$ 160.5</u>	<u>\$ 200.1</u>	<u>\$ 202.3</u>	<u>\$ 206.7</u>
Closing Reserve Balances		<u>\$ 294.7</u>	<u>\$ 191.4</u>	<u>\$ 258.3</u>	<u>\$ 284.0</u>	<u>\$ 305.7</u>

Operating Fund

Major Budget Risks

- Recovery from Labour Disruption
- Tuition Framework beyond 2019
- Future Labour Relations
- Strategic Enrolment Management
- Realignment of enrolment and budget plans based on the Provincial new funding formula
- Achieving Budget Positions, in light of labour disruption
- Deferred Maintenance and Capital Infrastructure needs
- New Francophone University impact on University
- Managing and Achieving International Growth
- Changing Political Landscape
- Markham Centre Campus (capital and operating budgets)



Multi-Year Budget Plan

2018-19 to 2020-21

Board of Governors

26 June 2018

TABLE OF CONTENTS

Budget Highlights

1. Structure of the Multi-Year Budget Plan Report

2. Fiscal Context

- 2.1 The Economic Climate
- 2.2 Postsecondary Education Funding in Ontario
- 2.3 Strategic Mandate Agreement 2017-18
- 2.4 Enrolment Projections
- 2.5 Tuition Fees
- 2.6 Federal Funding
- 2.7 Compensation
- 2.8 Pension
- 2.9 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 Ancillary Fees
 - 4.1.4 Tuition Fees for Continuing and Executive Education Programs
 - 4.1.5 Funding for Donations, Endowments and Trust
 - 4.1.6 Investment Income
 - 4.1.7 Fees and Other Recoveries
 - 4.1.8 Indirect Costs of Research on Grants and Contracts
- 4.2 Expenditure Projections
 - 4.2.1 Shared Service 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

APPENDICES

Budget Highlights

This report contains the proposed Budget Plan Report for the three-year budget cycle 2018-19 to 2020-21, including the detailed operating budget for fiscal year 2018-19. The Budget Plan Report has been developed based on the Shared Accountability and Resource Planning Budget (SHARP), using projected data that has been updated for 2018-19 to 2020-21.

The fiscal year 2018-19 will experience the impacts of the labour disruption, in respect of CUPE 3903, which began on March 5, 2018. As a result of the labour disruption, the summer session of 2018 has been significantly reduced, which will affect the fiscal results for 2018-19. In addition, the University is also expecting some weakening of enrolment in the fall of 2018. Considering these uncertainties, the University has budgeted for a provision of the effects for the labour disruption in the amount of \$40.9 million for 2018-19, \$18.2 million for 2019-20, and \$38.3 million for 2020-21.

The outer year projections provide the framework in which the University's budget will be prepared for fiscal 2019-20 and 2020-21 as anticipated at the time of the preparation of this report. These projections will be updated annually to reflect changes in the economic conditions and most recent information regarding the University's revenues and expenses, and any other changes. The budget framework is informed by the academic and financial priorities of the University over the next three years.

Tuition and grant revenue for 2018-19 is projected to be \$951.6 million compared to \$917.5 million in 2017-18. This is an increase of 3.7% (\$34.1 million) and does not include the effects of the labour disruption, which is a separate line item in the Budget.

The government introduced changes to the postsecondary funding formula in 2017-18 based on recommendations from the Funding Formula Review exercise undertaken by the Ministry of Advanced Education and Skills Development (MAESD) that occurred in 2015-16. York's current enrolment plans and projections have been adjusted to align with the new funding formula in the context of the University's new Strategic Mandate Agreement (SMA2) with the Ministry. The projected revenue in the Budget Plan Report 2018-19 to 2020-21 has been updated to reflect the adjusted projections.

As part of the transition to the new funding formula, the government committed to a revenue neutral position for all universities for SMA2. This means that while revenue in the new funding model is provided to the University through three bins - 1) an enrolment bin linked to enrolment; 2) a quality and differentiation bin linked to outcomes-based metrics; and, 3) a special purposed grant bin - the amount of funding that the University receives for 2018-19 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 continued to be funded as in the previous funding formula.

Funding in the enrolment bin is governed by a corridor mechanism which ensures that grant revenue remains constant at 2016-17 levels as long as enrolment remains within +/- 3% of 2016-17 enrolments (also known as the corridor midpoint). There is no

additional funding available for undergraduate growth. Any future growth will be funded through negotiated changes to an institution's funded enrolment corridor. The portion of grant provided through the quality and differentiation envelope is tied to performance in priority areas such as student experience; innovation in teaching and learning excellence; access and equity; research excellence and impact; innovation, economic development and community engagement and institutional collaborations and partnerships.

Fiscal 2017-18 was a pivotal year for the University with the implementation of the SHARP Budget model, which replaced the previous incremental Budget model. This was implemented after extensive consultation with the York community. SHARP is a modified version of an Activity Based Budget model that assumes shared financial responsibility. 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). The plan is to migrate the Budget Plan to the Ministry's new funding formula in the SMA3 period (2020-21 to 2022-23). This will provide an opportunity for the University to model the impact of the new funding formula on individual faculties and to allow for time to develop a transition plan.

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

In keeping with the goals set out in the *University Academic Plan* and the *White Paper*, the University plans to hire 111 new faculty members (tenure track and contractually limited appointments) in 2018-19 and to hire an additional 97 in 2019-20. This means a net increase of 65 new hires in 2018-19 when retirees and departures are factored in the projection. In 2019-20 and 2020-21, the plan is to increase faculty by a net of 44 and 26 faculty, respectively, for a total of 135 net new faculty by 2020-21. These appointments will help ensure continued success in the future by enhancing the student learning and research experience, improving academic quality and support the *White Paper's* goal of becoming a leading engaged University. Table 1 shows the details of projected faculty hires for 2018-19 to 2020-21

TABLE 1: Projected Faculty Hires

	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
New Hires			
Tenure Track	93	82	58
CLAs	18	15	15
Total	111	97	73
Retirements/Departures			
Tenure Track	31	25	26
CLAs	15	28	21
Total	46	53	47
In-Year Increase (Decrease)			
Tenure Track	62	57	32
CLAs	3	(13)	(6)
Total	65	44	26
NOTE: These are budgeted numbers only, and do not represent approved hires at this time			

SOURCE: *Provost Office*

The following strategic investments will be made in 2018-19 to support the goals in the White Paper and in the University Academic Plan:

- \$2.0 million to support Faculty strategic initiatives
- \$3.5 million for Student Life Award scholarships
- \$1.0 million to VP Students for transition, advising, and wayfinding initiatives
- \$0.2 million for the implementation of net tuition billing
- \$0.6 million to support international recruitment
- \$0.4 million contribution towards Watson artificial intelligence system
- \$0.2 million for Community safety
- \$1.3 million in start-up costs for the Markham Campus
- \$1.0 million in matching funds for the ADERSIM CFI research grant

As part of the SHARP Budget model, the entire budget planning process has shifted the enrolment planning target setting to September to achieve budget cycle integration. Faculties and Shared Service units are now provided budget envelopes in late November, and detailed budget plans are developed at the end of February for review by divisional heads in March and April.

The University has been operating in a difficult budget context for several years where York's costs exceeded its revenues. Combined with declines in enrolment, this has led to significant faculty and institutional deficits within a constrained provincial funding policy context, where differentiation and accountability are major drivers.

The Operating fund generated a surplus of \$73.4 million for 2017-18 (before GAAP adjustments), compared to a budgeted loss of \$16.9 million. The better than budgeted position was largely attributable to:

- Stronger tuition revenue particularly at the international level (+ \$13.1M)
- Lower than budget benefit costs (+ \$7.5M)
- Institutional contingency was not used (+ \$6.0M)
- Lower than anticipated student support at the graduate level (+ \$6.0M), due to missed graduate targets
- A pension related credit (+\$6M)
- Unspent commitments against the University Fund (\$9M)
- A suspension of CUPE wages, due to the strike, beginning March 5, 2018
- General cost control/containment

Given the effects of the Labour Disruption, the results for the planning years are expected to generate the following results before GAAP adjustments:

2018-19	(\$33.5M)
2019-20	14.2M
2020-21	14.8M

Looking ahead, the major risk factors associated with the multi-year Budget Plan include:

- Recovery from labour disruption
- Tuition Framework beyond 2019
- Future labour relations
- Strategic Enrolment Management
- Realignment of enrolment and budget plans based on the new Provincial funding formula
- Achieving budget positions, in light of labour disruption
- Deferred Maintenance and Capital infrastructure needs
- Impact of the planned new Francophone University
- Managing and achieving International student growth
- Changing political landscape
- Markham Centre Campus (capital and operating budgets)

1. Structure of the Multi-Year Budget Plan Report

The Multi-Year Budget Plan 2018-19 to 2020-21 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 3-year planning period.

The multi-year budget, including the 2018-19 Budget is presented in the Appendices as follows:

- | | |
|--------------------|---|
| Appendix 1A | Provides a high-level summary of projected revenue and expense |
| Appendix 1B | Provides a high-level summary of apportionment of operating revenues |
| Appendix 2 | Provides details on Provincial Operating Grants and Student Fees |
| Appendix 3 | Provides further detail on Apportionment of Operating Revenues to Faculties/Schools and Administrative Units |
| Appendix 4 | Provides a high-level summary of projected expenses by Academic Unit, Shared Services and General Institutional Costs |
| Appendix 5 | Contains the summary Budget Allocations to Shared Services and General Institutional Costs |
| Appendix 6 | Contains the summary calculation of projected multi-year budget positions by Faculty/School |
| Appendix 7 | Contains projected multi-year budget and expenditure allocations by Shared Service Unit |
| Appendix 8 | Contains in-year surplus/(deficit) positions for Operating Fund by Faculty/Unit |
| Appendix 9 | Contains the closing accumulated surplus/(deficit) positions for Operating Fund by Faculty/Unit |
| Appendix 10 | Provides a summary of the University Fund |
| Appendix 11 | Provides details of reserve balances |
| Appendix 12 | Provides details of Faculty Transition Adjustments |

2. Fiscal Context

2.1 The Economic Climate

York's operating budget continues to be comprised mostly of two revenue streams – 32% in government grants and 62% in tuition fee revenue, much of which is regulated or directed by government. This provides limited flexibility for universities to increase revenue.

Ontario's 2018 Budget, tabled by the now-defeated Provincial Liberal Government continued to focus on the government's broad agenda of care: health care, home care, mental health care and child care service. For the postsecondary sector, the government's principal focus was to support students, primarily through the expansion of OSAP to reduce tuition costs for students, as well as expand supports for student mental health.

The new funding formula that came into effect in 2017-18 implemented a corridor mechanism for enrolment funding. Under this mechanism, enrolment is funded at each university's corridor mid-point, which corresponds to its 2016-17 enrolment level. With the introduction of this new funding formula, the Ministry discontinued enrolment growth funding for undergraduate enrolments. There is some funding increases available for graduate enrolment growth beyond 2016-17 under the Graduate Expansion envelope. It is important to note that in its 2018 Budget, the government did not address ongoing cost escalation at universities or a new tuition fee framework to replace the current framework scheduled to expire in the spring of 2019.

According to government population projections, the provincial demographics of university age students (18 to 20 years) are entering a period of decline. In the Greater Toronto Area, these projections show a slight decline over the next three years to 2021, followed by a period of growth of about 20% to 2036. Because of the expected demographic changes, and guided by the SMA process, undergraduate enrolment growth across the province will be more closely managed through negotiated enrolment targets between the Ministry and universities. This is unlike the previous approach that began with the double cohort era in the early 2000s, where the government funded all undergraduate enrolment growth.

Despite the overall decline in secondary school graduates, the number of high school students that applied to York for September 2018 increased 5.1% for first choice applications over last year, and 8% for all applications. The May 2018 statistics shows a decline of 0.3% for first choice applications across the system when compared to the same time last year. When York is excluded, the decline is 0.75%. Across the Ontario system -- including York -- all applications (multiple applications per high school student) are up 4.6%, and for the rest of the system excluding York, applications are up 4.3%.

The increase in 1st choice applications is a good sign for the University and shows that investments in the recruitment process are working. The strong applications could also be attributed to the government's recent OSAP reforms having a positive impact on

enrolments and accessibility at Ontario's universities, and demonstrates that postsecondary education is recognized as key to a brighter economic future for graduates, and for the Province.

It is very probable, however, that the labour disruption at the University in 2017-18 will have an unfavourable impact on conversions of these applications to registrants in the fall of 2018, as well as on applications in future years. The University is reviewing mitigating strategies to support enrolment declines caused by the labour disruption, which may include enhanced financial assistance to students.

As indicated previously, the Ministry implemented a new funding model for universities in 2017-18. In this model, more grant funding is linked to outcomes unlike previously when grant funding was linked strictly to enrolment. There are three funding bins – a funding bin linked to enrolment, one linked to quality and differentiation measured using agreed upon outcomes-based metrics and a special purpose or targeted funding bin which supports targeted funding for initiatives such as French language, disability supports, etc.

The government's tuition fee framework is set to expire in 2018-19. This framework limits the tuition fee increases to an institutional average of 3%. With no new framework announced, the proposed Budget Plan has assumed the current tuition fee framework over the next three years (2018-19 to 2020-21).

2.2 Postsecondary Education Funding in Ontario

In 2013, the government released its differentiation framework through the SMA1 process with the goal of shifting institutions' focus away from enrolment-growth based funding, reducing duplication in the system and ensuring institutional mandates align with government priorities.

In the SMA1 framework, the University articulates its role in Ontario's postsecondary education system, and how it would build on its strengths to achieve its vision and help drive system-wide objectives and government priorities. This was followed by the implementation of a new funding formula in 2017-18 (SMA2 period) to support this differentiation policy framework. This demonstrated that the government's focus is to increasingly direct future funding towards achievement of excellence metrics rather than just providing funding for enrolment growth. At full implementation (SMA3 period which is to begin in 2020-21), the new formula is designed to improve student outcomes, drive differentiation by linking funding to agreed-upon metrics and provide stable predictable funding, as well as support enrolment planning. Through the SMA2 cycle, the Ministry will continue to work closely with institutions to ensure all dimensions of the funding model are implemented.

The Ministry committed to using the SMA2 (2017-18 to 2019-20) process as a transitional phase to commence the collaborative and joint development of performance metrics and targets, tied to funding, for SMA3 (2020-21 to 2022-23). Metrics and targets included in SMA2 are not tied to funding through the SMA2 period. These were used as

a basis for further discussions prior to their application in SMA3. According to the Ministry, universities will have the opportunity to reset and realign metrics prior to the application of metrics in SMA3. During the SMA2 process, the Ministry committed to establish a joint working group with universities to begin detailed discussions on metrics/targets and to seek input on the performance measurement methodology for SMA3.

2.3 Strategic Mandate Agreement 2017-18

The University signed a new Strategic Mandate Agreement (SMA2) with the Ontario government in October 2017. The SMA2 establishes an enrolment planning framework for the next three years that includes growing masters enrolments up to 2,515 FTEs and doctoral enrolments up to 1,164 FTEs by 2019-20. The government will be providing incremental funding for an additional 74.4 new masters and 133.4 new doctoral spaces over this period. As well, enrolments of 35,112 undergraduate students by 2019-20 will be funded under this agreement.

The agreement begins the transition to the new funding framework, including stable funding for enrolment within the negotiated enrolment corridor which was determined using the institution's actual enrolment from the 2016-17 academic year. This funding will remain stable provided the University maintains a five-year average enrolment that is within +/- 3% of the negotiated corridor midpoint (2016-17 weighted enrolments).

In addition, the University will receive differentiation funding tied to performance in priority areas such as student experience, innovation in teaching and learning excellence, access and equity, applied research and excellence impact, and, economic development and community engagement. The differentiation envelope will be revenue neutral throughout the SMA2 period (2017-18 to 2019-20), and the Ministry will use this period to consult with the university sector to refine metrics and targets, which will then be tied to funding for the SMA3 period (2020-21 to 2022-23).

Transition to the new funding formula in 2017-18 was designed to ensure that no university would see changes to core funding levels because of the transition. In future years, changes will be gradual and subject to negotiations between each university and the Ministry through the SMA process.

2.4 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 Table 2 below. The plan outlines the projected enrolment growth by domestic and visa students for both undergraduate and graduate enrolments. These were developed in consultation with Faculties after the SMA2 was negotiated with the Ministry and take into account the SMA2 commitments and the new funding formula, Faculty-specific needs and aspirations, and positioning of the University for eventual SMA3 negotiations with the Ministry.

Overall, the actual 2017-18 enrolments increased by 2% compared to 2016-17 levels, with most of the growth occurring in international undergraduate, masters and doctoral students. There was some growth in domestic doctoral students, whereas domestic undergraduate and domestic masters enrolments remained primarily the same as 2016-17 levels.

TABLE 2: Enrolment FTE results 2017-18 and projections to 2020-21

	2016-17 ^a	2017-18 ^a	2018-19 ^p	2019-20 ^p	2020-21 ^p
Undergraduate Domestic	36,598	36,569	36,062	37,020	38,013
Undergraduate International	5,058	5,746	6,457	7,410	8,296
Masters Domestic	6,216	6,206	6,365	6,573	6,645
Masters International	1,541	1,775	1,798	1,885	1,928
Doctoral Domestic	2,934	3,000	3,064	3,160	3,251
Doctoral International	596	641	736	808	864
TOTAL	52,943	53,937	54,483	56,855	58,998

a - actuals; p - projections; Source: Office of Institutional Planning and Analysis (OIPA)

The above projections were developed prior to the ongoing labour disruption involving CUPE 3903. It is expected that the labour disruption will have an unfavourable impact on the enrolment projections. The summer session of 2018 has been significantly reduced, which will affect the fiscal results for 2018-19. In addition, the University is also expecting some weakening of enrolment in the fall of 2018. It is unclear how the outer years will be impacted. Considering these uncertainties, the University has budgeted for a provision for the effects of the labour disruption in the amount of \$40.9 million for 2018-19, \$18.2 million for 2019-20, and \$38.3 million for 2020-21.

2.5 Tuition Fees

Tuition fees at York are determined in accordance with the provincial government's Tuition Fee Policy Framework for domestic students, and market demand and pricing in comparison to peer universities for international students.

On December 15, 2016, the Ministry announced a two-year extension of the Tuition Fee Framework for Ontario universities that was in place for 2013-14 to 2016-17. With that extension, the Tuition Fee Framework is now set to expire in the spring of 2019.

Under the extended Tuition Fee Framework, university governing boards may increase tuition fees subject to the following constraints:

- Tuition fees for domestic students in Arts and Science and selected other undergraduate programs may increase by 3% per year in 2017-18 and 2018-19.
- Tuition fees for domestic students in graduate programs and high cost professional programs may increase by 5% per year in 2017-18 and 2018-19
- The overall average rate of tuition fee increase across all publicly funded programs at an institution is capped at 3.0% per year.

The tuition revenue projections for 2018-19 to 2020-21 have been developed based on MAESD's Tuition Fee Framework and using enrolment projections based on Faculty enrolment contracts. The projections for 2018-19 fall within the period of the tuition framework, while revenue projections for 2019-20 and 2020-21 assume a continuation of the current tuition fee framework beyond spring 2019. The rates for 2018-19 were approved by the Board of Governors in February 2017.

A new Tuition Fee Framework for the period beyond spring 2019 has not been announced by MAESD. At this time, it is unknown when this announcement will be made. The University is operating on the assumption that the current framework will continue beyond 2018-19, and the tuition revenue projections in the multi-year budget plan have been developed based on this assumption.

As a condition of benefiting from tuition fee increases under the Tuition Fee Framework, MAESD requires that universities and colleges 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, compulsory fees, equipment and supplies) when these costs are above the range provided through the Ontario Student Assistance Program (OSAP). An amount of \$25.9 million (\$21.8 million in tuition set-aside funds and \$4.1 million in other institutional funds) was disbursed in support of students in 2016-17 under the SAG program.

The computation of SAG is influenced by institutional decisions to increase tuition, students' need for OSAP, and students' additional resources above OSAP.

In 2017-18, there were 26,874 full time domestic undergraduate and graduate students at York who received support from the provincial needs-based assistance program (OSAP).

In addition to the provincial student aid program, the University provides scholarship funding to students who meet certain academic standards. In 2017-18, these programs provided funding to undergraduate and graduate students of approximately \$35.1 million.

In the 2016 Ontario Budget, MAESD announced landmark transformations to the provincial student aid (OSAP) program. This impacted York's SAG obligation.

Multi-year reforms to OSAP include:

- **“Free” Tuition for eligible students:** Effective in academic year 2017-18, the Province consolidated many of the existing provincial OSAP grants into a single Ontario Student Grant. This grant provided eligible full-time OSAP students with parental income of less than \$50,000/year with grants to cover the average cost of tuition. During the Fall/Winter 2017-18 session, 14,039 of York's students had received “free tuition” (enough OSAP grants to cover their tuition fees).

- **Net Billing:** Effective in academic year 2018-19 (2017-18 for pilot institutions), all publicly assisted universities or colleges must present their student billing statement inclusive of OSAP aid and institutional aid (if applicable).
- **Net Tuition:** Effective for academic year 2018-19, first-year/first-entry students receiving an offer of admission, will be presented with the net cost of attending that program; i.e. tuition less OSAP aid and institutional aid (if applicable).

York University's Office of Student Financial Services (a department in the Office of the University Registrar) has been actively engaged as a university sector representative in MAESD and Council of Ontario Universities (COU) consultations on both OSAP Transformation and SAG. York has lead the sector in Net Tuition/Net Billing implementation across the province and has been regarded as "Best Practice" by MAESD.

2.6 Federal 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.

In 2017-18, York was allocated \$6.7 million from both the federal and provincial governments to offset institutional research costs. The budget projections have assumed the same amount for 2018-19 to 2020-21.

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% 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% 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 the 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.

2.7 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.

In fiscal 2018-19 the University will be negotiating multi-year compensation settlements with several employee groups, including reaching a conclusion to the current labour disruption, with CUPE 3903.

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

2.8 Pension

Like some other Canadian public-sector institutions, the University has a defined contribution plan, with 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%. York's current ratio is 99% (December 31, 2017). The revised funding rules will result in overall lower contributions (York will not be required to make special payments which amounted to \$7.9 million in 2017). Negative investment returns in the future would return the pension plan to a solvency deficit, which would result in a return to special payments.

Based on the latest valuation, as at December 31, 2017, the York Pension Plan currently reports a going concern surplus of \$19.1 million (December 31, 2016-- \$134.1 million). The decline in the going concern surplus is the result of changes to the mortality tables, the introduction of a retirement reserve, and an additional liability relating to the new rules, known as the provision for adverse deviations.

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

2.9 Deferred Maintenance

Deferred maintenance across the two campuses is estimated at \$359.3 million. 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 \$6.0 million in 2018-19 for deferred maintenance at both campuses. An increase of \$0.5 million is planned in 2019-20 to acknowledge the growth in the campus footprint and to increase the investment in deferred maintenance.

Additional funds are available to address deferred maintenance through the Provincial Facilities Renewal Program (FRP). In 2014 the Province announced its intention to phase in increases to the FRP program. With this increase, York expects to see its annual budget allocation grow from the level of \$3.3 million in 2017-18 to \$6.0 million by 2019-20.

Pursuant to the Federal Government announcement in 2016 to create a Strategic Investment Fund to support investments in infrastructure in postsecondary institutions, the Province removed the restriction on the FRP funds that were originally intended for deferred maintenance related costs to permit its use to support new capital construction for a period of two years.

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 Shared Service units are responsible for developing strategic initiatives within their faculties/units 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 prioritizing and rendering funding decisions that reflect 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 2018-19, Shared Service units will retain their previous year base budgets, plus additional allocations that consist of 50% of their negotiated salary increments. For any other additional funding to their budgets, Shared Service units are required to submit requests through the UBAC and be approved by the President.

In early 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. All budget plans are expected to be finalized and approved by the Vice-Presidents by the end of February.

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.

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:

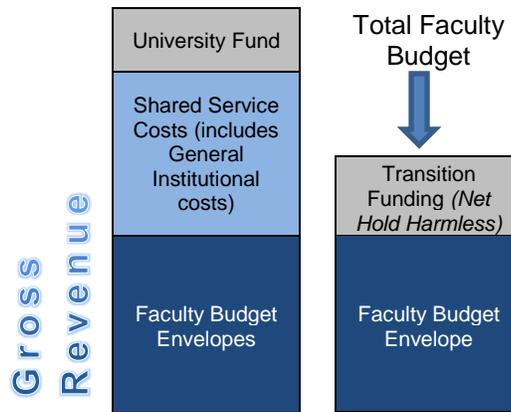
- Provides a high degree of transparency enabling a clear understanding of University revenues and expenses
- Facilitates greater alignment of resources with priorities
- Provides faculties with greater control over the revenue they generate and the costs they incur, and enables them to seek out new 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 the SHARP Budget model, 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 1).

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 1: 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. In the current SHARP model, both enrolment and performance funding are distributed to faculties based on proportionate enrolments. Performance funding distribution needs to support quality improvement and performance on the metrics agreed upon in SMA2 negotiations with the Ministry (funding is at risk in SMA3).

Through the SMA2 period, the SHARP Budget model will continue to attribute funds to faculties based on the current funding formula. The process for developing a revised SHARP allocation mechanism that mirrors the new provincial funding formula is currently ongoing with the purpose of developing shadow results and a transition plan.

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 on an annual basis. In recent years significant budget pressures have been experienced due to the decline in undergraduate domestic enrolment, a government approved tuition fee framework with regulated fee increases, reductions in government grants and significant cost pressures created by pension solvency contributions.

Operating deficits have accumulated in the Academic Division. The University has been focusing on achieving balanced in-year positions in this Division for the period ending in 2017-18.

On a go forward basis, the Labour Disruption in 2017-18 will impact results both in fiscal 2018-19 and beyond. The University has set aside provisions in its budget to address the estimated financial impact of the Labour Disruption.

4. Key Planning Assumptions

4.1 Revenue Projections

University operating revenues are derived primarily from provincial operating grants (32%) and tuition fees (62%). Other operating revenues include investment income, endowment income, donations, funding for indirect costs of research and other miscellaneous revenue.

The University projects total revenues of \$1,016 million in 2018-19; \$1,069 million in 2019-20; and, \$1,130 million in 2020-21, before any provision for the effects of the labour disruption.

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

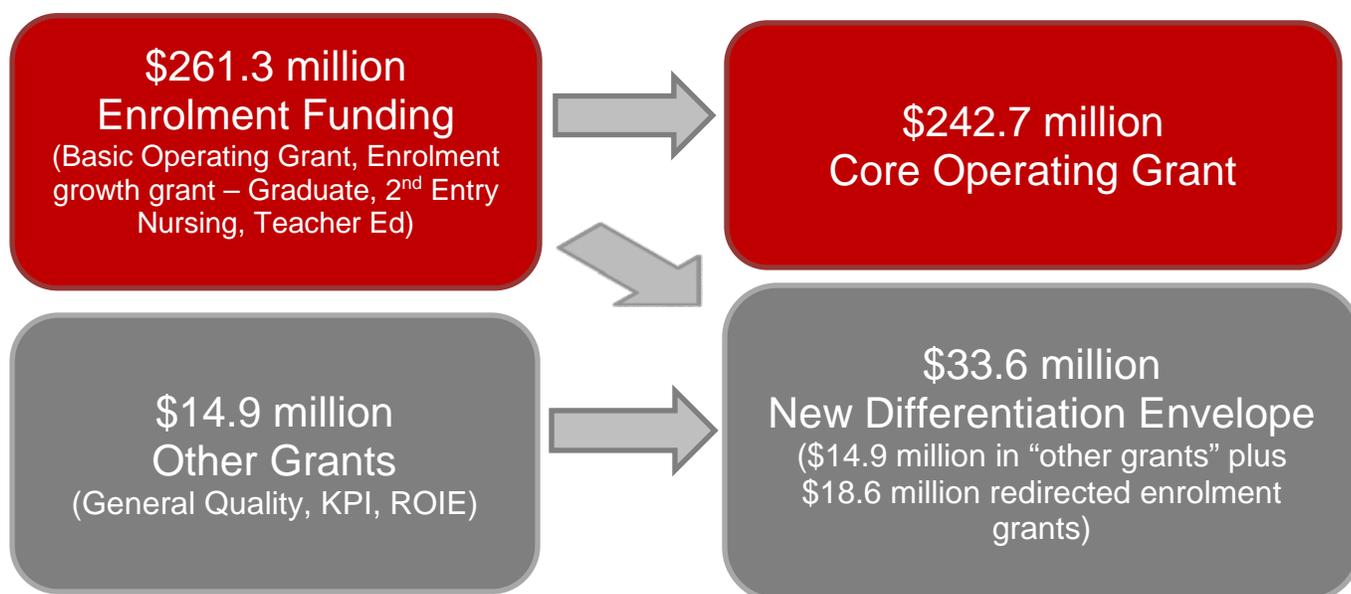
4.1.1 Operating Grants

The Strategic Mandate Agreement 2017-18 begins the transition to a new funding framework that includes stable funding for enrolment within a negotiated enrolment corridor. Existing enrolment related grants in 2016-17 that include base operating grants

and historical targeted grants for previous growth in undergraduate, graduate, teacher education and nursing programs up to 2016-17 were rolled into a single Core Operating Grant (COG). Funding within the core operating grant will remain stable provided the University maintains a five-year average enrolment within +/- 3% of a negotiated target. The current negotiated target is at the level of the 2016-17 weighted enrolments.

The Ministry also 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. This funding is based on negotiated performance metrics and is at risk in SMA3 (starting 2020-21). There are five categories of performance metrics negotiated between the University and the Ministry in the SMA2 process addressing: Student Experience; Innovation in Teaching and Learning Experience; Access and Equity; Research Excellence and Impact; and, Innovation, Economic Development and Community Engagement.

Figure 2: Reclassification of 2016-17 Operating Grants in the New Funding Formula*



**Totals may not add up due to rounding*

The Ministry has indicated that the new funding formula will be implemented over the next few years with no redistribution of funds through the transition period (SMA2 period 2017-18 to 2019-20). The SMA3 period will begin in 2020-21, and at that time agreed upon metrics linked to the new Differentiation Envelope will take effect. The funding associated with these metrics will be at risk at this time.

The multi-year budget plan projects a total of \$307.5 million in operating grants in 2018-19; \$301.1 million in 2019-20; and, \$300.6 million in 2020-21. Details of operating grants are included in Appendix 2.

The budget assumes the following for provincial grants:

- The core operating grant will remain stable at \$242.7 million per year based on domestic enrolment plans that are within the funding corridor set by the Province;
- The budget projections are based on faculty enrolment contract targets;
- The budget projections do not include funding for capital expansion;
- The ministry operating grants do not include an inflationary increase;
- Funding will be received for enrolment growth for graduate students through the SMA2 period using 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 corresponding tuition revenue only.

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 2. It should be noted that tuition revenue is based on enrolment contracts with each Faculty, that were developed prior to the CUPE 3903 Labour Disruption. Provisions for the effects of the Labour Disruption are budgeted separately.

The domestic tuition fee revenue is generated using enrolment projections from Faculty enrolment contract targets and Board approved tuition fee rates based on the current Ministry Tuition Fee Framework that expires in the spring of 2019. The fee rates used for 2019-20 and 2020-21 assume a continuation of this Tuition Fee Framework.

It is important to note that tuition revenue increases are a result of both increases in tuition fee rates and additional enrolments (if any). The Tuition Fee Framework allows for fee increases of up to 3% for entering and continuing domestic students in undergraduate Arts and Science and selected other undergraduate programs, and up to 5% for entering and continuing students in graduate and high cost professional programs; with the overall average institutional fee increase not to exceed 3%. To stay within this framework, the University must balance fee increases between the graduate and professional programs. In most cases, fee increases are not applied to regular graduate programs (both masters and doctoral). The budgetary impact of not increasing these fees is minimized because in many cases, tuition fees are funded as part of a student's graduate funding package. The overall institutional tuition fee increases for 2018-19 is estimated to be approximately 3% on average for domestic students.

International tuition fees are not regulated under the Tuition Fee Framework and are set at a level that takes into consideration the full cost of providing a program and fees for comparable programs at peer universities. It is estimated that, over the next three years, international tuition fees for undergraduate programs will increase by 3% to 10% depending on the program and Faculty, and for graduate programs the increase will range from 0% to 8%. 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.

Tables 3a to Table 3d summarize the approved tuition fee rates for some of the programs offered at York.

TABLE 3a. Approved Undergraduate Domestic Fee Rates (\$)

	2016-17	2017-18	2018-19
Arts, Science and Other	6,408	6,600	6,798
Bachelor of Design	9,425	9,708	9,999
UG Prof. Programs (BCom, ITEC, BPA, BBA/iBBA, etc)	8,715	9,151	9,608
BEng - Computer Science	10,458	10,981	11,530
BEng - Mechanical/Civil/Electrical	11,576	12,155	12,763
JD/LLB	24,996	26,246	27,558

TABLE 3b. Approved Undergraduate International Fee Rates (\$)

	2016-17	2017-18	2018-19
Arts, Science and Other	21,512	23,664	26,030
Bachelor of Design	21,985	23,084	24,238
UG Prof. Program (BCom, ITEC, BPA, BDEM)	23,820	25,725	27,783
UG Prof. Programs (BBA/iBBA)	25,825	27,116	28,472
BEng - Computer Science	23,820	25,011	26,261
BEng - Software, Computer, Geometrics, Space	28,584	30,013	31,513
BEng - Mechanical/Civil/Electrical	29,702	31,887	32,746
JD/LLB	25,821	27,112	28,468

TABLE 3c. Approved Graduate Domestic Fee Rates (\$)

	2016-17	2017-18	2018-19
Non-Professional Masters Programs (3 Terms)	4,785	4,785	4,785
Doctoral Programs (3 Terms)	4,785	4,785	4,785
MBA/iMBA/MF/MBAN (2 Terms)	35,311	37,076	38,930
LLM/PDP - International Business Law	22,983	24,132	25,339
Master of Real Estate and Infrastructure (2 Terms)	34,420	36,141	37,948
Master of Human Resources Management	32,640	34,272	35,985
Master of Conference Interpreting	7,293	7,293	7,293

TABLE 3d. Approved Graduate International Fee Rates (\$)

	2016-17	2017-18	2018-19
Non-Professional Masters Programs	18,825	18,825	18,825
Doctoral Programs	18,000	18,000	18,000
MBA/iMBA/MF/MBAN (2 Terms)	45,002	47,502	50,002
LLM/PDP - International Business Law	35,538	35,538	38,381
Master of Real Estate and Infrastructure (2 Terms)	45,002	47,502	50,002
Master of Human Resources Management	47,286	51,069	55,154
Master of Conference Interpreting	20,755	20,755	20,755

4.1.3 Ancillary Fees

Centrally collected ancillary fee revenue includes fees charged to students as permitted by Ministry Guidelines. These include fees in the following categories: athletics and recreation, counselling fees, cultural and special services fees and student referenda fees. Increases in compulsory ancillary fees are regulated by Ministry Guidelines and in accordance to a student protocol agreement between the University and the student government.

4.1.4 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 2, they are projected to generate revenue of \$54.8 million in 2018-19, \$57.7 million in 2019-20 and \$61.4 million in 2020-21. 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.

4.1.5 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. As income from donations is susceptible to variations from year to year, the income from these sources was \$7.8 million in 2017-18, and is projected to be \$6.8 million in 2018-19, \$6.1 million in 2019-20 and \$5.7 million in 2020-21 (see Appendix 1A).

4.1.6 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 \$7.5 to \$5.5 million for the duration of the planning period (see Appendix 1A).

4.1.7 Fees and Other Recoveries

This income source of \$48.5 million in 2017-18 is projected to be \$50.2 million in 2018-19, \$48.5 million in 2019-20 and \$45.8 million in 2020-21 (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 miscellaneous income.

4.1.8 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 rate of federal indirect costs of recovery is now at 17.1%. The value at \$5.8 million federal grant 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, Shared Service unit and General Institutional costs are included in Appendix 4, 6 and 7.

The University continues to find itself in a resource constrained environment resulting from weakness in domestic enrolments, no expected growth in provincial funding, a tuition fee framework that limits fee increases for domestic enrolments, compensation increases and the effects of a major labour disruption. 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.

The relative size of government funding envelopes in comparison to total University funding has been declining for years and is projected to continue to decline. Considering this, as well as static to declining enrolments over the last few years and fee increase restrictions under the Tuition Fee Framework, the University must be prudent in its resource allocation while ensuring that teaching and research quality, and the student experience are not compromised. Decisions on the proposed expenditure allocations have considered these competing priorities and constraints.

Total expenditures are proposed to increase from \$869.0 million in 2017-18, to 982.0 million in 2018-19, \$1,009.3 million in 2019-20 and to \$1,038.5 million in 2020-21.

4.2.1 Shared Service Costs

As described in the *Budget Planning Process* section, Shared Services provide faculty, students, and academic administrators with physical, technological, administrative and human services in support of teaching and research. In the SHARP Budget model, the Shared Services are organized into 11 “cost bins” as follows: Financial Management; Academic Management; Human Resources; York Libraries; Advancement; CSBO; UIT; Graduate Studies; Students Services; Research; and, General Institutional costs.

General institutional and space costs make up the largest and second largest shared service cost bins. General institutional costs consist of collective agreement commitments, pension and post-retirement costs, tuition waivers, bad debts, interest on capital debt, capital reserve payments and scholarships and bursary costs. The space costs are occupancy costs related to utilities, maintenance and caretaking.

Shared Service costs attributed to Faculties and Ancillary units are projected to total \$268.8 million in 2018-19, \$264.7 million in 2019-20 and \$266.1 million in 2020-21, whereas General Institutional costs are projected to total \$83.9 million in 2018-19, \$81.2 million in 2019-20 and \$81.3 million in 2020-21.

The annual budgets for Shared Services are established as follows:

- The 2016-17 incremental base funding of the Shared Service was rolled forward to 2017-18 and later years;
- Add to this estimated salary increment funding (Shared Service units are funded at 50% of funded 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.

The annual budgets for the General Institutional costs are established as follows:

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

4.2.2 Pension Special Payments and Pension Related Costs

The government recently announced a new funding framework for Defined Benefit plans. Highlights of the new framework include requiring funding on an enhanced going concern basis and, requiring funding on a solvency basis in the event the plan’s funded status falls below 85%. York’s pension plan has a solvency ratio of 99% as at December 31, 2017). These requirements are advantageous to York and will reduce the pressure on requirements for solvency payments to nil. The University is reviewing these provisions and will be filing a Valuation Report as at December 31, 2017. However, negative investment returns may cause the solvency ratio to fall below 85%

and will require the University to make special payments again. For this reason, the planning horizon will continue to include funding 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% 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 by attributions by faculties and units. 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.

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. Hence faculties negatively impacted by the change to SHARP continue to receive a total of \$26.4 million 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.

3) Contingency Funds

These are funds set aside to manage institutional risks and unforeseen costs. The most significant risk in over the planning horizon is the potential impact of the labour disruption on enrolments.

4.2.5 Compensation Assumptions

The budget model holds all faculties responsible for covering salary and benefit increases. Shared Service units receive 50% 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 assumption related to current trends has been made.

The contract expiry dates for employee groups with agreements are as follows:

TABLE 4: Contract Expiry Dates

Employee Group	Contract Expiry Date
CUPE 3903 Unit 1 (Teaching Assistants)	August 31, 2017
CUPE 3903 Unit 2 (Contract Faculty)	August 31, 2017
CUPE 3903 Unit 3 (Graduate Assistants)	August 31, 2017
YUSA Unit 1 (Full-time Clerical, Technical)	July 31, 2018
CUPE 1356-1 (Full-time Security and Parking)	August 31, 2018
CUPE 1356 (Caretakers/Groundskeepers, Drivers & Maintenance Employees)	August 31, 2018
IUOE Local 772 (Stationary Engineers)	June 30, 2018
OHFA (Osgoode Faculty - 53 members)	June 30, 2019
YUFA (Full-time Faculty)	April 30, 2018
OPSEU-1 (Full-time instructors at YUELI)	April 30, 2018
OPSEU-2 (Casual instructors at YUELI)	April 30, 2018
CUPE 3903 Unit 4 (part time librarians)	August 31, 2018
CUPE 1356-2 (Part-time Security and Parking)	December 31, 2018
YUSA Unit 2 (Part-time Clerical, Technical)	Negotiations in Progress

APPENDICES

Total Operating Budget
(in \$ millions)

	Appendix Reference	2017-18		2018-19	2019-20	2020-21
		Budget	Actuals	Budget	Budget	Budget
Operating Revenues						
Government Operating Grants	[Appendix 2]	\$ 304.8	\$ 308.9	\$ 307.5	\$ 301.1	\$ 300.6
Student Fees	[Appendix 2]	589.4	608.5	644.2	707.2	773.0
Grants and Student Fees Subtotal		894.2	917.5	951.6	1,008.3	1,073.6
Tuition Credit Opportunity		-	(15.2)	-	-	-
Funding from Donations, Endowments, & Trusts		8.0	7.8	6.8	6.1	5.7
Investment Income		8.6	11.0	7.5	6.5	5.5
Other Recoveries		48.3	48.5	50.2	48.5	45.8
Total Operating Revenues		959.1	969.4	1,016.2	1,069.5	1,130.7
Contingencies		-	-	(40.9)	(18.2)	(38.3)
Total Operating Revenues, Net of Contingencies		\$ 959.1	\$ 969.4	\$ 975.3	\$ 1,051.3	\$ 1,092.5
Operating Expenditures						
Salaries and Wages		541.8	525.5	567.8	593.7	615.0
Employee Benefits		148.7	113.5	157.8	164.3	169.4
Operating Costs		138.8	121.5	136.3	133.8	135.1
Scholarships and Bursaries		73.7	63.9	72.4	69.6	70.4
Taxes and Utilities		26.2	23.8	26.7	26.8	27.2
Interest on Long-Term Debt		20.8	20.8	20.9	21.1	21.3
Total Operating Expenditures	[Appendix 4]	\$ 950.1	\$ 869.0	\$ 982.0	\$ 1,009.3	\$ 1,038.5
In Year Surplus/(Deficit) for Operating Fund, Before Transfers		\$ 9.0	\$ 100.5	\$ (6.7)	\$ 42.0	\$ 54.0
Transfers to Restricted Funds						
Transfers to Capital Fund		(15.9)	(21.8)	(16.8)	(19.7)	(31.5)
Transfers to Ancillary Fund		(4.4)	(4.5)	(4.1)	(3.9)	(3.9)
Transfers to Other Funds		(5.6)	(0.7)	(5.9)	(4.2)	(3.7)
Total Transfers to Restricted Funds		\$ (25.9)	\$ (27.0)	\$ (26.8)	\$ (27.8)	\$ (39.1)
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.		\$ (16.9)	\$ 73.4	\$ (33.5)	\$ 14.2	\$ 14.8
GAAP Adjustments						
Remeasurement of Employee Benefit Plans		-	(100.2)	-	-	-
Strike Deferral		-	(46.6)	46.6	-	-
GAAP Adjustments		-	\$ (146.7)	\$ 46.6	-	-
In Year Surplus/(Deficit) for Operating Fund	[Appendix 8]	(16.9)	(73.3)	13.1	14.2	14.8
Opening Accumulated Surplus for Operating Fund		277.8	277.8	204.5	217.6	231.9
Closing Accumulated Surplus for Operating Fund		\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7
Closing Accumulated Position, by Division:						
President		\$ 1.3	\$ 1.9	\$ 1.6	\$ 1.1	\$ 0.7
VP Advancement		1.7	2.9	1.2	(0.7)	(4.5)
VP Academic		(48.2)	(7.4)	(54.6)	(60.8)	(60.9)
VP Finance & Administration		9.1	12.6	9.2	7.3	5.8
VP Research & Innovation		2.3	3.1	2.0	0.9	(0.1)
Closing Divisional Accumulated Surplus/(Deficit)		(33.8)	13.2	(40.7)	(52.1)	(59.0)
University Fund	[Appendix 11]	23.8	30.9	58.2	81.7	99.1
Institutional Reserves	[Appendix 11]	270.9	160.5	200.1	202.3	206.7
Closing Accumulated Surplus for Operating Fund	[Appendix 9]	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7

Apportionment of Operating Revenues
(in \$ millions)

Appendix Reference	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Apportionment of Operating Revenues					
Faculties & Schools	\$ 606.8	\$ 607.4	\$ 592.3	\$ 668.7	\$ 713.3
Shared Services	257.5	263.8	264.3	261.8	262.1
General Institutional (GI)	92.9	89.3	91.5	97.3	99.6
University Fund (Uncommitted)	1.9	9.0	27.3	23.5	17.4
Total Apportionment of Operating Revenues	\$ 959.1	\$ 969.4	\$ 975.3	\$ 1,051.3	\$ 1,092.5

[Appendix 3]

Operating Grants and Student Fees

(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Government Operating Grants					
Enrolment					
Core Operating Grant	\$ 244.1	\$ 244.2	\$ 242.7	\$ 242.7	\$ 242.7
International Student Recovery	(4.7)	(4.7)	(5.4)	(6.2)	(6.9)
Graduate Expansion	-	1.8	2.1	2.9	3.3
Differentiation					
Performance/Student Success	32.7	32.9	32.7	32.7	32.7
Mission Related - Bilingualism	3.2	3.2	3.2	3.2	3.2
Mission Related - French Language Access	0.5	1.3	0.5	0.5	0.5
Special Purpose					
Municipal Tax Grant	2.9	2.9	2.9	2.9	3.0
French Language Support	6.8	6.5	6.8	2.1	2.1
Nursing	6.9	7.3	6.6	6.6	6.6
Collaborative Design	1.4	1.5	1.4	1.4	1.4
Teacher Education	-	0.6	0.6	0.6	0.6
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	3.4	3.5	3.6	3.6	3.4
Research Overhead	6.3	6.7	6.4	6.4	6.4
Other Special Purpose Grants	0.9	0.6	2.8	1.0	1.0
Total Government Operating Grants	\$ 304.8	\$ 308.9	\$ 307.5	\$ 301.1	\$ 300.6
Student Fees					
Credit Tuition Fees	\$ 498.4	\$ 511.5	\$ 546.6	\$ 606.5	\$ 668.2
Continuing/Professional Education Tuition	49.5	52.6	54.8	57.7	61.4
Centrally Collected Ancillary Fees	29.6	31.2	30.4	30.8	31.1
Student Referenda	8.2	8.8	8.5	8.5	8.6
Application Fees	3.6	4.5	3.8	3.8	3.8
Total Student Fees	\$ 589.4	\$ 608.5	\$ 644.2	\$ 707.2	\$ 773.0

Calculation of Budget Envelopes for 2018-19
(\$ millions)

	SHARP Revenues	Budget Allocations to Shared Services & GI		Contribution to University Fund	Net Transition Adjustments	SHARP Budget Envelope	Strategic University Fund		Total Budgeted Revenues
		Shared Services & GI	Contribution to University Fund				Commitments	Faculty/Unit Revenues	
Faculties & Schools:									
Liberal Arts & Professional Studies	\$ 315.4	\$ (102.5)	\$ (4.7)	\$ (5.5)	\$ 202.6	\$ 202.6	-	\$ 0.3	\$ 202.9
Arts, Media, & Performance Design	47.0	(22.0)	(0.9)	13.7	37.8	37.8	-	1.9	39.7
Environmental Studies	13.4	(5.5)	(0.3)	4.0	11.6	11.6	-	0.3	11.9
Education	20.7	(7.8)	(0.5)	2.5	14.9	14.9	0.6	5.0	20.5
Glendon	28.5	(13.8)	(0.9)	3.5	17.3	17.3	0.1	16.2	33.6
Schulich	83.7	(19.7)	(2.4)	(0.3)	61.3	61.3	-	22.3	83.7
Osgoode	42.7	(10.3)	(1.3)	3.6	34.7	34.7	-	8.0	42.7
Health	121.1	(47.1)	(2.1)	(8.9)	63.1	63.1	0.1	3.4	66.6
Science	73.2	(26.8)	(1.0)	8.8	54.3	54.3	0.2	1.2	55.7
Lassonde	58.0	(18.7)	(0.8)	(0.3)	38.2	38.2	1.0	2.8	42.0
Continuing Studies	-	(1.3)	(0.6)	(0.5)	(2.4)	(2.4)	-	29.1	26.7
Provost's Academic Fund	-	-	-	-	-	-	-	(33.7)	(33.7)
Faculties & Schools Subtotal	803.6	(275.4)	(15.4)	20.6	533.4	533.4	2.0	56.9	592.3
Shared Services	-	201.3	-	(4.0)	197.4	197.4	7.1	59.8	264.3
General Institutional	-	[Appendix 5] 77.4	-	-	77.4	77.4	1.0	13.0	91.5
Contribution from Ancillary Units	4.6	(3.3)	-	(1.3)	-	-	-	-	-
University Fund	37.5	(0.1)	15.4	(15.4)	37.4	37.4	(10.2)	-	27.3
Total University	\$ 845.6	-	-	-	\$ 845.6	\$ 845.6	-	\$ 129.7	\$ 975.3
									[Appendix 1]

Operating Expenditures, Net of Recoveries
by Faculty/Unit
(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Faculties & Schools					
Liberal Arts & Professional Studies	\$ 189.1	\$ 183.5	\$ 197.7	\$ 217.1	\$ 234.5
Arts, Media, & Performance Design	39.2	38.2	39.7	40.7	41.5
Environmental Studies	13.9	13.5	13.5	13.5	13.6
Education	22.0	20.0	21.3	22.5	22.5
Glendon	36.4	34.4	35.3	36.1	36.8
Schulich	81.9	77.4	83.1	84.9	86.7
Osgoode	38.1	40.4	42.6	42.2	42.8
Health	67.8	61.6	67.8	70.5	71.4
Science	51.4	51.7	55.7	59.4	61.6
Lassonde	43.0	33.8	46.5	48.9	50.5
Continuing Studies	20.6	22.1	26.1	27.7	29.1
Provost's Academic Fund	6.0	-	-	-	-
Total Faculties & Schools	609.4	576.8	629.2	663.4	691.1
Shared Services					
Financial Management	15.3	15.3	15.7	15.3	15.1
Academic Management: President's Division	12.7	13.2	11.0	11.1	11.2
Academic Management: VPA&P	13.8	13.0	15.7	14.7	14.7
Human Resources	7.9	7.5	7.9	7.7	7.8
York Libraries	30.7	29.7	31.1	32.0	32.8
Advancement	12.1	11.4	10.8	12.1	13.0
CSBO & Community Safety	66.4	62.7	66.5	67.0	67.6
UIT	20.1	19.1	22.1	22.1	21.6
FGS	3.9	3.9	3.6	3.4	3.4
Student Services	43.8	40.8	46.7	45.6	45.3
Scholarships & Bursaries	25.3	26.0	28.4	24.7	24.6
VPRI	8.6	8.4	9.3	9.1	9.1
Total Shared Services	260.5	251.1	268.8	264.7	266.1
General Institutional					
Collective Agreement Benefit Commitments	7.4	(4.2)	6.8	7.2	7.3
Pension & Post Retirement Benefits	11.7	1.6	16.2	16.2	16.2
Tuition Waivers	7.5	7.8	8.1	8.2	8.3
Bad Debts	5.0	8.4	5.0	5.0	5.0
Other GI Costs	12.3	0.6	11.6	11.9	12.1
Capital Debt	20.9	20.9	21.0	21.2	21.4
Other GI Commitments	15.3	5.9	15.1	11.5	11.0
Total General Institutional	80.2	41.1	83.9	81.2	81.3
Total Operating Expenditures	\$ 950.1	\$ 869.0	\$ 982.0	\$ 1,009.3	\$ 1,038.5

Budget Allocations to Shared Services & GI
(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Shared Services Costs					
Financial Management	\$ 13.8	\$ 13.9	\$ 14.5	\$ 14.6	\$ 14.7
Academic Management: President's Division	10.5	9.8	10.0	10.1	10.1
Academic Management: VPA&P	15.2	15.0	16.6	16.7	16.7
Human Resources	7.0	7.0	7.2	7.3	7.4
York Libraries	31.3	31.1	33.3	34.2	35.1
Advancement	6.7	6.6	6.8	6.8	6.9
CSBO & Community Safety	53.5	54.0	56.9	57.4	57.7
UIT	16.4	16.0	17.1	17.2	17.3
FGS	2.7	2.6	2.7	2.7	2.7
Student Services	18.6	18.0	20.9	21.1	21.3
Scholarships & Bursaries	11.5	11.6	11.6	11.6	11.6
VPRI	7.9	7.8	8.4	8.4	8.5
Shared Services Cost Charged to Faculties & Schools	195.0	193.4	206.0	208.1	210.0
Attribution of General Institutional Costs to Shared Services ¹	(4.6)	(2.3)	(4.6)	(4.7)	(4.7)
Total Shared Services Budget Allocations	190.4	191.1	201.3	203.4	205.3
General Institutional Costs					
Collective Agreement Benefit Commitments	7.0	1.8	7.1	7.1	7.2
Pension & Post Retirement	8.4	8.4	8.4	8.4	8.4
Tuition Waivers	7.5	7.5	8.1	8.2	8.3
Bad Debts	4.8	8.2	4.8	4.8	4.8
Other GI Costs	11.5	11.6	12.4	12.5	12.6
Capital Debt	20.9	20.9	21.0	21.2	21.4
Capital Reserve Payments	11.0	11.0	11.0	11.5	11.5
General Institutional Costs Charged to Faculties & Schools	71.0	69.4	72.8	73.7	74.1
Recovery from Shared Services ¹	4.6	2.3	4.6	4.7	4.7
Total General Institutional Allocations	75.6	71.7	77.4	78.4	78.8
Total Allocations to Shared Services and General Institutional	\$ 266.0	\$ 262.8	\$ 278.8	\$ 281.8	\$ 284.1

*Note*¹

The amount reported for each Shared Service is reflective of its respective cost of space, collective agreement benefits, pension & post retirement, and bad debts.

Faculty/School Budget Positions

(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
<u>Liberal Arts & Professional Studies</u>					
Revenues, Net of Contingencies	\$ 190.3	\$ 192.7	\$ 202.9	\$ 223.8	\$ 241.7
Expenditures, Net of Recoveries	(189.1)	(183.5)	(197.7)	(217.1)	(234.5)
In Year Surplus/(Deficit), Before Transfers	1.3	9.2	5.2	6.8	7.2
Transfers to Capital Fund	(1.0)	(2.4)	(1.5)	(3.0)	(3.5)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.2)	(0.6)	(0.3)	(0.2)	(0.2)
In Year Surplus/(Deficit)	0.1	6.2	3.4	3.5	3.5
Opening Accumulated Surplus/(Deficit)	(52.8)	(52.8)	(46.5)	(43.1)	(39.6)
Closing Accumulated Surplus/(Deficit)	\$ (52.7)	\$ (46.5)	\$ (43.1)	\$ (39.6)	\$ (36.1)
<u>Arts, Media, & Performance Design</u>					
Revenues, Net of Contingencies	\$ 38.0	\$ 38.0	\$ 39.7	\$ 41.9	\$ 42.8
Expenditures, Net of Recoveries	(39.2)	(38.2)	(39.7)	(40.7)	(41.5)
In Year Surplus/(Deficit), Before Transfers	(1.3)	(0.2)	0.0	1.2	1.3
Transfers to Capital Fund	-	(0.7)	-	(1.0)	(1.0)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(1.3)	(0.9)	0.0	0.2	0.3
Opening Accumulated Surplus/(Deficit)	(15.7)	(15.7)	(16.6)	(16.6)	(16.4)
Closing Accumulated Surplus/(Deficit)	\$ (17.0)	\$ (16.6)	\$ (16.6)	\$ (16.4)	\$ (16.1)
<u>Environmental Studies</u>					
Revenues, Net of Contingencies	\$ 12.3	\$ 12.1	\$ 11.9	\$ 12.7	\$ 13.7
Expenditures, Net of Recoveries	(13.9)	(13.5)	(13.5)	(13.5)	(13.6)
In Year Surplus/(Deficit), Before Transfers	(1.6)	(1.4)	(1.7)	(0.8)	0.1
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.1)	-	-	-
In Year Surplus/(Deficit)	(1.6)	(1.5)	(1.7)	(0.8)	0.1
Opening Accumulated Surplus/(Deficit)	(3.0)	(3.0)	(4.5)	(6.1)	(6.9)
Closing Accumulated Surplus/(Deficit)	\$ (4.6)	\$ (4.5)	\$ (6.1)	\$ (6.9)	\$ (6.9)
<u>Education</u>					
Revenues, Net of Contingencies	\$ 21.5	\$ 22.6	\$ 20.5	\$ 21.4	\$ 21.9
Expenditures, Net of Recoveries	(22.0)	(20.0)	(21.3)	(22.5)	(22.5)
In Year Surplus/(Deficit), Before Transfers	(0.5)	2.6	(0.8)	(1.1)	(0.6)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	(0.5)	2.6	(0.8)	(1.1)	(0.6)
Opening Accumulated Surplus/(Deficit)	4.0	4.0	6.6	5.8	4.7
Closing Accumulated Surplus/(Deficit)	\$ 3.5	\$ 6.6	\$ 5.8	\$ 4.7	\$ 4.1

Faculty/School Budget Positions

(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Glendon					
Revenues	\$ 36.4	\$ 33.4	\$ 34.6	\$ 30.6	\$ 33.7
Contingencies	-	-	(1.0)	-	-
Revenues, Net of Contingencies	\$ 36.4	\$ 33.4	\$ 33.6	\$ 30.6	\$ 33.7
Expenditures, Net of Recoveries	(36.4)	(34.4)	(35.3)	(36.1)	(36.8)
In Year Surplus/(Deficit), Before Transfers	0.0	(1.0)	(1.7)	(5.5)	(3.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	0.0	(1.1)	(1.7)	(5.5)	(3.1)
Opening Accumulated Surplus/(Deficit)	(8.9)	(8.9)	(10.0)	(11.7)	(17.2)
Closing Accumulated Surplus/(Deficit)	\$ (8.9)	\$ (10.0)	\$ (11.7)	\$ (17.2)	\$ (20.3)
Schulich					
Revenues, Net of Contingencies	\$ 88.7	\$ 81.1	\$ 83.7	\$ 86.1	\$ 90.8
Expenditures, Net of Recoveries	(81.9)	(77.4)	(83.1)	(84.9)	(86.7)
In Year Surplus/(Deficit), Before Transfers	6.8	3.6	0.6	1.2	4.1
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	(4.0)	(4.1)	(3.7)	(3.5)	(3.5)
Transfers to Other Funds	(0.2)	(0.3)	(0.2)	(0.2)	(0.2)
In Year Surplus/(Deficit)	2.6	(0.7)	(3.4)	(2.5)	0.3
Opening Accumulated Surplus/(Deficit)	(10.1)	(10.1)	(10.8)	(14.2)	(16.8)
Closing Accumulated Surplus/(Deficit)	\$ (7.5)	\$ (10.8)	\$ (14.2)	\$ (16.8)	\$ (16.4)
Osgoode					
Revenues, Net of Contingencies	\$ 42.2	\$ 45.2	\$ 42.7	\$ 44.6	\$ 45.9
Expenditures, Net of Recoveries	(38.1)	(40.4)	(42.6)	(42.2)	(42.8)
In Year Surplus/(Deficit), Before Transfers	4.2	4.8	0.2	2.4	3.1
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
In Year Surplus/(Deficit)	4.1	4.7	0.1	2.4	3.1
Opening Accumulated Surplus/(Deficit)	11.8	11.8	16.5	16.6	19.0
Closing Accumulated Surplus/(Deficit)	\$ 15.9	\$ 16.5	\$ 16.6	\$ 19.0	\$ 22.1
Health					
Revenues, Net of Contingencies	\$ 68.6	\$ 67.8	\$ 66.6	\$ 70.6	\$ 73.5
Expenditures, Net of Recoveries	(67.8)	(61.6)	(67.8)	(70.5)	(71.4)
In Year Surplus/(Deficit), Before Transfers	0.9	6.2	(1.2)	0.1	2.2
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	0.9	6.1	(1.2)	0.1	2.2
Opening Accumulated Surplus/(Deficit)	0.2	0.2	6.3	5.1	5.2
Closing Accumulated Surplus/(Deficit)	\$ 1.0	\$ 6.3	\$ 5.1	\$ 5.2	\$ 7.4

Faculty/School Budget Positions

(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Science					
Revenues, Net of Contingencies	\$ 53.3	\$ 53.2	\$ 55.7	\$ 60.4	\$ 65.6
Expenditures, Net of Recoveries	(51.4)	(51.7)	(55.7)	(59.4)	(61.6)
In Year Surplus/(Deficit), Before Transfers	1.9	1.5	0.0	1.1	4.0
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	1.9	1.5	0.0	1.1	4.0
Opening Accumulated Surplus/(Deficit)	(3.0)	(3.0)	(1.5)	(1.4)	(0.4)
Closing Accumulated Surplus/(Deficit)	\$ (1.1)	\$ (1.5)	\$ (1.4)	\$ (0.4)	\$ 3.6
Lassonde					
Revenues, Net of Contingencies	\$ 35.3	\$ 33.4	\$ 42.0	\$ 47.6	\$ 52.0
Expenditures, Net of Recoveries	(43.0)	(33.8)	(46.5)	(48.9)	(50.5)
In Year Surplus/(Deficit), Before Transfers	(7.6)	(0.4)	(4.5)	(1.3)	1.5
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(7.6)	(0.4)	(4.5)	(1.3)	1.5
Opening Accumulated Surplus/(Deficit)	(10.5)	(10.5)	(10.9)	(15.4)	(16.7)
Closing Accumulated Surplus/(Deficit)	\$ (18.2)	\$ (10.9)	\$ (15.4)	\$ (16.7)	\$ (15.2)
Continuing Studies					
Revenues, Net of Contingencies	\$ 20.1	\$ 27.9	\$ 26.7	\$ 28.8	\$ 31.7
Expenditures, Net of Recoveries	(20.6)	(22.1)	(26.1)	(27.7)	(29.1)
In Year Surplus/(Deficit), Before Transfers	(0.5)	5.8	0.6	1.1	2.5
Transfers to Capital Fund	-	(0.7)	-	(0.6)	(11.9)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	(0.5)	5.1	0.6	0.5	(9.4)
Opening Accumulated Surplus/(Deficit)	17.1	17.1	22.1	22.7	23.3
Closing Accumulated Surplus/(Deficit)	\$ 16.6	\$ 22.1	\$ 22.7	\$ 23.3	\$ 13.8
Provost's Academic Fund					
Revenues, Net of Contingencies	-	-	\$ (33.7)	-	-
Expenditures, Net of Recoveries	(6.0)	-	-	-	-
In Year Surplus/(Deficit), Before Transfers	(6.0)	-	(33.7)	-	-
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	4.3	-	-	-
In Year Surplus/(Deficit)	(6.0)	4.3	(33.7)	-	-
Opening Accumulated Surplus/(Deficit)	20.3	20.3	24.7	(9.0)	(9.0)
Closing Accumulated Surplus/(Deficit)	\$ 14.3	\$ 24.7	\$ (9.0)	\$ (9.0)	\$ (9.0)

Faculty/School Budget Positions

(\$ millions)

	2017-18		2018-19		2019-20		2020-21	
	Budget	Actuals	Budget	Actuals	Budget	Actuals	Budget	Actuals
Total Faculties & Schools								
Revenues, Net of Contingencies	\$ 606.8	\$ 607.4	\$ 592.3	\$ 592.3	\$ 668.7	\$ 668.7	\$ 713.3	\$ 713.3
Expenditures, Net of Recoveries	(609.4)	(576.8)	(629.2)	(629.2)	(663.4)	(663.4)	(691.1)	(691.1)
In Year Surplus/(Deficit), Before Transfers	(2.5)	30.6	(36.9)	30.6	5.3	5.3	22.2	22.2
Transfers to Capital Fund	(1.0)	(3.8)	(1.5)	(3.8)	(4.6)	(4.6)	(16.4)	(16.4)
Transfers to Ancillary Fund	(4.0)	(4.1)	(3.7)	(4.1)	(3.5)	(3.5)	(3.5)	(3.5)
Transfers to Other Funds	(0.5)	3.3	(0.6)	3.3	(0.5)	(0.5)	(0.5)	(0.5)
In Year Surplus/(Deficit)	(7.9)	26.0	(42.7)	26.0	(3.3)	(3.3)	1.8	1.8
Opening Accumulated Surplus/(Deficit)	(50.6)	(50.6)	(24.6)	(24.6)	(67.4)	(67.4)	(70.7)	(70.7)
Closing Accumulated Surplus/(Deficit)	\$ (58.5)	\$ (24.6)	\$ (67.4)	\$ (67.4)	\$ (70.7)	\$ (70.7)	\$ (68.9)	\$ (68.9)

Shared Services Budget Positions

(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Financial Management					
Revenues, Net of Contingencies	\$ 15.0	\$ 15.2	\$ 15.1	\$ 15.7	\$ 15.4
Expenditures, Net of Recoveries	(15.3)	(15.3)	(15.7)	(15.3)	(15.1)
In Year Surplus/(Deficit), Before Transfers	(0.2)	(0.1)	(0.6)	0.4	0.4
Transfers to Capital Fund	(0.7)	(0.7)	(0.7)	(0.7)	(0.7)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.9)	(0.8)	(1.3)	(0.2)	(0.3)
Opening Accumulated Surplus/(Deficit)	7.3	7.3	6.5	5.3	5.0
Closing Accumulated Surplus/(Deficit)	\$ 6.4	\$ 6.5	\$ 5.3	\$ 5.0	\$ 4.7
Academic Management: President's Division					
Revenues, Net of Contingencies	\$ 12.0	\$ 13.6	\$ 11.1	\$ 10.6	\$ 10.7
Expenditures, Net of Recoveries	(12.7)	(13.2)	(11.0)	(11.1)	(11.2)
In Year Surplus/(Deficit), Before Transfers	(0.7)	0.3	0.1	(0.5)	(0.5)
Transfers to Capital Fund	-	(0.3)	(0.4)	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	0.0	(0.0)	-	-	-
In Year Surplus/(Deficit)	(0.6)	(0.0)	(0.3)	(0.5)	(0.5)
Opening Accumulated Surplus/(Deficit)	2.0	2.0	1.9	1.6	1.1
Closing Accumulated Surplus/(Deficit)	\$ 1.3	\$ 1.9	\$ 1.6	\$ 1.1	\$ 0.7
Academic Management: VPA&P					
Revenues, Net of Contingencies	\$ 18.8	\$ 18.2	\$ 18.4	\$ 17.7	\$ 17.4
Expenditures, Net of Recoveries	(13.8)	(13.0)	(15.7)	(14.7)	(14.7)
In Year Surplus/(Deficit), Before Transfers	5.0	5.1	2.6	2.9	2.7
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(3.8)	(4.7)	(4.1)	(3.5)	(3.0)
In Year Surplus/(Deficit)	1.2	0.4	(1.5)	(0.5)	(0.2)
Opening Accumulated Surplus/(Deficit)	0.6	0.6	1.0	(0.4)	(1.0)
Closing Accumulated Surplus/(Deficit)	\$ 1.8	\$ 1.0	\$ (0.4)	\$ (1.0)	\$ (1.2)
Human Resources					
Revenues, Net of Contingencies	\$ 7.3	\$ 7.6	\$ 7.3	\$ 7.0	\$ 7.4
Expenditures, Net of Recoveries	(7.9)	(7.5)	(7.9)	(7.7)	(7.8)
In Year Surplus/(Deficit), Before Transfers	(0.6)	0.1	(0.6)	(0.7)	(0.3)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.6)	0.1	(0.6)	(0.7)	(0.3)
Opening Accumulated Surplus/(Deficit)	1.4	1.4	1.6	1.0	0.3
Closing Accumulated Surplus/(Deficit)	\$ 0.8	\$ 1.6	\$ 1.0	\$ 0.3	\$ 0.0

Shared Services Budget Positions
(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
<u>York Libraries</u>					
Revenues, Net of Contingencies	\$ 30.5	\$ 30.5	\$ 31.2	\$ 32.0	\$ 32.7
Expenditures, Net of Recoveries	(30.7)	(29.7)	(31.1)	(32.0)	(32.8)
In Year Surplus/(Deficit), Before Transfers	(0.2)	0.8	0.0	(0.0)	(0.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
In Year Surplus/(Deficit)	(0.2)	0.8	0.0	(0.1)	(0.1)
Opening Accumulated Surplus/(Deficit)	1.0	1.0	1.8	1.8	1.8
Closing Accumulated Surplus/(Deficit)	\$ 0.8	\$ 1.8	\$ 1.8	\$ 1.8	\$ 1.6
<u>Advancement</u>					
Revenues, Net of Contingencies	9.6	10.0	9.1	10.2	9.2
Expenditures, Net of Recoveries	(12.1)	(11.4)	(10.8)	(12.1)	(13.0)
In Year Surplus/(Deficit), Before Transfers	(2.6)	(1.4)	(1.7)	(1.8)	(3.8)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(2.6)	(1.4)	(1.7)	(1.8)	(3.8)
Opening Accumulated Surplus/(Deficit)	4.3	4.3	2.9	1.2	(0.7)
Closing Accumulated Surplus/(Deficit)	\$ 1.7	\$ 2.9	\$ 1.2	\$ (0.7)	\$ (4.5)
<u>CSBO & Community Safety</u>					
Revenues, Net of Contingencies	\$ 65.9	\$ 65.5	\$ 66.6	\$ 67.1	\$ 67.6
Expenditures, Net of Recoveries	(66.4)	(62.7)	(66.5)	(67.0)	(67.6)
In Year Surplus/(Deficit), Before Transfers	(0.5)	2.7	0.1	0.1	0.0
Transfers to Capital Fund	(0.2)	(2.1)	(0.1)	(0.1)	(0.1)
Transfers to Ancillary Fund	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.8)	0.5	(0.1)	(0.1)	(0.2)
Opening Accumulated Surplus/(Deficit)	1.5	1.5	2.0	1.9	1.8
Closing Accumulated Surplus/(Deficit)	\$ 0.7	\$ 2.0	\$ 1.9	\$ 1.8	\$ 1.6
<u>UIT</u>					
Revenues, Net of Contingencies	\$ 20.4	\$ 21.2	\$ 21.6	\$ 21.8	\$ 21.6
Expenditures, Net of Recoveries	(20.1)	(19.1)	(22.1)	(22.1)	(21.6)
In Year Surplus/(Deficit), Before Transfers	0.3	2.0	(0.5)	(0.3)	0.0
Transfers to Capital Fund	(0.9)	(1.4)	(0.9)	(0.6)	(0.6)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.6)	0.6	(1.4)	(0.9)	(0.6)
Opening Accumulated Surplus/(Deficit)	1.9	1.9	2.5	1.0	0.1
Closing Accumulated Surplus/(Deficit)	\$ 1.3	\$ 2.5	\$ 1.0	\$ 0.1	\$ (0.5)

Shared Services Budget Positions
(\$ millions)

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
FGS					
Revenues, Net of Contingencies	\$ 2.7	\$ 3.9	\$ 2.9	\$ 2.8	\$ 2.8
Expenditures, Net of Recoveries	(3.9)	(3.9)	(3.6)	(3.4)	(3.4)
In Year Surplus/(Deficit), Before Transfers	(1.2)	(0.0)	(0.7)	(0.6)	(0.6)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.2)	-	-	-
In Year Surplus/(Deficit)	(1.2)	(0.2)	(0.7)	(0.6)	(0.6)
Opening Accumulated Surplus/(Deficit)	3.1	3.1	2.9	2.2	1.6
Closing Accumulated Surplus/(Deficit)	\$ 1.9	\$ 2.9	\$ 2.2	\$ 1.6	\$ 1.0
Student Services					
Revenues, Net of Contingencies	\$ 41.9	\$ 43.9	\$ 44.9	\$ 44.2	\$ 44.5
Expenditures, Net of Recoveries	(43.8)	(40.8)	(46.7)	(45.6)	(45.3)
In Year Surplus/(Deficit), Before Transfers	(1.8)	3.0	(1.9)	(1.4)	(0.8)
Transfers to Capital Fund	-	(0.1)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(1.9)	2.8	(2.0)	(1.5)	(1.0)
Opening Accumulated Surplus/(Deficit)	7.8	7.8	10.6	8.6	7.1
Closing Accumulated Surplus/(Deficit)	\$ 5.9	\$ 10.6	\$ 8.6	\$ 7.1	\$ 6.1
Scholarships and Bursaries					
Revenues, Net of Contingencies	\$ 25.3	\$ 25.5	\$ 28.1	\$ 24.6	\$ 24.6
Expenditures, Net of Recoveries	(25.3)	(26.0)	(28.4)	(24.7)	(24.6)
In Year Surplus/(Deficit), Before Transfers	-	(0.4)	(0.4)	(0.1)	(0.0)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	1.4	-	-	-
In Year Surplus/(Deficit)	-	0.9	(0.4)	(0.1)	(0.0)
Opening Accumulated Surplus/(Deficit)	-	-	0.9	0.6	0.4
Closing Accumulated Surplus/(Deficit)	-	\$ 0.9	\$ 0.6	\$ 0.4	\$ 0.4
VPRI					
Revenues, Net of Contingencies	\$ 8.1	\$ 8.8	\$ 8.3	\$ 8.1	\$ 8.2
Expenditures, Net of Recoveries	(8.6)	(8.4)	(9.3)	(9.1)	(9.1)
In Year Surplus/(Deficit), Before Transfers	(0.5)	0.4	(1.0)	(1.0)	(0.9)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(0.6)	0.3	(1.1)	(1.1)	(1.0)
Opening Accumulated Surplus/(Deficit)	2.8	2.8	3.1	2.0	0.9
Closing Accumulated Surplus/(Deficit)	\$ 2.3	\$ 3.1	\$ 2.0	\$ 0.9	\$ (0.1)

Shared Services Budget Positions
(\$ millions)

	<u>2017-18</u>		<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
	<u>Budget</u>	<u>Actuals</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
<u>Total Shared Services</u>					
Revenues, Net of Contingencies	\$ 257.5	\$ 263.8	\$ 264.3	\$ 261.8	\$ 262.1
Expenditures, Net of Recoveries	(260.5)	(251.1)	(268.8)	(264.7)	(266.1)
In Year Surplus/(Deficit), Before Transfers	(3.0)	12.7	(4.6)	(2.9)	(4.0)
Transfers to Capital Fund	(1.8)	(4.7)	(2.1)	(1.4)	(1.4)
Transfers to Ancillary Fund	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Transfers to Other Funds	(4.0)	(3.8)	(4.3)	(3.7)	(3.2)
In Year Surplus/(Deficit)	(8.9)	4.1	(11.1)	(8.1)	(8.7)
Opening Accumulated Surplus/(Deficit)	33.7	33.7	37.8	26.7	18.6
Closing Accumulated Surplus/(Deficit)	\$ 24.8	\$ 37.8	\$ 26.7	\$ 18.6	\$ 9.9

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

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
Faculties & Schools					
Liberal Arts & Professional Studies	\$ 0.1	\$ 6.2	\$ 3.4	\$ 3.5	\$ 3.5
Arts, Media, & Performance Design	(1.3)	(0.9)	0.0	0.2	0.3
Environmental Studies	(1.6)	(1.5)	(1.7)	(0.8)	0.1
Education	(0.5)	2.6	(0.8)	(1.1)	(0.6)
Glendon	0.0	(1.1)	(1.7)	(5.5)	(3.1)
Schulich	2.6	(0.7)	(3.4)	(2.5)	0.3
Osgoode	4.1	4.7	0.1	2.4	3.1
Health	0.9	6.1	(1.2)	0.1	2.2
Science	1.9	1.5	0.0	1.1	4.0
Lassonde	(7.6)	(0.4)	(4.5)	(1.3)	1.5
Continuing Studies	(0.5)	5.1	0.6	0.5	(9.4)
Provost's Academic Fund	(6.0)	4.3	(33.7)	-	-
Total Faculties & Schools	(7.9)	26.0	(42.7)	(3.3)	1.8
Shared Services					
Financial Management	(0.9)	(0.8)	(1.3)	(0.2)	(0.3)
Academic Management: President's Division	(0.6)	(0.0)	(0.3)	(0.5)	(0.5)
Academic Management: VPA&P	1.2	0.4	(1.5)	(0.5)	(0.2)
Human Resources	(0.6)	0.1	(0.6)	(0.7)	(0.3)
York Libraries	(0.2)	0.8	0.0	(0.1)	(0.1)
Advancement	(2.6)	(1.4)	(1.7)	(1.8)	(3.8)
CSBO & Community Safety	(0.8)	0.5	(0.1)	(0.1)	(0.2)
UIT	(0.6)	0.6	(1.4)	(0.9)	(0.6)
FGS	(1.2)	(0.2)	(0.7)	(0.6)	(0.6)
Student Services	(1.9)	2.8	(2.0)	(1.5)	(1.0)
Scholarships & Bursaries	-	0.9	(0.4)	(0.1)	(0.0)
VPRI	(0.6)	0.3	(1.1)	(1.1)	(1.0)
Total Shared Services	(8.9)	4.1	(11.1)	(8.1)	(8.7)
In Year Divisional Surplus/(Deficit)	\$ (16.9)	\$ 30.1	\$ (53.9)	\$ (11.4)	\$ (6.9)
University Fund	1.9	9.0	27.3	23.5	17.4
Institutional Reserves	(1.9)	(112.4)	39.7	2.2	4.4
In Year Surplus/(Deficit) for Operating Fund	\$ (16.9)	\$ (73.3)	\$ 13.1	\$ 14.2	\$ 14.8

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

	2017-18		2018-19	2019-20	2020-21
	Budget	Actuals	Budget	Budget	Budget
President	\$ 1.3	\$ 1.9	\$ 1.6	\$ 1.1	\$ 0.7
VP Advancement	1.7	2.9	1.2	(0.7)	(4.5)
<u>VP Academic</u>					
Liberal Arts & Professional Studies	(52.7)	(46.5)	(43.1)	(39.6)	(36.1)
Arts, Media, & Performance Design	(17.0)	(16.6)	(16.6)	(16.4)	(16.1)
Environmental Studies	(4.6)	(4.5)	(6.1)	(6.9)	(6.9)
Education	3.5	6.6	5.8	4.7	4.1
Glendon	(8.9)	(10.0)	(11.7)	(17.2)	(20.3)
Schulich	(7.5)	(10.8)	(14.2)	(16.8)	(16.4)
Osgoode	15.9	16.5	16.6	19.0	22.1
Health	1.0	6.3	5.1	5.2	7.4
Science	(1.1)	(1.5)	(1.4)	(0.4)	3.6
Lassonde	(18.2)	(10.9)	(15.4)	(16.7)	(15.2)
Continuing Studies	16.6	22.1	22.7	23.3	13.8
Provost's Academic Fund	14.3	24.7	(9.0)	(9.0)	(9.0)
Total Faculties & Schools	(58.5)	(24.6)	(67.4)	(70.7)	(68.9)
VPA&P	1.8	1.0	(0.4)	(1.0)	(1.2)
York Libraries	0.8	1.8	1.8	1.8	1.6
FGS	1.9	2.9	2.2	1.6	1.0
Student Services	5.9	10.6	8.6	7.1	6.1
Scholarships & Bursaries	-	0.9	0.6	0.4	0.4
Total VP Academic	(48.2)	(7.4)	(54.6)	(60.8)	(60.9)
<u>VP Finance & Administration</u>					
Financial Management	6.4	6.5	5.3	5.0	4.7
Human Resources	0.8	1.6	1.0	0.3	0.0
CSBO & Community Safety	0.7	2.0	1.9	1.8	1.6
UIT	1.3	2.5	1.0	0.1	(0.5)
Total VP Finance & Administration	9.1	12.6	9.2	7.3	5.8
VP Research & Innovation	2.3	3.1	2.0	0.9	(0.1)
Closing Divisional Accumulated Surplus/(Deficit)	\$ (33.8)	\$ 13.2	\$ (40.7)	\$ (52.1)	\$ (59.0)
University Fund	23.8	30.9	58.2	81.7	99.1
Institutional Reserves	270.9	160.5	200.1	202.3	206.7
Closing Accumulated Surplus for Operating Fund	\$ 261.0	\$ 204.5	\$ 217.6	\$ 231.9	\$ 246.7

University Fund
(\$ millions)

	Appendix Reference	2017-18		2018-19	2019-20	2020-21
		Budget	Actuals	Budget	Budget	Budget
Revenues						
SHARP Revenues, Net of Shared Services Costs						
Net Investment Income		\$ 8.5	\$ 10.9	\$ 7.5	\$ 6.5	\$ 5.5
Fines and Penalties		3.0	2.4	2.8	2.8	2.8
Contribution from Ancillary Operations		2.4	2.1	2.2	2.2	2.2
Centrally Collected Ancillary Fees		8.6	9.4	9.0	8.9	8.9
MAESD Unearned Grant		13.1	17.7	15.6	9.5	3.7
Undesignated Donations		-	1.6	-	-	-
Miscellaneous Revenues		0.2	0.3	0.2	0.2	0.2
Total SHARP Revenues, Net of Shared Services Costs	[Appendix 3]	35.9	44.5	37.4	30.1	23.3
Faculty/School Contributions to University Fund	[Appendix 3]	15.4	15.4	15.4	15.4	15.4
Total Revenues		51.3	59.9	52.8	45.5	38.7
Allocations						
Net Transition Adjustments	[Appendix 3]	15.4	15.4	15.4	15.4	15.4
Strategic Investments						
Faculties [Appendix 3]						
Refund of University Fund Contribution		15.4	15.4	-	-	-
Other Commitments		3.9	4.4	2.0	0.9	0.2
Shared Services	[Appendix 3]	12.6	14.4	7.1	1.8	1.8
General Institutional	[Appendix 3]	2.2	1.5	1.0	4.0	4.0
Total Strategic Commitments	[Appendix 3]	34.1	35.6	10.2	6.7	6.0
Total Allocations	[Appendix 3]	49.4	50.9	25.5	22.0	21.3
Revenues less Allocations	[Appendix 3]	1.9	9.0	27.3	23.5	17.4
Opening Accumulated Balance of University Fund		21.9	21.9	30.9	58.2	81.7
Closing Accumulated Balance of University Fund		\$ 23.8	\$ 30.9	\$ 58.2	\$ 81.7	\$ 99.1

Continuity of Reserve Balances
(\$ millions)

	Appendix Reference	2017-18		2018-19	2019-20	2020-21
		Budget	Actuals	Budget	Budget	Budget
University Fund						
Opening Balance	[Appendix 10]	\$ 21.9	\$ 21.9	\$ 30.9	\$ 58.2	\$ 81.7
In Year						
Contributed Revenues	[Appendix 10]	51.3	59.9	52.8	45.5	38.7
Allocations and Commitments	[Appendix 10]	(49.4)	(50.9)	(25.5)	(22.0)	(21.3)
Transfers to University Fund for Unspent Funds	[Appendix 10]	1.9	9.0	27.3	23.5	17.4
Closing Balance	[Appendix 10]	<u>\$ 23.8</u>	<u>\$ 30.9</u>	<u>\$ 58.2</u>	<u>\$ 81.7</u>	<u>\$ 99.1</u>
Institutional Reserves						
Opening Balance		\$ 272.8	\$ 272.8	\$ 160.5	\$ 200.1	\$ 202.3
In Year						
Remeasurement of Employee Benefit Plans		-	(100.2)	-	-	-
Strike Related Provisions		-	(46.6)	46.6	-	-
Transfers (to)/from Institutional Reserves		(1.9)	34.4	(6.9)	2.2	4.4
In Year Change to Institutional Reserves		<u>(1.9)</u>	<u>(112.4)</u>	<u>39.7</u>	<u>2.2</u>	<u>4.4</u>
Closing Balance		<u>\$ 270.9</u>	<u>\$ 160.5</u>	<u>\$ 200.1</u>	<u>\$ 202.3</u>	<u>\$ 206.7</u>
Closing Reserve Balances		<u>\$ 294.7</u>	<u>\$ 191.4</u>	<u>\$ 258.3</u>	<u>\$ 284.0</u>	<u>\$ 305.7</u>

Components of Reserve Balances
(\$ millions)

	Appendix Reference	2017-18		2018-19	2019-20	2020-21
		Budget	Actuals	Budget	Budget	Budget
University Fund	[Appendix 10]	<u>\$ 23.8</u>	<u>\$ 30.9</u>	<u>\$ 58.2</u>	<u>\$ 81.7</u>	<u>\$ 99.1</u>
Institutional Reserves						
Collective Agreement Benefit Commitments		8.9	8.9	9.3	9.2	9.0
Pension & Post Retirement Benefits		216.8	126.7	122.0	121.3	120.7
Institutional Reserves and Contingencies		65.9	47.1	88.8	89.0	89.7
Other Obligations (GAAP Adjustments)		(20.7)	(22.3)	(20.0)	(17.2)	(12.7)
Total Institutional Reserves		<u>\$ 270.9</u>	<u>\$ 160.5</u>	<u>\$ 200.1</u>	<u>\$ 202.3</u>	<u>\$ 206.7</u>
Closing Reserve Balances		<u>\$ 294.7</u>	<u>\$ 191.4</u>	<u>\$ 258.3</u>	<u>\$ 284.0</u>	<u>\$ 305.7</u>

Faculty Transition Adjustments (\$ millions)

	Hold Harmless Funding	Tax	Net Transition Adjustments
Faculties & Schools:			
Liberal Arts & Professional Studies	\$ (5.5)	-	\$ (5.5)
Arts, Media, & Performance Design	14.2	(0.5)	13.7
Environmental Studies	4.2	(0.2)	4.0
Education	2.9	(0.5)	2.5
Glendon	4.2	(0.7)	3.5
Schulich	1.5	(1.7)	(0.3)
Osgoode	4.4	(0.8)	3.6
Health	(8.9)	-	(8.9)
Science	9.4	(0.6)	8.8
Lassonde	-	(0.3)	(0.3)
Continuing Studies	-	(0.5)	(0.5)
Total Faculties & Schools	\$ 26.4	\$ (5.7)	\$ 20.6

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 26 June 2018

Subject: **Financial Statements for Year ended 30 April 2018**

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the Financial Statements for the year ended April 30, 2018.

Background

Attached are the York University Financial statements for the year ended April 30, 2018. To facilitate the Committee's review of the statements, 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.



FINANCIAL STATEMENTS

APRIL 30, 2018

INDEX

	<i>Page</i>
Statement of Administrative Responsibility	1
Introduction to York University Financial Statements – 2017-2018	2
Summary of Revenue and Expenses.....	4
Independent Auditors' Report on Financial Statements	8
Balance Sheet	9
Statement of Operations and Changes in Deficit.....	10
Statement of Changes in Net Assets.....	11
Statement of Cash Flows	12
Notes to Financial Statements.....	13

Final, For Board of Governors Approval

STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

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

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2018 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

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

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

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

Ernst & Young LLP, Chartered Professional Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2018. The independent auditors' 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 – 2017-2018

The current year was characterized by continued strong demand for international undergraduate enrolment and continued stable enrolment at the domestic level. Increased tuition fees, consistent with the Province's tuition fee framework, and higher international enrolments provided incremental operating income to the University.

The year was marked by a 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 had not settled by the end of the fiscal year. As a consequence, 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 represents the normal conclusion of instruction and exams. The University will be conducting remediation efforts in fiscal 2018-19 for those students who were unable to complete their term by the end of the 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 fiscal year. The University has therefore deferred to fiscal 2018-19 approximately \$64 million in student fees and sales and other revenue for services not yet performed. The deferral of tuition and other income also resulted in deferred revenue increasing to \$98 million at April 30, 2018, compared to \$36 million at April 30, 2017.

Government grants, which consist largely of Provincial operating grants and other research related funding, amounted to \$390 million (2016-17—\$380 million). Provincial grants remained largely unchanged relative to the prior fiscal year. This is consistent with the Province's Strategic Mandate Agreement and the new funding formula, which has frozen 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 \$13 million (2016-17—\$11 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 \$8 million (2016-17—\$14 million).

The market value of the University's endowments was \$467 million at April 30, 2018, compared to \$469 million, for the prior year. The University's rate of return was 2.3% in 2017-18 (2016-17—17.2%) as capital markets in general were weaker this year, compared to last year. The investment income credited to endowments was \$8 million this year compared to \$67 million last year.

The University's operating cash and cash equivalents amounted to \$157 million at April 30, 2018 (2016-17—\$42 million). The University held higher 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 \$530 million at April 30, 2018 (2016-17—\$564 million).

Salaries and benefits remained largely unchanged at \$715 million for both 2017-18 and 2016-17.

The University continues to support students with continued growth in student financial assistance. Scholarships and bursaries increased to \$86 million in 2017-18, compared to \$81 million in 2016-17 and reflects the University's ongoing support for both graduate and undergraduate students.

Interest on long-term debt remained unchanged at \$27 million for both 2017-18 and 2016-17. As previously reported, the University issued a new debenture of \$100 million on May 26, 2016. The proceeds from this debenture together with government investments from the Strategic Investment Fund and support from University donors have been invested in a number of capital projects to support the University's academic mission.

Schulich's new Rob and Cheryl McEwen Graduate Study & Research Building was nearing completion at year-end. This 67,000-square-foot building will provide a home for research activities and graduate students.

The renovation and upgrading of the Farquharson Life Science Facility is scheduled for completion in the fall of 2018 and will provide the University with modern research and lab space. The updating of the University's Central Utilities and Cogeneration Facility is scheduled for completion in early summer.

Planning, design and procurement for the Markham Centre Campus has commenced and the Campus is scheduled to open in September, 2021. The York University Markham Centre Campus, located west of the Markham Pan Am Centre, will offer 4,200 students in a high-growth part of the Province access to more than 20 degree programs, including a variety of professional programs as well as innovative joint programs with York's academic partner on the project, Seneca College. York will partner with local businesses and community groups to provide unique experiential learning opportunities for students. The Ontario government committed to provide \$127.3 million towards the cost of the new Campus which will be built on a site of approximately five acres that will be contributed by the City of Markham, and the Regional Municipality of York will invest \$25 million in the new campus. York is also raising funds for this important project from its alumni and friends as part of Impact - The Campaign for York University.

The University's new Student Centre, which has been funded entirely through student referenda fees, was also completed on budget and on time. The new Student Centre will deliver additional space to students for both academic and student club activities.

All of the above mentioned capital projects added \$127 million to the University's capital assets in 2018.

As summarized on the Balance Sheet, the University's unrestricted accumulated deficit has decreased from \$39 million in 2017 to \$36 million in 2018. The decrease in the accumulated deficit is the result of a small surplus in the University's ancillary operations.

Carol McAulay
Vice-President, Finance and Administration

SUMMARY OF REVENUE AND EXPENSES

Total Revenue and Expenses

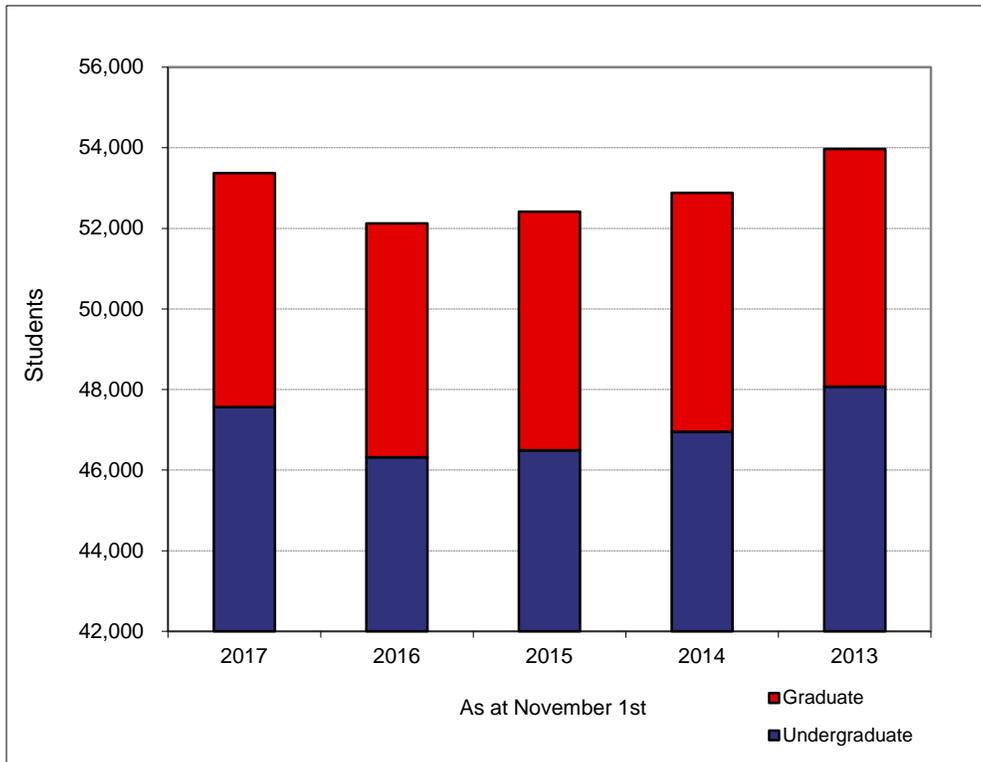
(Millions of dollars)

Year ended April 30	2018	2017	2016	2015	2014
	\$	\$	\$	\$	\$
<u>REVENUE</u>					
Student fees	550.4	555.5	519.8	498.2	476.7
Grants and contracts	390.0	380.3	371.7	371.7	391.0
Sales and services	64.4	66.2	64.8	62.0	62.6
Fees, recoveries and other income	37.4	39.7	37.1	35.1	34.3
Investment income	21.0	25.1	23.6	25.6	29.8
Amortization of deferred capital contributions	15.2	16.2	15.6	13.9	14.3
Donations	15.0	12.1	8.6	10.5	8.2
	1,093.4	1,095.1	1,041.2	1,017.0	1,016.9
<u>EXPENSES</u>					
Salaries and benefits	715.1	715.4	696.8	691.1	711.4
Operating costs	154.9	142.9	138.9	132.8	133.1
Scholarships and bursaries	85.7	80.8	68.8	61.0	60.3
Amortization of capital assets	43.4	45.3	42.7	41.5	42.1
Taxes and utilities	31.3	33.3	33.0	33.2	29.9
Interest on long-term debt	26.8	26.8	23.5	23.5	19.9
Cost of sales and services	13.6	14.2	14.2	14.0	15.9
	1,070.8	1,058.7	1,017.9	997.1	1,012.6

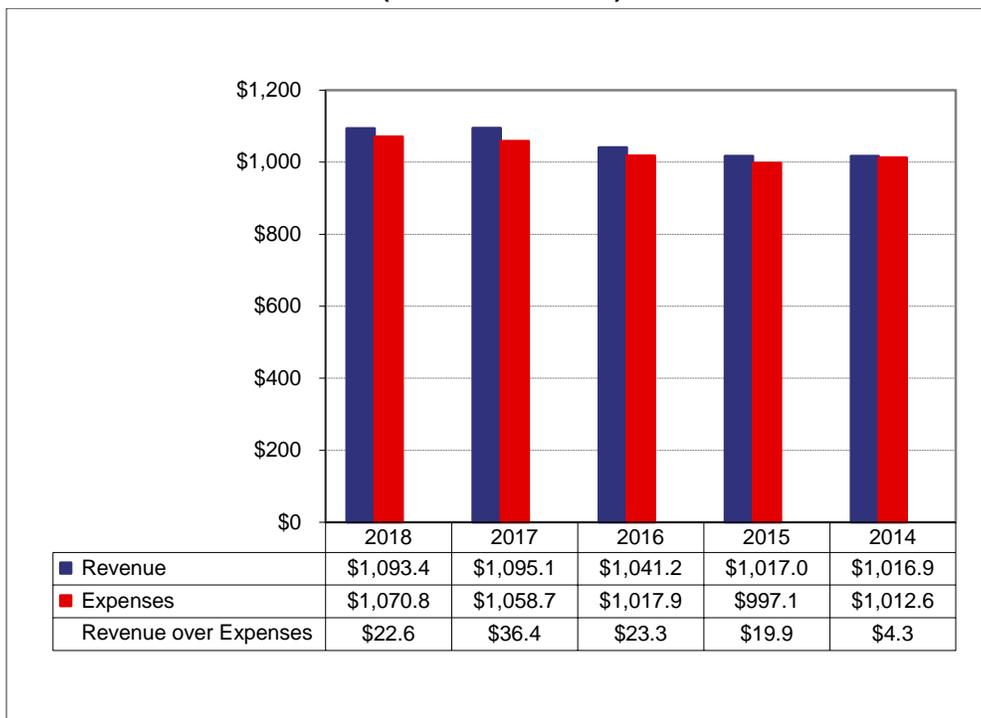
% of Total Revenue and Expenses

Year ended April 30	2018	2017	2016	2015	2014
	%	%	%	%	%
<u>REVENUE</u>					
Student fees	50.3	50.7	49.9	49.0	46.9
Grants and contracts	35.7	34.7	35.7	36.5	38.4
Sales and services	5.9	6.0	6.2	6.1	6.2
Fees, recoveries and other income	3.4	3.7	3.6	3.5	3.4
Investment income	1.9	2.3	2.3	2.5	2.9
Amortization of deferred capital contributions	1.4	1.5	1.5	1.4	1.4
Donations	1.4	1.1	0.8	1.0	0.8
	100.0	100.0	100.0	100.0	100.0
<u>EXPENSES</u>					
Salaries and benefits	66.7	67.6	68.5	69.3	70.3
Operating costs	14.5	13.5	13.6	13.3	13.1
Scholarships and bursaries	8.0	7.6	6.8	6.1	5.9
Amortization of capital assets	4.1	4.3	4.2	4.2	4.2
Taxes and utilities	2.9	3.1	3.2	3.3	2.9
Interest on long-term debt	2.5	2.6	2.3	2.4	2.0
Cost of sales and services	1.3	1.3	1.4	1.4	1.6
	100.0	100.0	100.0	100.0	100.0

STUDENT HEADCOUNT 2013 – 2017

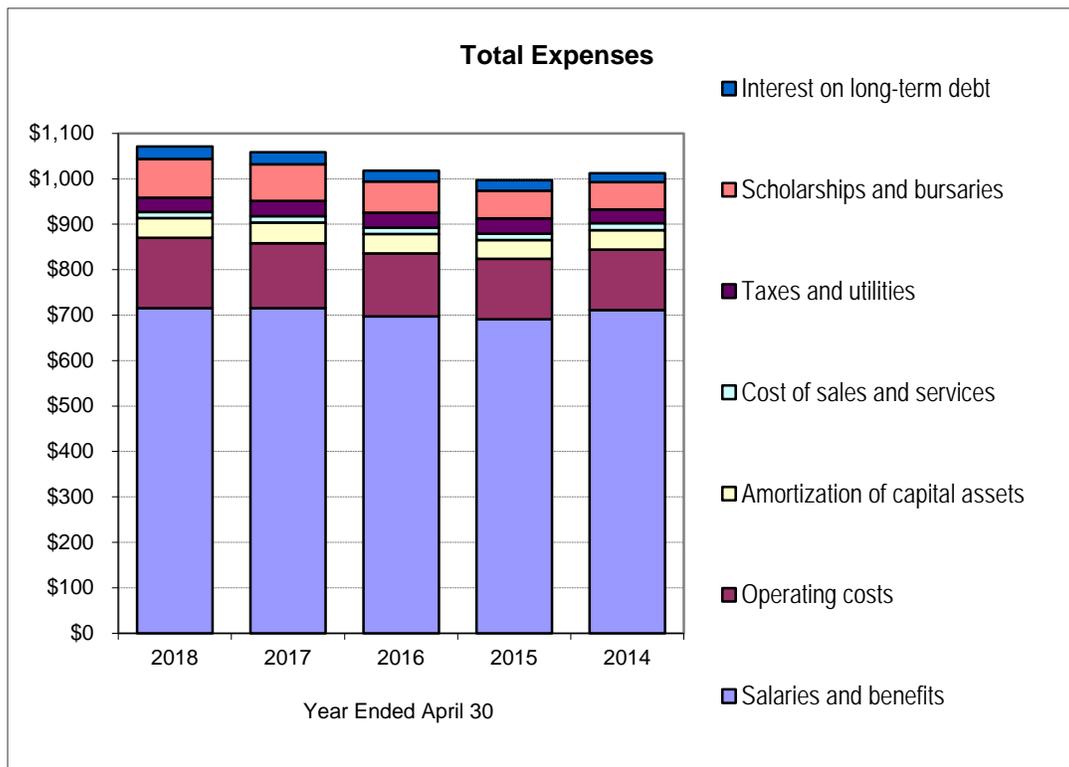
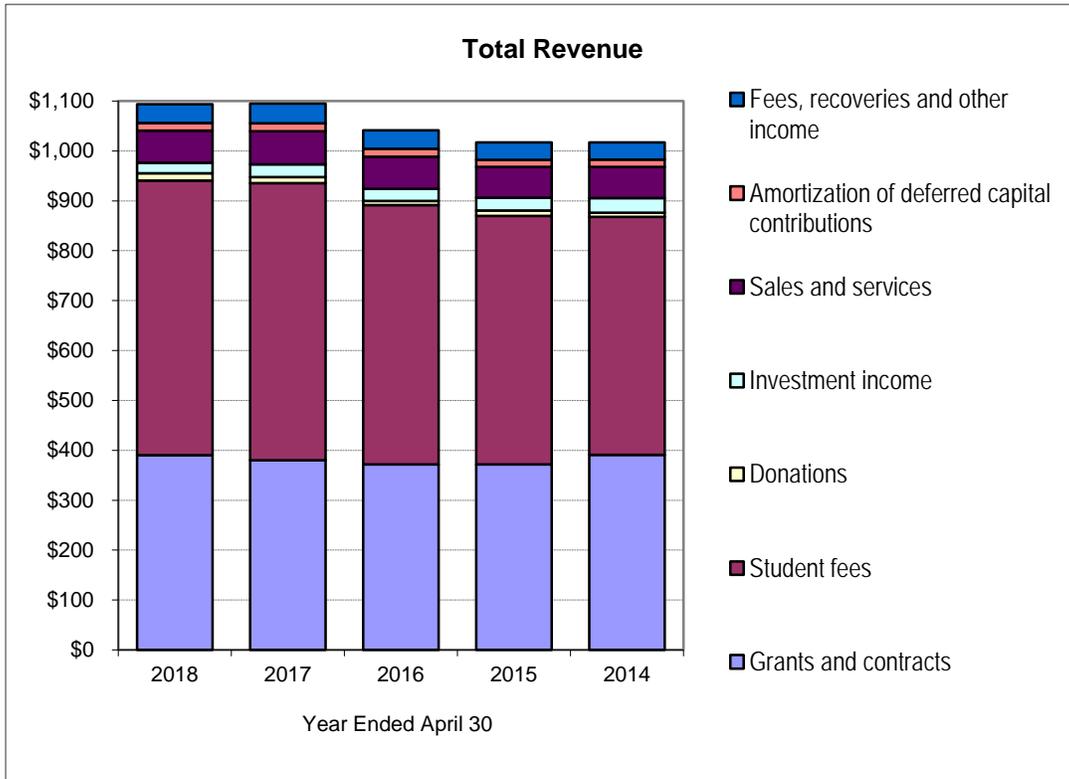


REVENUE AND EXPENSES Year Ended April 30 2014 – 2018 (Millions of dollars)



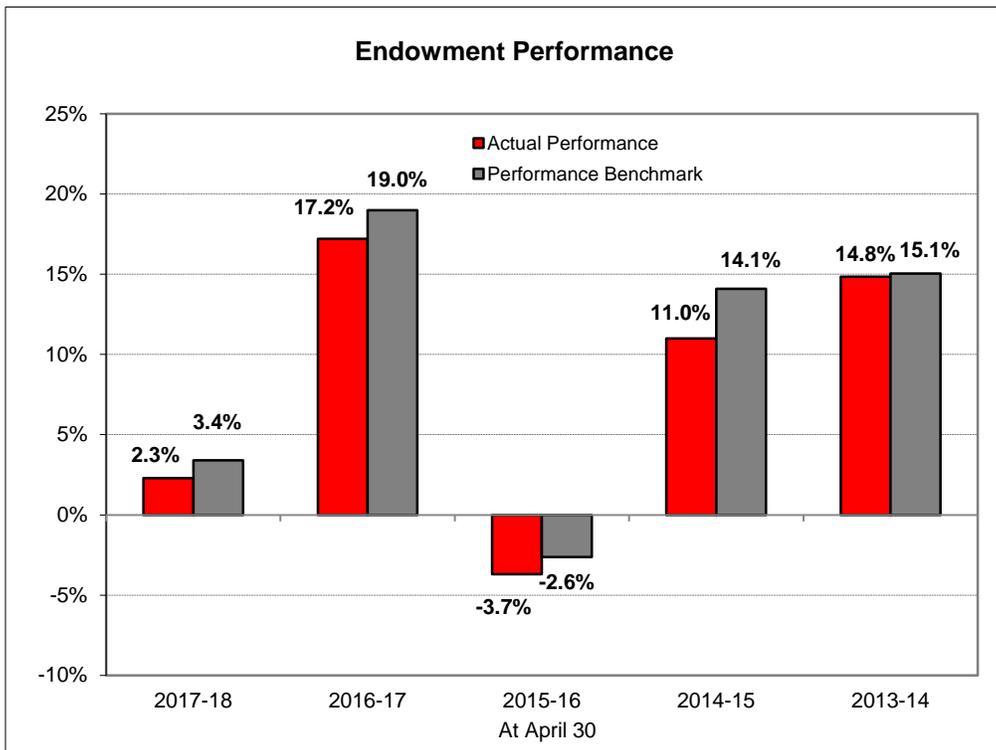
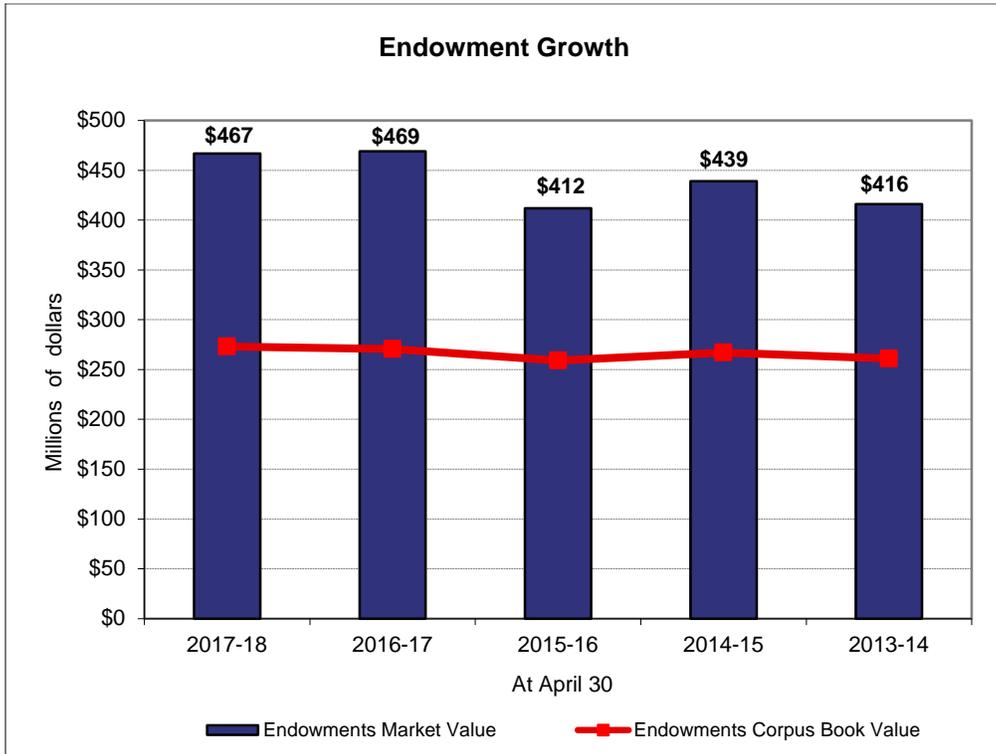
SUMMARY OF REVENUE AND EXPENSES

2014 – 2018
(Millions of dollars)



ENDOWMENT GROWTH AND PERFORMANCE

2014 – 2018



INDEPENDENT AUDITORS' REPORT

To the Board of Governors of York University

We have audited the accompanying financial statements of **York University**, which comprise the balance sheet as at April 30, 2018, and the statements of operations and changes in deficit, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **York University** as at April 30, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Toronto, Canada
June 26, 2018

Chartered Professional Accountants
Licensed Public Accountants

BALANCE SHEET
(Thousands of dollars)

As at April 30

	2018	2017
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
Investment in lease (note 4)	42,333	42,736
Capital assets, net (note 5)	1,511,415	1,428,215
	2,953,603	2,853,320
LIABILITIES		
Current		
Accounts payable and accrued liabilities (notes 8 and 14)	136,484	109,806
Current portion of long-term debt (note 9)	505	623
Deferred revenue (note 18)	98,176	36,296
Total current liabilities	235,165	146,725
Deferred contributions (note 6)	162,819	145,189
Long-term liabilities (notes 8 and 13)	143,545	145,037
Long-term debt (note 9)	498,846	499,306
Deferred capital contributions (note 10)	464,325	385,756
Total liabilities	1,504,700	1,322,013
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

See accompanying notes

On behalf of the Board of Governors:

Rick Waugh
Chair

Rhonda L. Lenton
President and Vice-Chancellor

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

Year ended April 30

	2018	2017
	\$	\$
REVENUE		
Student fees (<i>note 18</i>)	550,414	555,534
Grants and contracts (<i>note 6</i>)	389,984	380,276
Sales and services	64,394	66,218
Fees, recoveries and other income	37,373	39,718
Investment income (<i>note 3</i>)	20,987	25,123
Amortization of deferred capital contributions (<i>note 10</i>)	15,247	16,219
Donations	15,005	12,090
Total revenue	1,093,404	1,095,178
EXPENSES		
Salaries and benefits (<i>note 13</i>)	715,083	715,399
Operating costs	154,937	142,907
Scholarships and bursaries	85,682	80,761
Amortization of capital assets	43,426	45,307
Taxes and utilities	31,285	33,339
Interest on long-term debt (<i>note 9</i>)	26,771	26,804
Cost of sales and services	13,600	14,200
Total expenses	1,070,784	1,058,717
Revenue over expenses for the year	22,620	36,461
Employee benefit plans – remeasurements (<i>note 13</i>)	(100,154)	110,936
Net transfers (to) from internally restricted net assets (<i>note 11</i>)	81,171	(144,010)
Net transfers to internally restricted endowments (<i>note 12</i>)	(251)	(2,218)
Change in deficit in the year	3,386	1,169
Deficit, beginning of year	(39,122)	(40,291)
Deficit, end of year	(35,736)	(39,122)

See accompanying notes

STATEMENT OF CHANGES IN NET ASSETS
(Thousands of dollars)

Year ended April 30				2018	2017
	Deficit \$	Internally restricted \$	Endowments \$	Total \$	Total \$
		<i>(note 11)</i>	<i>(note 12)</i>		
Net assets, beginning of year	(39,122)	1,114,129	456,300	1,531,307	1,327,518
Revenue over expenses for the year	22,620	-	-	22,620	36,461
Employee benefit plans – remeasurements <i>(note 13)</i>	(100,154)	-	-	(100,154)	110,936
Net transfers from internally restricted net assets to deficit <i>(note 11)</i>	81,171	(81,171)	-	-	-
Contribution related to land and artwork	-	150	-	150	70
Investment income (loss) on externally restricted endowments and amounts made available for spending <i>(note 12)</i>	-	-	(6,797)	(6,797)	52,901
Contributions to externally restricted endowments <i>(note 12)</i>	-	-	1,777	1,777	3,421
Net transfers to internally restricted endowments from deficit <i>(note 12)</i>	(251)	-	251	-	-
Net assets, end of year	(35,736)	1,033,108	451,531	1,448,903	1,531,307

See accompanying notes

STATEMENT OF CASH FLOWS
(Thousands of dollars)

Year ended April 30

	2018	2017
	\$	\$
OPERATING ACTIVITIES		
Revenue over expenses for the year	22,620	36,461
Add (deduct) non-cash items:		
Amortization of capital assets	43,426	45,307
Amortization of deferred capital contributions	(15,247)	(16,219)
Amortization of transaction costs	45	42
Employee benefit plan expense	38,782	44,803
Net change in non-cash balances <i>(note 14)</i>	81,893	(13,676)
Contributions to employee benefit plans	(43,157)	(51,438)
Cash provided by operating activities	128,362	45,280
INVESTING ACTIVITIES		
Purchase of investments, net <i>(note 14)</i>	28,182	(138,379)
Purchase of capital assets <i>(note 14)</i>	(123,904)	(40,903)
Cash used in investing activities	(95,722)	(179,282)
FINANCING ACTIVITIES		
Repayment of long-term debt	(623)	(708)
Issue of debenture, net of transaction costs	-	99,423
Contributions restricted for capital purposes <i>(note 14)</i>	81,809	17,511
Contributions to externally restricted endowments	1,777	3,421
Cash provided by financing activities	82,963	119,647
Net increase (decrease) in cash and cash equivalents during the year	115,603	(14,355)
Cash and cash equivalents, beginning of year	41,810	56,165
Cash and cash equivalents, end of year	157,413	41,810

See accompanying notes

NOTES TO FINANCIAL STATEMENTS

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

APRIL 30, 2018

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:

	Annual Rate	Years
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:

	2018	2017
	\$	\$
Cash	2,920	4,424
Short-term investments	11,254	12,285
Guaranteed investment certificates	220,146	260,513
Canadian government bonds	99,019	84,028
Canadian corporate bonds	181,127	194,363
Foreign bonds	44,495	46,737
Mortgages	92,051	84,541
Canadian equities	75,115	75,678
US equities	93,175	91,454
International and emerging markets	147,219	152,633
Infrastructure	30,282	25,134
Other	669	661
Total	997,472	1,032,451

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:

	2018	2017
	\$	\$
Fair value – endowments	467,004	468,624
Amortized cost	530,468	563,827
Total	997,472	1,032,451

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:

	2018		2017	
Currency sold	Notional value (CAD \$)	Fair value of contract (CAD \$)	Notional value (CAD \$)	Fair value of contract (CAD \$)
USD	23,849	2	22,695	(443)

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:

	2018	2017
	\$	\$
Investment income (loss) on endowments, net of management fees (<i>note 12</i>)	8,339	67,043
Remove investment loss (income) credited to external endowments (<i>note 12</i>)	(7,992)	(64,729)
Add allocations for spending on external endowments, net of deferrals	7,871	11,943
Investment income attributable to endowments	8,218	14,257
Other investment income	12,769	10,866
Total	20,987	25,123

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:

	2018 \$	2017 \$
Aggregate future minimum lease payments	120,056	124,874
Less unearned finance income	(77,320)	(81,775)
Investment in lease (note 8)	42,736	43,099
Less current portion recorded in accounts receivable	(403)	(363)
Balance, end of year	42,333	42,736

Minimum future lease payments are expected to be as follows:

	\$
2019	4,818
2020	4,818
2021	4,818
2022	4,818
2023	4,818
Thereafter	95,966
Total	120,056

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 \$403 (2017 – \$363) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$42,333 (2017 – \$42,736) (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:

	2018			2017		
	Cost \$	Accumulated amortization \$	Net book value \$	Cost \$	Accumulated amortization \$	Net book value \$
Land	590,472	-	590,472	590,301	-	590,301
Buildings, facilities and infrastructure	1,246,209	538,945	707,264	1,245,341	509,459	735,882
Equipment and furnishings	133,777	81,791	51,986	136,379	82,419	53,960
Library books	55,257	55,257	-	57,910	57,910	-
Construction in progress	155,835	-	155,835	42,214	-	42,214
Art collection	5,858	-	5,858	5,858	-	5,858
Total	2,187,408	675,993	1,511,415	2,078,003	649,788	1,428,215

- During the year, the total cost of items added to library books was \$3,501 (2017 – \$4,365) and the total cost of items removed was \$6,154 (2017 – \$5,808).
- 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:

	2018			2017		
	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 \$
Balance, beginning of year	104,873	40,316	145,189	92,074	40,543	132,617
Contributions, grants and investment income	91,516	35,768	127,284	88,651	29,933	118,584
Transfers to revenue	(81,416)	(28,238)	(109,654)	(75,852)	(30,160)	(106,012)
Balance, end of year	114,973	47,846	162,819	104,873	40,316	145,189

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 3.45% plus or minus 0.5%. Letters of credit in the amount of \$5.7 million (2017 – \$5.4 million) have been utilized against this facility.

8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2018	2017
	\$	\$
Obligation under lease assignment (<i>note 4</i>)	42,736	43,099
Less current portion recorded in accounts payable and accrued liabilities	(403)	(363)
Long-term portion of obligation under lease assignment	42,333	42,736
Employee other benefits (<i>note 13</i>)	101,212	102,301
Total	143,545	145,037

9. LONG-TERM DEBT

Long-term debt consists of the following:

	2018	2017
	\$	\$
Debentures		
Senior unsecured debenture bearing interest at 6.48%, maturing on March 7, 2042	200,000	200,000
Senior unsecured debenture bearing interest at 5.84%, maturing on May 4, 2044	100,000	100,000
Senior unsecured debenture bearing interest at 4.46%, maturing on February 26, 2054	100,000	100,000
Senior unsecured debenture bearing interest at 3.58%, maturing on May 26, 2056	100,000	100,000
Other debentures bearing interest at 5.88% to 7.63%, maturing from 2019 to 2023 Weighted average interest rate is 7.27% (2017 – 7.17%)	1,741	2,269
Term Loans		
Term loan bearing interest at 4.50%, maturing in 2023	669	764
	502,410	503,033
Unamortized transaction costs	(3,059)	(3,104)
	499,351	499,929
Less current portion	(505)	(623)
Total	498,846	499,306

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

	\$
2019	505
2020	474
2021	506
2022	354
2023	377
Thereafter	500,194
Total	502,410

Certain buildings, with an insignificant net book value, have been pledged as collateral for certain term loans. The amount of interest expense during the year on long-term debt was \$26,771 (2017 – \$26,804).

10. DEFERRED CAPITAL CONTRIBUTIONS

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

	2018 \$	2017 \$
Balance, beginning of year	385,756	384,464
Contributions in the year	93,816	17,511
Amortization of deferred capital contributions	(15,247)	(16,219)
Balance, end of year	464,325	385,756
Comprising:		
Capital contributions - expended	458,497	377,320
Capital contributions - unexpended	5,828	8,436
Balance, end of year	464,325	385,756

11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2018 \$	2017 \$
Departmental carryforwards	66,564	51,744
University fund	30,918	21,919
Computing systems development	15,102	13,973
Contractual commitments to employee groups	5,723	7,357
Research programs	28,496	25,495
Employee pension benefits (<i>note 13</i>)	107,201	204,069
Sinking fund	70,146	66,513
Investment in capital assets	47,863	64,453
Land appraisal reserve	585,602	585,602
Capital reserve	102,535	98,586
Future funded capital projects	(27,042)	(25,582)
Total	1,033,108	1,114,129

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:

	2018			2017		
	Internally restricted \$	Externally restricted \$	Total \$	Internally restricted \$	Externally restricted \$	Total \$
Balance, beginning of year	17,294	439,006	456,300	15,531	382,229	397,760
Contributions	-	1,777	1,777	-	3,421	3,421
Investment income (<i>note 3</i>)	347	7,992	8,339	2,314	64,729	67,043
Available for spending	(96)	(14,789)	(14,885)	(96)	(11,828)	(11,924)
Transfers	(442)	442	-	(455)	455	-
Balance, end of year	17,103	434,428	451,531	17,294	439,006	456,300

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:

	OSOTF I \$	OSOTF II \$	2018 \$	2017 \$
For the year ended April 30				
Endowment Funds:				
Endowment at book value, beginning and end of year	67,583	10,714	78,297	78,297
Endowment at market value, end of year	105,684	15,989	121,673	123,120
Expendable Funds:				
Balance, beginning of year	24,144	2,055	26,199	22,379
Realized investment gains, net of capital protection	5,168	771	5,939	8,384
Bursaries awarded	(3,164)	(674)	(3,838)	(4,564)
Expendable funds available for awards, end of year	26,148	2,152	28,300	26,199
Number of bursaries awarded	2,127	341	2,468	2,430

OTSS	2018	2017
For the year ended March 31*	\$	\$
Endowment Funds:		
Endowment at book value, beginning and end of year	45,764	45,764
Endowment at market value, end of year	68,291	67,492
Expendable Funds:		
Balance, beginning of year	15,125	12,442
Realized investment gains, net of capital protection	3,292	4,817
Bursaries awarded	(2,020)	(2,134)
Expendable funds available for awards, end of year	16,397	15,125
Number of bursaries awarded	1,181	1,259

*As per reporting guidelines as determined by the Ministry of Advanced Education and Skills Development.

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, 2016.

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, 2018.

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

	2018		2017	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	\$	\$	\$	\$
Plan surplus (deficit), beginning of year	204,069	(102,301)	82,642	(98,445)
Employee benefit plan expense	(28,368)	(10,414)	(35,161)	(9,642)
Remeasurements	(107,088)	6,934	110,031	905
Employer contributions	38,588	4,569	46,557	4,881
Plan surplus (deficit), end of year	107,201	(101,212)	204,069	(102,301)

	2018		2017	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	\$	\$	\$	\$
Additional Information:				
Plan assets	2,570,988	-	2,464,927	-
Plan obligations	(2,463,787)	(101,212)	(2,260,858)	(102,301)
Plan surplus (deficit), end of year	107,201	(101,212)	204,069	(102,301)
Employee contributions	31,499	-	31,406	-
Benefits paid and administrative expenses	111,045	4,569	94,994	4,881

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:

	2018		2017	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	%	%	%	%
Accrued benefit surplus (deficit)				
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
Benefit expense				
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	4.50	4.00	4.50

For measurement purposes, 4.34% (2017 – 4.77%) and 4.76% (2017 – 4.99%) 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 2028 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:

	2018	2017
	%	%
Equities	54	59
Fixed income	30	30
Other	16	11
Total	100	100

14. ADDITIONAL INFORMATION

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

	2018	2017
	\$	\$
Accounts receivable	(19,467)	(23,153)
Inventories	215	442
Prepaid expenses	(2,471)	(1,133)
Accounts payable and accrued liabilities	24,106	(5,421)
Deferred revenue	61,880	3,017
Deferred contributions	17,630	12,572
Net change in non-cash balances related to operations	81,893	(13,676)

The purchase of investments is calculated as follows:

	2018	2017
	\$	\$
Change in investments	34,979	(191,280)
Investment income (loss) on externally restricted endowments less amounts made available for spending (<i>note 12</i>)	(6,797)	52,901
Purchase of investments, net	28,182	(138,379)

The purchase of capital assets is calculated as follows:

	2018	2017
	\$	\$
Additions to capital assets	(126,626)	(44,407)
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	2,572	3,434
Donations of artwork and land	150	70
Purchase of capital assets	(123,904)	(40,903)

Contributions restricted for capital purposes is calculated as follows:

	2018	2017
	\$	\$
Additions to deferred capital contributions	93,816	17,511
Change in current year, from the previous year, in accounts receivable related to capital asset additions	(12,007)	-
Contributions restricted for capital purposes	81,809	17,511

As at April 30, 2018, accounts payable and accrued liabilities include government remittances payable of \$14,349 (2017– \$2,880).

15. RELATED ENTITY

The University is a member, with twelve 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 7.69% (2017 – 8.33%) interest in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and its operations are funded by federal government grants, and the University has made no direct financial contribution to date. TRIUMF's net assets are not contemplated to be and are not readily realizable by the University. The University's interest in the assets, liabilities and results of operations are not included in these financial statements (see also *note 16(c)*).

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

	2018 \$	2017 \$
	(Unaudited)	(Audited)
Statement of Financial Position		
Total assets	49,175	47,730
Total liabilities	8,089	20,262
Total fund balances	41,086	27,468
Statement of Combined Funding/Income and Expenses		
Revenue	95,171	74,694
Expenses	81,553	70,925
Surplus of revenue over expenses	13,618	3,769

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, 2018, 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, 2017, 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, 2017, the balance in the fund, \$11.0 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, 2018 is approximately \$46.5 million. These capital projects will be financed by government grants, internal funds, and fundraising.

17. FINANCIAL INSTRUMENTS

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

Foreign currency risk

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

Interest rate risk

The University is exposed to interest rate risk with respect to its 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 2017-2018 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 the end of the fiscal year.

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 will be conducting remediation efforts in fiscal 2018-19 for those students who were unable to complete their term by the end of the 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 fiscal year.

The University has therefore deferred to fiscal 2018-19 a portion of student fees and sales and services revenue for services not yet performed. The amounts deferred are comprised as follows:

	Amount
	\$
Type of revenue	
Student fees	61,808
Sales and services	2,010
Total	63,818

19. COMPARATIVE FINANCIAL STATEMENTS

Certain comparative figures in the financial statements have been reclassified to conform with the presentation adopted for the current year.

Fiscal 2017-18 Financial Statement Review

Board of Governors



VARI HALL

June 26, 2018

Agenda

2017-2018 Highlights

- Financial Statement Overview
- Audit Opinion
- Accounting for Labour Disruption
- 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 University)

Auditors' Reports

INDEPENDENT AUDITORS' REPORT

To the Board of Governors of
York University

We have audited the accompanying financial statements of **York University**, which comprise the balance sheet as at April 30, 2018, and the statements of operations and changes in deficit, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **York University** as at April 30, 2018, 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.



Unqualified Audit
Opinion



Toronto, Canada
To be dated under new rules
on date Board approval
received

Toronto, Canada
June 26, 2018

Labour Disruption

- Many Winter and Full Year courses were not completed
- Portion of tuition revenue pertaining to the March 5, 2018-April 30, 2018 period was deferred (same treatment as in 2009 labour disruption)
 - Tuition deferral was \$47M
- Students were also given the option to drop courses and receive a credit
 - Tuition credit was \$15M
- Other Ancillary revenue was also deferred (\$2M)

18. LABOUR DISRUPTION

The University experienced a labour disruption in fiscal 2017-2018 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 the end of the fiscal year.

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 will be conducting remediation efforts in fiscal 2018-19 for those students who were unable to complete their term by the end of the 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 fiscal year.

The University has therefore deferred to fiscal 2018-19 a portion of student fees and sales and services revenue for services not yet performed. The amounts deferred are comprised as follows:

Type of revenue	Amount \$
Student fees	61,808
Sales and services	2,010
Total	63,818

Comparative Analysis - Revenue/Expenses

% of Total Revenue and Expenses

Year Ended April 30	2018	2017	2016	2015	2014
	%	%	%	%	%
REVENUE					
Student fees	50.3	50.7	49.9	49.0	46.9
Grants and contracts	35.7	34.7	35.7	36.5	38.4
Sales and services	5.9	6.0	6.2	6.1	6.2
Fees, recoveries and other income	3.4	3.7	3.6	3.5	3.4
Investment income	1.9	2.3	2.3	2.5	2.9
Amortization of deferred capital contributions	1.4	1.5	1.5	1.4	1.4
Donations	1.4	1.1	0.8	1.0	0.8
	100.0	100.0	100.0	100.0	100.0
EXPENSES					
Salaries and benefits	66.7	67.6	68.5	69.3	70.3
Operating costs	14.5	13.5	13.6	13.3	13.1
Scholarships and bursaries	8.0	7.6	6.8	6.1	5.9
Amortization of capital assets	4.1	4.3	4.2	4.2	4.2
Taxes and utilities	2.9	3.1	3.2	3.3	2.9
Interest on long-term debt	2.5	2.6	2.3	2.4	2.0
Cost of sales and services	1.3	1.3	1.4	1.4	1.6
	100.0	100.0	100.0	100.0	100.0

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

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
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)	505	623
Deferred revenue (note 18)	98,176	36,296
Total current liabilities	235,165	146,725
Deferred contributions (note 6)	162,819	145,189
Long-term liabilities (notes 8 and 13)	143,545	145,037
Long-term debt (note 9)	498,846	499,306
Deferred capital contributions (note 10)	464,325	385,756
Total liabilities	1,504,700	1,322,013
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

	2018	2017
Cash and cash equivalents	\$157M	\$42M

Higher cash balances were held at year end due to more favourable interest rates (1.9%) versus GICs.

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
Investment in lease (note 4)	42,333	42,736
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)		
Total current liabilities		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
Total liabilities	1,504,700	1,322,013
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

	2018	2017
Accounts Receivable	<u>\$115M</u>	<u>\$84M</u>
<i>Major changes include:</i>		
SIF Projects Receivable	\$12M	
Greenhouse Gas Grant Receivable	4M	
Research Grants	3M	
MAESD Grant	3M	
Student Accounts - net	3M	
HST Recoverable on Capital Projects	<u>6M</u>	
	<u>\$31M</u>	

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
Investment in lease (note 4)	42,333	42,736
Capital assets, net (note 5)	1,511,415	1,428,215
	2,953,603	2,853,320
LIABILITIES		
Current		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
Total current liabilities		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
Total liabilities		
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

	2018	2017
Pension Plan	\$107M	\$204M
<i>Major changes include:</i>		
Mortality table change	\$56M	
Retirement reserve	29M	
Other gains/losses	12M	
	<u>\$97M</u>	

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
Investment in lease (note 4)	42,333	42,736
Capital assets, net (note 5)	1,511,415	1,428,215
	2,953,603	2,853,320
LIABILITIES		
Current		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
Total current liabilities		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
Total liabilities	1,504,100	1,522,915
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

	2018	2017
Investments	\$997M	\$1,032M
<i>Balance consists of:</i>		
Endowments	\$467M	\$468M
Short Term Investments	530M	564M
	\$997M	\$1,032M

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
Investment in lease (note 4)	42,333	42,736
Capital assets, net (note 5)	1,511,415	1,428,215
	2,953,603	2,853,320

LIABILITIES

Current

Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		

Total current liabilities

Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		

Total liabilities

Commitments and contingent liabilities (notes 7 and 16)		
---	--	--

NET ASSETS

Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

Capital Assets

	2018	2017
Capital Assets	<u>\$1,511M</u>	<u>\$1,428M</u>

Major changes include:

Additions:

Student Centre	\$43M
Science	29M
Schulich Expansion	30M
Other (Cogen, Markham, Furniture, Equipment)	24M

Amortization	(43M)
	<u>\$83M</u>

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
Total current assets		
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)	505	623
Deferred revenue (note 18)	98,176	36,296
Total current liabilities	235,165	146,725
Deferred contributions (note 6)	162,819	145,189
Long-term liabilities (notes 8 and 13)	143,545	145,037
Long-term debt (note 9)	498,846	499,306
Deferred capital contributions (note 10)	464,325	385,756
Total liabilities	1,504,700	1,322,013
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	173	
	2,953,603	2,853,320

	2018	2017
Long Term Debt	\$499M	\$499M
<i>Balance consists of:</i>		
Debenture due		
2042	\$200M	\$200M
2044	100M	100M
2054	100M	100M
2056	100M	100M
	500M	500M
Unamortized transaction costs	(3M)	(3M)
Other debt	2M	2M
	\$499M	\$499M

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
Total current assets		
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)	136,484	109,806
Current portion of long-term debt (note 9)	505	623
Deferred revenue (note 18)	98,176	36,296
Total current liabilities	235,165	146,725
Deferred contributions (note 6)	162,819	145,189
Long-term liabilities (notes 8 and 13)	143,545	145,037
Long-term debt (note 9)	498,846	499,306
Deferred capital contributions (note 10)	464,325	385,756
Total liabilities	1,504,700	1,322,013
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	174	
	2,953,603	2,853,320

	2018	2017
Deferred Capital	\$464M	\$385M
<i>Major changes include:</i>		
Student Centre	\$43M	
Schulich/Science/Cogen	32M	
Markham	12M	
Other	7M	
Amortization	(15M)	
	<u>\$79M</u>	

Balance Sheet (thousands of dollars)

As at April 30

	2018	2017
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	157,413	41,810
Accounts receivable (notes 4 and 14)	115,465	83,991
Inventories	3,558	3,773
Prepaid expenses	18,746	16,275
Total current assets	295,182	145,849
Pension plan asset (note 13)	107,201	204,069
Investments (note 3)	997,472	1,032,451
Investment in lease (note 4)	42,333	42,736
Capital assets, net (note 5)	1,511,415	1,428,215
	2,953,603	2,853,320
LIABILITIES		
Current		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
Total current liabilities		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)	464,325	385,756
Total liabilities	1,504,700	1,322,013
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	2,953,603	2,853,320

	2018	2017
Deficit	\$36M	\$39M

Deficit changed due to a small surplus in Ancillary (\$2M) and YUDC (\$0.5M) [Note: Operating surplus is in internally restricted].

Balance Sheet (thousands of dollars)

As at April 30

	2018 \$	2017 \$
ASSETS		
Current		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
Total current assets		
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)		
Total current liabilities		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
Total liabilities		
Commitments and contingent liabilities (notes 7 and 16)		
NET ASSETS		
Deficit	(35,736)	(39,122)
Internally restricted (note 11)	1,033,108	1,114,129
Endowments (note 12)	451,531	456,300
Total net assets	1,448,903	1,531,307
	176	
	2,953,603	2,853,320

	2018	2017
Internally Restricted	\$1,033M	\$1,114M
<i>Balance consists of:</i>		
	2018	2017
	\$	\$
<i>in thousands</i>		
Departmental carryforwards	66,564	51,744
University fund	30,918	21,919
Computing systems development	15,102	13,973
Contractual commitments to employee groups	5,723	7,357
Research programs	28,496	25,495
Employee pension benefits	107,201	204,069
Sinking fund	70,146	66,513
Investment in capital assets	47,863	64,453
Land appraisal reserve	585,602	585,602
Capital reserve	102,535	98,586
Future funded capital projects	(27,042)	(25,582)
Total	1,033,108	1,114,129

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

Year ended April 30

	2018 \$	2017 \$
REVENUE		
Student fees (note 18)	550,414	555,534
Grants and contracts (note 6)	389,984	380,276
Sales and services	64,394	66,218
Fees, recoveries and other income	37,373	39,718
Investment income (note 3)	20,987	25,123
Amortization of deferred capital contributions (note 10)	15,247	16,219
Donations	15,005	12,090
Total revenue		
EXPENSES		
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		
Total expenses		
Revenue over expenses for the year		
Employee benefit plans – remeasurements (note 13)		
Net transfers (to) from internally restricted net assets (note 11)	81,171	(144,010)
Net transfers to internally restricted endowments (note 12)	(251)	(2,218)
Change in deficit in the year	3,386	1,169
Deficit, beginning of year	(39,122)	(40,291)
Deficit, end of year	(35,736)	(39,122)

	2018	2017
Student Fees	<u>\$550.4M</u>	<u>\$555.5M</u>
<i>Major changes include:</i>		
Undergraduate enrolments- Domestic	\$12.1M	
Undergraduate enrolments- VISA	28.9M	
Graduate enrolments- Domestic	1.0M	
Graduate enrolments- VISA	4.7M	
Non-Credit / EMBA	2.0M	
Supplementary Fees (CCA and Referenda)	8.0M	
Strike related deferrals (student fee portion)	(61.8M)	
	<u>(\$5.1M)</u>	

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

Year ended April 30

	2018 \$	2017 \$
REVENUE		
Student fees <i>(note 18)</i>	550,414	555,534
Grants and contracts <i>(note 6)</i>	389,984	380,276
Sales and services	64,394	66,218
Fees, recoveries and other income	37,373	39,718
Investment income <i>(note 3)</i>	20,987	25,123
Amortization of deferred capital contributions <i>(note 10)</i>	15,247	16,219
Donations	15,005	12,090
Total revenue	1,093,404	1,095,178
EXPENSES		
Salaries and benefits <i>(note 13)</i>	715,083	715,399
Operating costs	154,937	142,907
Scholarships and bursaries	85,682	80,761
Amortization of capital assets	43,426	45,307
Taxes and utilities	31,285	33,339
Interest on long-term debt <i>(note 9)</i>	26,771	26,804
Cost of sales and services	13,600	14,200
Total expenses	1,070,784	1,058,717
Revenue over expenses for the year	22,620	36,461
Employee benefit plans – remeasurements <i>(note 13)</i>	(100,154)	110,936
Net transfers (to) from internally restricted net assets <i>(note 11)</i>	81,171	(144,010)
Net transfers to internally restricted endowments <i>(note 12)</i>	(251)	(2,218)
Change in deficit in the year	3,386	1,169
Deficit, beginning of year	(39,122)	(40,291)
Deficit, end of year	(35,736)	(39,122)

Remeasurement of the Pension Asset
and Other Post Employment Benefits

Statement of Cash Flows (thousands of dollars)

Year ended April 30

	2018 \$	2017 \$
OPERATING ACTIVITIES		
Revenue over expenses for the year	22,620	36,461
Add (deduct) non-cash items:		
Amortization of capital assets	43,426	45,307
Amortization of deferred capital contributions	(15,247)	(16,219)
Amortization of transaction costs	45	42
Employee benefit plan expense	38,782	44,803
Net change in non-cash balances <i>(note 14)</i>	81,893	(13,676)
Contributions to employee benefit plans	(43,157)	(51,438)
Cash provided by operating activities	128,362	45,280
INVESTING ACTIVITIES		
Purchase of investments, net <i>(note 14)</i>	28,182	(138,379)
Purchase of capital assets <i>(note 14)</i>	(123,904)	(40,903)
Cash used in investing activities	(95,722)	(179,282)
FINANCING ACTIVITIES		
Repurchase of investments in SIF projects and Student Centre, largely financed by government/student referenda	(623)	(708)
Issuance of bonds	-	99,423
Contributions restricted for capital purposes <i>(note 14)</i>	81,809	17,511
Contributions to externally restricted endowments	1,777	3,421
Cash provided by financing activities	82,963	119,647
Net increase (decrease) in cash and cash equivalents during the year	115,603	(14,355)
Cash and cash equivalents, beginning of year	41,810	56,165
Cash and cash equivalents, end of year	157,413	41,810

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 26 June 2018

Subject: YSpace Lease Execution

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve the execution of a lease agreement with Ruland Properties Inc. for Unit L300 located at 169 Enterprise Boulevard in the City of Markham, for YSpace Markham.

Background

The University has been occupying space at 169 Enterprise Boulevard, Markham, since November 2017, operating as Y-Space.

YSpace is a state-of-the-art community engagement centre, focused on creating innovative approaches and opportunities for innovation and entrepreneurship within York Region. To date, this includes:

- A cutting-edge digital fabrication facility with 3-D printers, scanners, laser cutters and CNC routers that allows the industrial-minded to produce prototypes or build visions
- Monthly hoteling and co-working space for entrepreneurs, startup companies, social enterprise, and non-profit organizations
- Educational workshops and training classes developed and delivered by Innovation York for both adults and youths.

Board of Governors

Current

The terms of lease of the space operated as YSpace have only recently been finalized and administration is now seeking approval to execute a lease. The terms are as follows:

Term	10 years
Square Feet	8,000
Annual rent, including taxes, maintenance, insurance, and amortization of leasehold improvements	\$ 404,568
Total over 10 years	\$4,045,680

Funding for the lease has been committed through the University Fund.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 26 June 2018

Subject: Tuition Fee Approval – Master of Marketing & Master of Supply Chain Management

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following tuition fees for two new graduate programs – Master of Marketing, and Master of Supply Chain Management - offered through the Schulich School of Business:

Master of Marketing (MMKG)

- a) the domestic full-time tuition fee rate for 2018-2019 of **\$13,319.76 per term effective Fall 2018** (excludes centrally collected ancillary and student referenda fees), and
- b) the international full-time tuition fee rate for 2018-2019 of **\$25,001.22 per term effective Fall 2018** (excludes centrally collected ancillary fees and student referenda fees).

Part-time tuition will be 50% of full-time tuition fee per term for both domestic and international.

The Ministry of Advanced Education and Skills Development (MAESD) approved the domestic fee rate for the MMKG program at \$12,685.50 per term for 2017-2018. The fees requested above reflect the current MAESD approved Tuition Fee Framework increase of 5% for 2018-2019.

The proposed fee for this program is in between that of the Master of Management (\$9,452 per term for 2018-2019) and that of the Master of Business Analytics, and Master of Finance programs (\$19,465.02 per term for 2018-2019). The Master of Marketing is more specialized and more expensive to deliver than the Master of Management, hence the higher tuition.

Board of Governors

Students who are enrolled in this program on a full-time basis are expected to complete the program within three successive terms (one year), while part-time students can finish within two to three years.

Master of Supply Chain Management (MSCM)

- a) the domestic full-time tuition fee rate for 2019-20 of **\$20,438.15 per term for 2019-2020, effective Spring 2019** (excludes centrally collected ancillary fees and student referenda fees).
- b) the international full-time tuition fee rate for 2019-20 of **\$26,251.28 per term effective Spring 2019** (excludes centrally collected ancillary fees and student referenda fees).

Part-time tuition will be 50% of full-time tuition fee per term for both domestic and international.

MAESD approved the domestic fee rate for the MSCM program at \$18,538 per term for 2017-2018. The fees requested for this program reflects the current MAESD approved Tuition Fee Framework increase of 5% for 2018-19 and an additional 5% increase for 2019-2020. MAESD's new Tuition Fee Framework is expected to be announced in Fall 2018. **Should the requested fee not align with the requirements of the new Framework, approval is being sought to adjust the fee to align with the new Framework.**

The proposed fee for this program aligns with the tuition fees for already established Schulich Masters programs in Business Analytics (MBAN) and in Finance (MF). Student profiles in the MSCM program are expected to be similar to those in the MBAN and MF programs.

Students enrolled in the MSCM program on a full-time basis are expected to complete the program within three successive terms (one year), while part-time students can finish within two to three years.

York University Board of Governors - Minutes

Meeting: 1 May, 2018 at 2:30 pm
 via Teleconference

Present:	Regrets:	Others:
Rick Waugh, Chair Elisa Alloul Jacques Demers Antonio Di Domenico Sheila Forshaw Bill Hatanaka Debbie Jamieson Konata Lake Loretta Lam Julie Lassonde Andy Lennox Rhonda Lenton David McFadden David Mutimer Earle Nestmann Joel Roberts Eugene Roman Lauren Sergio Paul Tsaparis Bobbi-Jean White Maureen Armstrong, Secretary Cheryl Underhill, Assistant Secretary	Vijay Kanwar Eugene Roman Jane Rowe Randy Williamson Henry Wu Hana Zalzal	Carol McAulay Lisa Philipps Ijade Maxwell Rodrigues Neville McGuire Richard Wellen

1. Chair's Items

The planned on-campus meeting of the Board was disrupted by members and supporters of CUPE 3903. Exercising the discretion afforded by Section IV, 16 (ii) of the General By-Laws of the Board of Governors, the Chair authorized the meeting to be held by teleconference to ensure that the business on the agenda proceeds to completion. As such, the meeting proceeded in Open Session.

The Chair noted the challenging circumstances at the University with the strike by CUPE 3903 which commenced on 5 March 2018. The Board Executive Committee has been actively monitoring the situation throughout and has been having regular teleconference meetings with the President and the senior team throughout the disruption. Pursuant to the authority granted under the General By-Laws of the Board of Governors, the Committee authorized expenditure on a Tuition Credit Opportunity for undergraduate students. In addition, the Chair responded to a request from the Chair of Senate for input on an issue related to the authority to suspend classes during a labour disruption. The communication provided to the Chair of Senate was thereafter shared with Senate.

York University Board of Governors - Minutes

The Executive Committee is aware of the various expressions of non-confidence in the Board Chair and President that have been taken in the community. It has affirmed support for the President and staying the course of the negotiation.

At its meeting earlier in the day, the Executive Committee agreed to a request from the President of the York University Faculty Association, Richard Wellen, to briefly address the Board on the impact of the labour disruption. Mr Wellen delivered his remarks by phone; a copy of the statement read is filed with these minutes.

a. Report on Items Decided in the Closed Session

With the decision taken to hold the meeting via teleconference, a separate Closed Session of the meeting was not held.

b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 27 February, 2018;
- annual approval of policies: Healthy Workplace; Workplace Harassment Prevention; and Workplace Violence Prevention;
- a change to the effective date for the tuition fee increase for the Master in Business Analytics program from fall 2018 to summer 2018 for new students

2. Executive Committee

Mr Waugh advised that at its meeting the Executive Committee reviewed and discussed an updated Enterprise Risk Management report.

3. President's Items

President Lenton briefly noted the following developments:

- The Province will “drop the writ” on 9 May 2018, which suspends the legislature until it is called back to session following the June election
- the recent announcement by the Province of new campuses being established in Milton by Wilfred Laurier University, and in Brampton by Ryerson University
- that three York students have been directly touched by the impact of the tragic attack on citizens in Toronto last month; the University will contribute to the memorials in a fashion and time that is appropriate

A status report on the labour disruption was also provided, which included the status of negotiations, the University's offer to the union and the ongoing Industrial Inquiry Commission. With the strike in its ninth week and the parties at an impasse, the impact is being felt across all corners of the University community. The University continues to press for arbitration as the path to resolution of the strike. Opinions on the issues

York University Board of Governors - Minutes

separating the parties were shared by governors and hope expressed that avenues to compromises on central positions can be reached. Some observed that room exists for enhanced communication within the community.

An immediate focus remains on assisting as many graduating students as possible to complete the year using the approved remediation options.

a. Kudos Report

The report distributed was noted.

b. Strategic Research Plan Presentation

With the decision taken to hold the meeting via teleconference, the presentation by the Vice-President Research & Innovation on the updated research plan was deferred to a subsequent meeting.

4. Academic Resources Committee

On behalf of Mr Wu, Ms. White reported that the committee:

- received a briefing from the President and Provost on the impact of the strike and the work that is being done to assist students;
- discussed with the Vice-President Research and Innovation the updated Strategic Research Plan;
- received and reviewed the annual report for Innovation York which highlighted the central role that office plays in connecting researchers with partners, fostering collaborative research, and helping to translate research into real world innovations;
- was provided an update on the status of the various deans' searches in progress and the pilot program this year providing the option of an open search process with the consent of the candidates;
- was updated on the status of the Markham Centre Campus, learning that the University is on track to open it on time and that faculty hiring processes for the new campus will begin in 2018; and
- reviewed the Enterprise Risk Monitoring Report with the Provost, with a focus on research indicators.

5. External Relations Committee

a. Acceptance of Gifts Policy

Ms Lassonde noted that the existing policy had not been reviewed in over a decade, and sections needed updating to reflect industry standards. The proposed amendments were discussed over three successive committee meetings. It was duly *agreed that the*

York University Board of Governors - Minutes

Board of Governors approve the amended Policy on the Acceptance of Gifts to the University as set out in Appendix A included with the agenda.

6. Finance and Audit Committee

a. Capital Projects

i. Osgoode Professional Development Site Project Budget Adjustment

Documentation distributed was noted. Mr Hatanaka pointed out that the initial budget approved in 2015 for leasehold improvements was based on a preliminary scope, some location uncertainty, and estimated project costs. Since then, the scope of the project has broadened to capture additional program requirements and a second office needed to be opened on the Keele campus. The additional resources for the project will be funded by the law school. It was duly *agreed* **that the Board of Governors approve an increase of \$850K to the \$3.5M budget for the Osgoode Professional Development (OPD) leasehold improvement project.**

ii. Lassonde School of Engineering, Capacity Expansion Project Budget

The expansion of the engineering program at York is advancing as intended, and in alignment with the priorities of the UAP and the Strategic Mandate Agreement. As a result, there is a critical need for space, particularly for new faculty members being hired. The proposed multi-pronged capital project will enable much-needed capacity expansion for the Faculty. The use of shipping containers for graduate student office space is innovative and nicely complements the mission of an engineering school. Resources for the project will be from internal funds. It was duly *agreed* **that the Board of Governors approve a multi-faceted capital project to provide capacity expansion to the Lassonde School of Engineering in the amount of \$9.2M to be paid from reserve funds.**

iii. Lease of Space at 4747 Keele Street: 1) for the Lassonde School of Engineering; and 2) for the Finance Division

The supporting documentation was noted. The proposed lease arrangements are for space in a building located on the east side of Keele St across from the University's main entrance: one is a new lease for space for the Lassonde School of Engineering (referenced above); and the other is a lease extension for the space being used currently by the Finance Department. Finalizing both the new and renewed leases concurrently results in a better rental fee for the University; the term dates for both will be synchronized and extended to January 2027.

It was duly *agreed* **that the Board of Governors approve the following two lease agreements:**

- **Lease 1: The execution of a new lease agreement from 1 June 2018 to 31 January 2027, at 4751 Keele Street, for additional space for the Lassonde**

York University Board of Governors - Minutes

School of Engineering, at a total lease cost not to exceed \$6.6M (inclusive of lease cost, rent, operating costs, taxes, maintenance and insurance), and

- **Lease 2: A lease extension for the Finance Department, at 4747 Keele Street, from February 1, 2022 to January 31, 2027, at a total lease cost not to exceed \$2.8M (inclusive of lease cost, rent, operating costs, taxes, maintenance and insurance)**

iv. School of Continuing Studies Building: Budget Adjustment

As outlined in the written material, the budget increase is to provide for an additional floor to the building, which will add 16 classrooms, student lounges and social spaces. The financial plan for the project has been revised accordingly; the planned \$10M contribution from existing School reserves is not changed, the amount of funds to be internally financed, amortized over 40 years and funded by School operations will increase from \$40.5M to \$51.2M. There are significant advantages to expanding the building at the outset over expansion in later years. It was duly *agreed that the Board of Governors approve a budget increase of \$10.7M (from \$50.5M to \$61.2M) inclusive of HST, for the design and construction of a new building for the School of Continuing Studies.*

v. Atkinson Building Renovations: Phase II Budget

Mr Hatanaka reported that a multi-phase renovation project of the 50-year old Atkinson building commenced in 2016. Being proposed is Phase II of the initiative, which is a \$4.7M capital project to renovate four floors, meet accessibility requirements, and incorporate greenhouse gas reduction measures. The project will be funded from Faculty reserves and University deferred capital funds. It was duly *agreed that the Board of Governors approve a project budget in the amount of \$4.7M for Phase II of the Atkinson building renewal project.*

7. Governance and Human Resources

a. Honorary Governors: Guidelines and Criteria

Referring to the documentation, Mr McFadden noted that the Committee believed it would be helpful to develop criteria for appointing honorary governors and to define a formal nomination procedure for such appointments. The proposed Guidelines will bring enhanced clarity and consistency to the process. It was duly *agreed that the Board of Governors approve the Guidelines and Procedures Governing the Appointment of Honorary Governors at York University, as set out in Appendix A attached.*

York University Board of Governors - Minutes

8. Investment Committee

- a. Revised Statement of Investment Policies and Procedures

In the absence of the Chair, Mr Williamson, the item of business was deferred to a subsequent meeting.

9. Land and Property

- a. Continuing Studies Building: Concept Design

The documentation was noted. The design of the building furthers the University's goal of adding iconic new buildings to its campuses. Observations were made about the cost and potential limitations of the artistic features of the building, and the estimate for the additional floor of the facility (set out in Item 6 iv above). In reply, the Vice-President Finance & Administration advised that there was a premium paid for the unique design which, at approximately 3% of the total budget, was in line with expected estimates. She emphasized that the cost estimates include contingency costs, which may result in the building coming in under budget. The assessment of the design with the architects did not identify material limitations to its use and enjoyment by users.

It was duly *agreed* that the Board of Governors approve the concept design for the new School of Continuing Studies Building, as set out in Appendix B.

- b. Pavilion for the Lassonde School of Engineering: Site location

Noting the documentation distributed and the approval of the capacity expansion project under Item 6 ii above, it was duly *agreed* **that the Board of Governors approve the site illustrated in Appendix A for the installation of an Engineering Pavilion for the Lassonde School of Engineering.**

- c. Quad Phase II: Concept Design

Referring to the supporting material, Mr Tsaparis noted that Phase I of The Quad was at full capacity and that the Master Development Agreement (MDA) with the developer contemplated Phase II of the project. The terms of the second phase includes an increase in the planned number of units and beds in the MDA, which will in turn reduce the number of beds in subsequent phases to keep to the original total. The higher density of the facility will bring an increase in rental revenues for the University. It was duly *agreed* **that the Board of Governors approve the conceptual building design and massing, number of beds, and Site Plan for Phase II of the Quad Student Housing development.**

York University Board of Governors - Minutes

10. Other Business

Ms Alloul briefed the Board on a petition by Evolve YU pertaining to the conduct of the York Federation of Students elections. Students have voiced concerns about the integrity of the election process as managed by YFS. Requests to move to e-voting have not been taken up and students are feeling silenced. President Lenton has spoken to Ms Alloul about the matter and takes the concerns raised very seriously. In response, the Vice-Provost Students, Lucy Fromowitz, will be meeting with the proponents of the student petition and will work to develop an action plan that fairly responds to the query. It is anticipated that a plan will be ready for implementation in the fall, coincident with the start of the new academic year.

11. *In Camera* Session

There was none.

Rick Waugh, Chair _____

M. Armstrong, Secretary _____

Board of Governors

Memorandum

To: Board of Governors

From: Rick Waugh, Chair

Date: June 26, 2018

Subject: Pension Fund Board of Trustees Appointments

Recommendation:

The Executive Committee recommends that the Board of Governors approve the appointments below effective July 1, 2018 for a three-year term.

Background:

The Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. Its Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

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

Board of Governors

Nominee:

Jasmin Halsband, as a CUPE 1356-01 nominee

Jasmin Halsband is a team member with the York University Community Safety Department since 2015, having been in the field of Safety & Security for the past 10 years. Jasmin volunteered with the MADD Toronto Board of Directors from 2010 to 2017 holding the position of Volunteer Coordinator followed by Vice President. She is a Alum of Windsor University 2005 - Psychology & Modern Languages. Seneca College-Certificate in Occupational Health & Safety 2015.

This is Jasmin's first term as a member of the York University Pension Fund Board of Trustees, replacing Sean Taylor.

Ran Lewin, as a Presidential (CPM) nominee

Ran Lewin is the Director of Internal Audit at York University, reporting to the President and the Board of Governors' Finance & Audit Committee. He graduated with a B-Com Accounting Honours from the University of Johannesburg. After completing his accounting and auditing training at KPMG South Africa, he was seconded to Toronto. His audit clients have included companies listed on the South African and Canadian stock exchanges in the construction, IT and media sectors. In 2003 he joined York's Internal Audit department and became its Director in 2012. He is a CPA-CA in Canada and South Africa, as well as a Certified Internal Auditor.

This is Ran's first term as a member of the York University Pension Fund Board of Trustees, replacing Aldo DiMarcantonio.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: June 26, 2018

Subject: Banking Resolution Update

Recommendation:

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 2018:

GROUP A

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

Paul Tsaparis
Rhonda Lenton
Lisa Philipps
Carol McAulay
Maureen Armstrong

GROUP B

AVP Finance and CFO
Comptroller (Interim)
Assistant Comptroller
University Treasurer (on leave)
Director, Procurement Services

Aldo DiMarcantonio
Sanish Samuel
Cameron Rogers
Laurie M. Lawson
Dexter King

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.

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.

Board of Governors

Rationale

The Banking Resolution has been updated to reflect the succession of Mr Tsaparis to the Chair of the Board as of 1 July 2018, and the inclusion of the Director of Procurement Services as a designate for the current University Treasurer who remains on a leave of absence. Jenny Wang, who had been serving as the Interim Treasurer, has resigned.

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 30, 2018 and submits the following report to the full Committees.

1. Cyclical Program Reviews: Completed Final Assessment Reports

The Committee reported in January that it had received and reviewed the dossier and Final Assessment Report for Communication and Culture. The document was withheld pending the completion of a parallel process at Ryerson, which jointly houses the program with York. Both processes have now completed and the Committee agrees that it will not be necessary to meet with members of the program and Deans.

Documentation is attached as Appendix A.

2. Status of Other Cyclical Program Reviews

The Committee received draft Final Assessment Reports for eleven other Cyclical Program Reviews (CPRs). As always, individual members (supplemented by the Co-Secretaries) present commentaries that focus on process and substantive issues. They make recommendations about the FARs (as do other members) highlight special aspects, and offer opinions as to whether or not the Sub-Committee should convene meetings. The FARs are being amended to reflect discussion at the meeting and will be presented to the Committees in the autumn.

The Sub-Committee will invite members of a graduate program and a department in LA&PS to meet in person to discuss issues associated with their CPRs. It hopes to schedule these meetings in June at which point it will be possible to provide APPRC and ASCP with additional information.

3. Eighteen Month Follow Up Reports

The Sub-Committee's first report conveyed 19 follow-up reports. Another six have been received and are hereby transmitted to APPRC and ASCP. The Sub-Committee is satisfied that programs have paid due regard to recommendations arising from the CPR process.

Documentation is attached as Appendix B.

4. The University Academic Plan in CPRs

It is intended that participants in CPR processes address University Academic Plan (UAP) priorities. The self-study template has recently been revised to elicit fuller information linking the general objectives, specific features and initiatives of programs in relation to the priorities of the UAP.

Academic Policy, Planning and Research Committee

Report to Senate

It is imperative programs take account of, and act on, goals set out in the UAP. The Sub-committee noted examples of such alignments within the group of Social Science CPRs this cycle. There is definite room for programs to multiply and magnify their UAP correlations, both within curriculum planning and reporting. The Sub-committee strongly encourages continued efforts in this direction.

5. Equitable Distribution of Supervision

As always, the Sub-Committee looks to identify trends or common concerns along with confirming (or not) that individual program Implementation Plans match expectations and reflect recommendations. One matter that many reviewers have surfaced repeatedly is the unequal distribution of graduate supervisory duties among colleagues. In this light, the Sub-Committee has recommended to the FGS Dean that a task force be struck to address this question.

6. Changes to the Final Assessment Report

Based on feedback from the Quality Council, and consistent with practices elsewhere, it has been recommended by the Vice-Provost Academic that the Sub-Committee itself take on the role of authoring the Implementation Plans. The Vice-Provost Academic will draft text to accompany the completed CPRs and the Sub-Committee will determine what modifications should be made before they are finalized and incorporated into the Final Assessment Reports. This is a provisional arrangement that will be codified when other necessary and desirable changes are made to the YUQAP.

Gerald Audette, Chair of the Joint Sub-Committee

Communication and Cultural Studies Joint Graduate Program (MA and PhD) York University and Ryerson University

Cyclical Program Review – 2009 to 2016

Final Assessment Report and Implementation Plan

Reported/Approved:

- **York University Joint-Committee on Quality Assurance: May 2018**
- **Ryerson University Senate: May 2018**

Program Description

The Joint Master's and Doctoral Program in Communication and Culture at York and Ryerson is a unique partnership with two universities combining expertise and opportunities for advanced study related to media and cultural technologies in practice and theory, as well as communication politics and policy. Three fields of study are offered: Media and Culture; Politics and Policy; Technology in Practice. The first students were admitted in 2000.

The Program offers an innovative two-year Master's program, full-time or part-time, which allows students to enter from a wide diversity of academic backgrounds and professional experiences. The MA program offers unique options for combining academic and professional work that promotes the integration of theory-building, media practice, and policy through independent research. Master's students can elect one of three options for completing their degrees: by thesis (+ 8 courses), by project (+ 8 courses) or by major research paper (MRP + 9 courses).

The MA program focuses on exposing students to the following:

- Designing and conducting research that sheds new light on issues and problems in theory, empirical studies, and professional practices.
- Reporting research in a variety of conventional and non-traditional research and creative methods.
- Participating in course-based seminar discussions with faculty, to delve into the implications of current and emerging themes of interest.
- An option of undertaking field placements (with public, private or community organizations) that provide the experiential-learning opportunities commensurate with the standards of a graduate course.

The PhD program, which can be pursued on a part- or full-time basis, is a research intensive, theoretically and methodologically grounded offering that emphasizes the practices, processes and technologies for elevating understanding of contemporary mediated cultures. Research opportunities are

supported by a large complement of faculty from across Ryerson and York, who bring a breadth of perspectives and experiences. PhD candidates must complete six one-term courses: three PhD core courses and appropriate courses in a major and minor field. Upon completion of courses, candidates must pass qualifying examinations and present an acceptable dissertation proposal. The dissertation must make an original contribution to knowledge in the field.

The PhD program focuses on exposing students to the following:

- Providing experience and training in advanced research and developing critical and analytical skills.
- Preparing candidates for a career in teaching, or research in cultural industries or non-profit organizations.
- Providing a broad knowledge of the fields of Communication Studies and Cultural Studies with an emphasis on two of the program’s three fields (Media and Culture, Policy and Practice and Technology in Practice).
- Facilitating the acquisition of autonomy in conducting research, through the dissertation as well as such avenues as conference papers, scholarly publications, policy consulting, and creative exhibitions.

An overview of the recent registrations, enrollments, and degrees awarded is provided in the table below.

Communications and Culture	Registration (new intake) 2015/16	Enrolment FTES 2015/16	Degrees Awarded 2016
Masters	15	37	36
PhD	12	59	11

Reviewers appointed by the Vice-Provost Academic, York University and the Associate Dean of Students and Programs, Yeates School of graduate Studies, Ryerson University:

- Dr. Brenda Austin-Smith, Associate Professor and Head of Department, English Film and Theatre, University of Manitoba
 Dr. Darin Barney, Associate Professor and Director of Graduate Programs, Art History & Communication Studies, McGill University
 Dr. Annie Bunting, Associate Professor, Law & Society, York University
 Dr. Kamal Al-Solaylee, Associate Professor, School of Journalism, Ryerson University

Cyclical Program Review Process

The self-study report was the result of a year-long process of reflective evaluation that engaged the faculty and student members of the program, in confidential and open forums, and through qualitative and quantitative surveying. This process commenced in May 2015 and ended in August 2016

with the writing of the Self Study Report. The program also used the occasion of the program evaluation to connect with all MA and PhD alumni for the first time in the program's 15-year existence.

Materials Provided Prior to Site Visit

- Self-study Report - Joint MA & PhD Graduate Program between York University and Ryerson University in Communication and Culture. Review of the Period 2009-2016. Submitted Jointly: 15 August 2016.
- Decanal Agenda of Concerns: Communication and Culture Graduate Program -- J.J. McMurtry Associate Dean (Programs) York University (December 18, 2016)
- Faculty CVs, Communication and Culture Graduate Program, York University and Ryerson University.
- Ontario Council of Academic Vice-Presidents' Undergraduate and Graduate Degree Level Expectations.
- Revised Memorandum of Understanding on the administration of the Joint MA/PhD program in Communication and Culture Between Ryerson University and York University (27 October 2011).
- Academic Policy, Planning and Research Committee University Academic Plan 2010- 2015: Enhancing Academic Quality in a Globalized World Senate of York University.

Site Visit: January 11- 13, 2017

The site visit for the Communications Studies program and the York/Ryerson Joint Program in Communication and Culture spanned three days and took place on both the York University and Ryerson University campuses.

The reviewers began with a meeting on January 11, 2017 with Alice Pitt, Vice-Provost Academic and Barbara Crow, Dean of Graduate Studies. Thursday morning began with a meeting with graduate faculty members, followed by meetings with the York Faculty of Liberal Arts and Professional Studies (LAPS) Associate Dean of Graduate Studies and Research, Sandra Whitworth, and the ComCult Executive, the GPD York Steven Bailey and the GPD Ryerson, Paul Moore. During lunch the reviewers met with graduate students at York.

The afternoon at Ryerson began with a formal welcome by Marsha Moshe, Interim Vice-Provost Academic, Jennifer Mactavish, Vice-Provost and Dean of the Yeates School of Graduate Studies (YSGS), and Anthony Bonato, Associate Dean, Students and Programs of YSGS. Meetings with Research Chairs and faculty members followed. The reviewers also met with Ryerson librarians and graduate students and toured the Ryerson facilities, including the Arts Collaboratory.

Outcome:

Ryerson University:

The Final Assessment Report submitted to Ryerson University Senate in May 2018. A report on the activities outlined in the Final Assessment Report will be due one year after the approval of the Senate.

York University:

The Joint-Committee on Quality Assurance concluded that the responses and plans adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due November 2019.

The next cyclical program review will begin in the Fall of 2023.

Strengths:

The Review Report cited clarity of program objectives, quality and dedication of faculty and staff, and the significant scholarly achievements of the program's students as notable strengths of the Communications and Culture program.

Areas for Enhancement

The reviewers' recommendations are in two broad categories: curricular and administrative/financial with detailed recommendations in both. The reviewers indicated that there should be clarification of the Technology in Practice field. Detailed responses from both York University and Ryerson University follow.

Combined Ryerson/York Reviewer Recommendations, Responses and Implementation Plan

Since the program is a joint MA and PhD program offered by Ryerson University and York University, this section combines responses and reflection from both York University and Ryerson. Ryerson University responded to the recommendations and responses, divided into two broad categories. The role of Yeates School of Graduate Studies is to provide direct commentary on academic matters, as well as administrative and financial matters.

Recommendations related to the harmonization of student funding opportunities at York and at Ryerson are not addressed as they are beyond the purview of the program. In addition, it should be noted that the governing procedures over hiring differ and cannot be harmonized. Both universities commit to ongoing collaboration on this innovative and highly successful program.

Reviewer Recommendations, Responses and Implementation Plan

For simplicity, responses (as well as a recap of the review recommendations and program responses) are provided in the form of tables.

Academic Recommendations

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
Clarify field description of "Technology in Practice".	<p>ComCult response Agreed, in addition to planned curricular evaluation and redesign of electives more widely.</p> <p>YSGS response YSGS supports the program-level response.</p> <p>LA&PS response We are in favour of this clarity and feel that it may help make connections between changes at the undergraduate level and at the graduate level as well as make the program more appealing to applicants of a particular type. A review of other fields may also be useful at this time.</p>	<p>Executive of Communication and Culture Program</p> <p>Convene a committee to revise existing descriptions as well as clearly articulate research creation deliverables, expectations and guidelines for MA & PhD. Work to be based on MA research creation guidelines and review of comparable programs externally.</p>	<p>S2018- Committee to be created.</p> <p>Fall 2018- Preliminary Report to ComCult Executive and discussion</p> <p>W2019- Changes to be adopted by ComCult Executive.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Exec-Council & Faculty should develop strategy to address declining applications, especially to the MA, reflecting evolving identity, strengths and aspirations.</p>	<p>ComCult response Agreed, existing efforts can be enhanced, and wider consultation with faculty would assist.</p> <p>YSGS response YSGS supports the program-level response. YSGS will also convene a discussion with the interdisciplinary Graduate Program Directors at Ryerson University to explore how it can support recruitment efforts.</p> <p>LA&PS response We are in support of the development of a strategy to address declining applications in the Program. A review of "competitor programs" may be helpful in developing a response and strategy.</p>	<p>GPD</p> <ul style="list-style-type: none"> a. Internal review/update of public facing communication assets, including websites and social media feeds. b. Discuss recruitment strategies with other interdisciplinary grad programs. c. Conduct targeted recruitment pilot project: GA/RA linked to specific faculty member to be advertised externally. d. Meet with faculty to discuss more targeted recruitment, work on setting up additional targeted recruitment programs next year and process going forward. e. Review competitor programs offerings 	<ul style="list-style-type: none"> a. Communication assets: updated website and new social media strategy by W2019. b. Interdisciplinary grad program discussion by F2018. c. Targeted recruitment pilot project by Spring 2018. d. Meet with faculty to plan additional/future targeted recruitment by F2018.

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Convene a Joint “Task Force” with York and Ryerson officers to address structural barriers to fulsome participation in the program’s supervision, service and teaching.</p>	<p>ComCult response Agreed, unreservedly. Systematic planning, with greater imperatives or incentives for interdisciplinary participation is urgent.</p> <p>YSGS response YSGS agrees that interdisciplinary programs, including ComCult, face challenges in securing faculty participation to meet their teaching, supervision, and service needs. YSGS notes that these issues have been formally recognized at Ryerson University. For example, the Senate Task Force on Interdisciplinary Programs released its final report in December 2013. The Provost’s response to that report was issued in May 2015. Nonetheless, YSGS agrees that further action is needed, particularly given the unique challenges ComCult faces as a joint program with York University. YSGS notes that active efforts are ongoing to address challenges related to supervision, teaching, and service in interdisciplinary programs at Ryerson. YSGS supports a meeting between ComCult’s GPDs and the responsible Associate Deans at both universities to discuss these issues.</p> <p>LA&PS response There is general agreement that participation in joint programs needs review and renewal in a structured way. Other interdisciplinary programs within York review faculty participation on a regular basis and we recommend some sort of structured review on an ongoing basis to find out both why this is an issue as well as what the faculty believes would be productive responses to this issue.</p>	<p>GPD, with Dean’s offices</p> <p>Convene meeting to discuss the recommendations of the peer review team. Also, there should be a regularized review of the participation of faculty in the programs and discussion of possible responses to these issues.</p>	<p>F2018, have held meeting to discuss next steps.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Increased diversity and equity in the curriculum and supervisory faculty membership, achieved by better employment of existing faculty, new faculty recruiting, cross-listing and other cross-appointments, including dedicated hiring for the grad program.</p>	<p>ComCult response Agreed, with first reparative steps underway, and new faculty recently appointed members of the program.</p> <p>YSGS response YSGS supports the program's efforts to appoint new faculty currently at York and Ryerson that address the identified areas of need. YSGS also acknowledges the arguments for an increased number of cross-appointed faculty, either through new faculty recruiting or the secondment of existing faculty. YSGS notes, however, that these appointments need to be considered in the context of departmental- and faculty-level planning. The appointment of new faculty is outside of the purview of YSGS. Working with the interdisciplinary GPDs, YSGS will coordinate the development of a proposal for increased cross-appointments in Ryerson's interdisciplinary programs, including ComCult. This proposal will be presented to the Provost during the 2017-2018 academic year (Note: the proposal is currently with the Provost).</p> <p>LA&PS response We are in support of this suggestion as well as the process outlined above.</p>	<p>GPD</p> <p>Continue out-reach efforts to bring supervisors and instructors into key roles in the program whose work represents key areas of EDI, in the underlined gaps of Black studies/critical race scholars and Indigenous methods scholars. Conduct informal evaluation of how representation of these key areas has evolved since PPR process 3 years on.</p>	<p>F2019: report on activities since PPR to ensure that program has added additional affiliated and active faculty that enhance EDI in the program, in particular in underlined areas of Indigenous methods and critical race/Black studies scholarship.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Seminar on Grant Applications in Fall prior to deadlines.</p>	<p>ComCult response Agreed, existing programming can be better communicated.</p> <p>YSGS response YSGS supports the program-level response on improving communications. YSGS also notes that ComCult has been actively supporting students with grant applications.</p> <p>LA&PS response LA&PS supports this desire to improve communication on this issue. The active support of student grant applications is important.</p>	<p>GPD</p> <p>Continue to hold and clearly communicate this workshop. Update of website/social media assets will help.</p>	<p>Spring 2018- reflect on workshop process, plan F2018 workshops.</p>
<p>Better advising on MA options and distinctions among MRP and Thesis choices.</p>	<p>ComCult response Agreed, with policy changes, deadline adjustments, and practical changes underway.</p> <p>YSGS response YSGS supports the program-level response.</p> <p>LA&PS response We are in support of these changes.</p>	<p>GPD</p> <p>Revisit MA options as part of committee devoted to articulation of PhD research creation options.</p>	<p>S2018- Committee to be created.</p> <p>Fall 2018- Preliminary Report to ComCult Executive and discussion.</p> <p>W2019- Changes to be adopted by ComCult Executive.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
Library liaisons assigned to ComCult at both Ryerson and York should participate in a joint library orientation session.	<p>ComCult response Agreed.</p> <p>YSGS response YSGS supports the program-level response.</p> <p>LA&PS response Agreed.</p>	<p>GPD</p> <p>Consider/plan joint library orientation session for F2018</p>	<p>F2018, plan/conduct session or else plan/conduct feasible substitute event if not logistically possible for library staff.</p>

Administrative and Financial Recommendations

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
Program Review Site Visits should provide adequate time to prepare and deliberate collectively, preceding and following consultations.	<p>ComCult response Agreed, adding that advance consultation with the program may also be helpful.</p> <p>Further, the rarity of a joint, bi-campus visit led to inadequate timing because of unavoidably duplicated meetings at both campuses.</p> <p>YSGS response YSGS supports the program-level response.</p> <p>LA&PS response Agreed.</p>	<p>GPD and Associate Dean of YSGS</p> <p>Hold planning meeting with GPD and Dean's office to involve GPDs in planning for next PPR cycle, ensure schedule takes into account joint evaluation and lessons learned here.</p>	<p>1 year prior to internal planning for PPR cycle, hold meeting to make sure schedule /process is set up to allow for full evaluation of joint program.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Decanal and Provostial strategy at Ryerson to ameliorate discrepancy in PhD financial support and GA opportunities.</p>	<p>ComCult response Agreed, existing ad hoc planning is insufficient. Systematic changes in practices are urgent.</p> <p>YSGS response YSGS supports the principle of increasing student funding levels. However, YSGS also notes that the levels of financial support for ComCult students are consistent with norms at Ryerson University.</p> <p>Funding provided to the program through Ryerson Graduate Fellowships (RGFs) is consistent with that provided to other interdisciplinary programs at Ryerson. YSGS notes that most GA positions are controlled by departments and other faculties at Ryerson. YSGS also notes that it does provide financial support for interdisciplinary GAs, including for ComCult. YSGS also encourages the program to explore increases to other sources of funding, including external scholarships and stipends from faculty supervisors.</p> <p>LA&PS response We are in general supportive of strong funding packages for graduate students but note that our financial support is largely determined by the CUPE 3903 collective agreement. There are other scholarships which are available to students on a competitive basis which may improve their funding.</p>	<p>GPD</p> <p>As above:</p> <p>Conduct targeted recruitment pilot project: GA/RA linked to specific faculty member to be advertised externally.</p> <p>Meet with faculty to discuss more targeted recruitment, work on setting up additional targeted recruitment programs next year and process going forward.</p> <p>In addition:</p> <p>Work with departments and schools to earmark GA/lectureship opportunities for ComCult students.</p>	<p>a. Targeted recruitment pilot project by Spring 2018.</p> <p>b. Meet with faculty to plan additional/future targeted recruitment by F2018.</p> <p>c. Find slates of earmarked GA positions by recruitment for F2020 class.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Joint institutional strategy for cluster-hires in areas of communication and culture, dedicated service to ComCult.</p>	<p>ComCult response Agreed. We are willing and eager to coordinate with departments and faculties</p> <p>YSGS response As noted above, the appointment of new faculty is outside of the purview of YSGS. YSGS also notes that, given the institutional differences in structures between York and Ryerson, it may not be practical to pursue a joint strategy on hiring. YSGS would be prepared to discuss these issues in a meeting between ComCult's GPDs and the responsible Associate Deans at both universities.</p> <p>YSGS will, however, coordinate the development of a proposal for increased cross-appointments in Ryerson's interdisciplinary programs, including ComCult. This proposal will be presented to the Provost during the 2017-2018 academic year (Note: the proposal is currently with the Provost).</p> <p>LA&PS response The issue of joint hires is outside of the purview of the Dean's Office however we would argue that the program could try to work creatively in terms of strategically planning hires at each institution to address the perceived needs of each institution as well as the graduate program</p>	<p>GPD</p> <p>Follow up with YSGS on progress of this initiative.</p>	<p>Meeting to be held in F2018 on progress of this initiative and its implications for the faculty hiring going forward.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Maintain staffing levels, with additional support at peak times.</p>	<p>ComCult response Agreed.</p> <p>YSGS response YSGS notes that ComCult has a full-time Graduate Program Administrator. Staffing levels are consistent with the norms at Ryerson University. YSGS will continue to monitor whether staffing levels are appropriate and will consider well-substantiated proposals from the program for any adjustments.</p> <p>LA&PS response The staffing for the program is in accordance with faculty wide practices. Should a situation arise where more staffing is required a request can be made to LA&PS's Executive Officer to address the issue.</p>	<p>GPD</p> <p>Hold meeting with YSGS to discuss monitoring of ComCult staffing levels.</p>	<p>Spring 2019- hold meeting to discuss ComCult staffing levels.</p>

Recommendation	Program and Institutional (YSGS and LAPS) Response	Lead and Proposed Action	Proposed Timeline
<p>Ryerson Provost should renovate 111 Gerrard as a dedicated Program space at Ryerson.</p>	<p>ComCult response Agreed, or a similar initiative. This is an urgent concern, and an embarrassment for doctoral recruitment, a detriment to retention.</p> <p>YSGS response YSGS notes that 111 Gerrard was recently renovated. ComCult students do currently have access to the facility, including a large open area, 4 offices (each with 2 desks) assigned to ComCult PhD students, and a kitchen. The space at 111 Gerrard is also available to the students of other interdisciplinary programs. YSGS notes that ComCult students also have access to study space in the Student Learning Centre (SLC).</p>	<p>GPD-YSGS</p> <p>Continue working to find additional dedicated space for ComCult, understanding that: a) Lack of space undermines our recruitment pitches; b) Since the PPR the ComCult lounge on the 3rd floor of the RCC was repurposed as RTA offices, meaning there is less workspace now than when the review underlined a lack of space at Ryerson as a major issue; c) The future of 111 Gerrard is, at present, unclear.</p> <p>Hold meeting to confirm the future of the 111 Gerrard building and space and its implications on ComCult student work space.</p>	<p>F2018. Hold meeting to discuss ComCult space, including 111 Gerrard Street, Toronto.</p>



OFFICE OF THE
VICE-PROVOST
ACADEMIC

9th FLOOR
KANEFF TOWER
4700 KEELE ST
TORONTO ON
CANADA M3J 1P3
T 416 650 8017
F 416 736 5876

Disaster and Emergency Management, BDEM, MDEM

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

Cyclical Program Review – 2007 - 2014

Final Assessment Report and Implementation Plan

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

Program Description

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

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

Reviewers appointed by the Vice-Provost Academic:

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

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

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

Site Visit: October 26 and 27, 2015

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

Outcome:

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



Strengths:

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

Opportunities for Enhancement:

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

Dean’s Implementation Plan (selected):

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

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

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

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

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

Alice J. Pitt
 Vice-Provost Academic
 York University

**Dean's/Principal's Follow-Up Report for Cyclical Program Review
 For submission to the Joint Sub-Committee on Quality Assurance**

Submit report to Yugap@yorku.ca by: October 31, 2017

Program	Disaster and Emergency Management, BDEM and MDEM
Program options (example, BA, MA, Phd)	BDEM and MDEM
Faculty and Home Academic Unit	School of Administrative Studies, Faculty of Liberal Arts and Professional Studies
Year of Previous Cyclical Review and Date of Final Assessment Report (FAR)	Site Visit: October 26-27, 2015 FAR Date: April 18, 2016 Follow-up Report Due Date: October 31, 2017
Launch of next Cyclical Program Review	Fall x 2022 Site visit (anticipated): Fall 2023/Winter 2024

Enrolment data from the Final Assessment Report (VPA to populate)

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
BDEM	22	69	7- Hons; 9 - 90-credit; 11-Certificates
MDEM	27	31	29

Enrolment data from 2015-2016 (from the Academic Program Report, <http://oipa.info.yorku.ca/i-need-data/>)

Program	Registration (intake) 2015/2016	Enrolment FTES 2015/2016	Degrees Awarded 2015
BDEM	22	67	10-Hons; 16 – 90-credit; 6-Certificates
MDEM	22	27	19

Dean's/Principal's Implementation Plan Update

1. Please provide an update on the major initiatives that were undertaken as a result of the Cyclical Program Review. This should not be an exhaustive update on each recommendation of the external reviewers, rather a summary of the progress on significant activities that are improving program quality.

Note: All programs are required to have Program Level Expectations established and an up to date curriculum mapping completed. These items should be forwarded to the Office of the Vice-Provost Academic along with this report.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Undergraduate			
Course Rubric Change	Sep 2016	Department	Rubric change took effect in September 2017. A new proposal to cross-list DEM courses to ADMS is also advancing through governance. The purpose of this proposal is to connect DEM to ADMS so that students can more easily find DEM courses with the new rubric.
CAS Filtering	Sep 2016	Department	Incomplete. No perceived need by the School until now. There are enough seats for students to enroll in courses. With the cross-listing of DEM courses to ADMS, there may be more of a need for CAS filtering.
Math Requirement	Sep 2016	Department	The change in math requirement took effect in September 2017 for incoming first-year students. Any grade 12 math credit is acceptable.
Curriculum Review & Revival	Significant progress by 18-month review	Department working with Teaching Commons Dean's Office	Proposed changes for implementation in 2019 are currently under review within the School. E.g. DEMS 1701 is proposed as a required course for BDem. A new course on disaster case studies has launched recently, as well. The School will submit the series of proposed changes to the Faculty curriculum committee by its deadline of June 1, 2018.
Development of "practice-based" material/stronger connection to the stakeholder community	Sep 2017	Department working with Stakeholders Dean's Office	An undergraduate DEM student association was created in 2016 and students (both grad and undergrad) have been active in getting professional association courses scheduled on campus. Both grad and undergrad students do a site visit to the Ontario Emergency

			Operations Centre. The School has also started to hire additional part-time faculty who are field practitioners.
Graduate			
Develop a core course and capstone course	Sep 2017	Graduate program Dean's Office	<p>There was discussion of introducing core and capstone courses but because student interests vary, the School decided it would be too difficult to design and manage these courses from year to year.</p> <p>Essentials of Emergency Management has been offered for the past several summers as a bridging course to offer more preparation to incoming MDem students with no background in emergency management</p> <p>At the retreat for graduate faculty in 2017, the program decided to create two streams- one for incoming graduate students who are BDem holders and one for those who are not. MDem can be completed in three terms for those who hold the BDem, non-BDem grad students need five terms. The program is also proposing to replace the MRP option with a thesis; the School has not yet submitted the proposal to FGS for consideration.</p>
Develop more "practice" based graduate curriculum	Sep 2017	Graduate program Dean's Office	The graduate program is creating three new courses to address practice-based curriculum: Management Skills (DEMS 6071), Crisis Communications (DEMS 6072), and Public Capacities for Disaster Management (DEMS 6073).
Doctoral Degree	Sep 2018 (if at all)	Dean's Office	The School has submitted its revised proposal to establish a PhD program to the FGS Dean's Office.

2. Please comment on the alignment between the initiatives above and the University Academic Plan.

The initiatives described above align with the values detailed in the University Academic Plan, including excellence, progressivity, inclusion and diversity, and sustainability. The curricular changes keep the degrees competitive with other emergency management programs, and they offer students more flexibility and practice-based options for their learning. The School's steps to change the math requirement, offer a bridging course in the MDem program and introduce practice-based course work in the undergraduate and graduate programs speak specifically to the values of inclusion and progressivity. With these changes, the curriculum will better support students to weather transitions from high school to postsecondary programs and from their undergraduate education to

graduate programs and/or to working in the field.

Signature of the Dean/Principal:

A handwritten signature in blue ink, appearing to be "G. J. Murphy", written over a horizontal line.

Date:

Feb 13/18

Biology, Undergraduate and Graduate, Faculty of Science

Cyclical Program Review – Undergraduate 2008 – 2015; Graduate 2010 - 2015

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: June 6, 2016

Program Description

At the undergraduate level students may pursue a BSc in Biology with the stream options in Biomedical Science or Biotechnology, International BSc in Biology, a BSc in Environmental Biology. The Specialized Honours BSc in Biochemistry was reviewed along with York’s chemistry programs in 2014.

The York University Biology Graduate Program offers two research-intensive post-graduate degrees (MSc and PhD). Students undertaking these degrees are focused in one of three major fields: Animal Physiology, Molecular & Cellular Biology, and Ecology & Evolution.

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
Biology	566	1617	179 (Hons) 74 (90-credit)
MSc	29	48	21
PhD	13	31	8

Reviewers appointed by the Vice-Provost Academic:

Dr. Richard A Collins, Professor, Department of Molecular Genetics, University of Toronto

Dr. Carol Pollock, Professor of Teaching, Department of Zoology, University of British Columbia.

Mr. Paul Delaney, Senior Lecturer, Department of Physics and Astronomy, York University

Site Visit: February 29 to March 1, 2016

In addition to meeting with Alice Pitt, Vice-Provost Academic, and Barbara Crow, Dean of the Faculty of Graduate Studies, the reviewers met with Sam Benchimol, Department Chair; Paula Wilson, Undergraduate Program Director; technical staff, including Senior Lab Technician, Maria Mazzurco and Operations Manager, Ming Jiang; undergraduate students; members of the undergraduate teaching



committee; administrative staff including Vanessa Broughton, Undergraduate Program Assistant, Dharti Patel, Undergraduate Program Secretary, and Esaias (Buks) Janse van Rensburg, Associate Dean of Science (Faculty Affairs); Sylvie Morin, Associate Dean of Science (Research); Bridget Stutchbury, Graduate Program Director; Cristalina Del Bindo, Graduate Program Assistant; graduate students; members of the Graduate Committee; Librarians, Catherine Davidson, Rajiv Nariani (Biology Program Support Librarian) and Ilo-Katryn Maimets. The Reviewers visited teaching and research labs in the Farquharson, Lumbers and Life Science Buildings.

Outcome:

The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due in December 2017. The next CPR will begin in the Fall of 2022.

Strengths:

- The Honours Research Thesis is an excellent opportunity for students who are highly motivated to engage in an authentic research project. Students are also able to volunteer in a research practicum.
- The staff in the Steacie Library are very engaged and supportive of Biology teaching and research.
- The Learning Outcomes mapping process for Biology has been completed thoroughly. Outcomes are posted online for courses so instructors can see the curriculum of students as they progress through their program.
- The technicians responsible for setting up labs are a collegial, supportive group.

Opportunities for Enhancement:

- Experiential learning is a priority, but the extent to which students who want to participate are able to find a faculty member who is willing warrants investigation.
- The program should remedy the lack of adequate fourth-year lab courses, especially for students not pursuing the research thesis or practicum.
- Enhanced counselling and advising for first year undergraduates, possibly including online resources, would benefit students.
- Students should be encouraged to develop their communication skills, and this includes providing logical arguments in an exam setting at all levels.
- Instructors should be encouraged to take advantage of professional development opportunities to enhance their classes and to incorporate interactive options to deepen student engagement.

- The department should focus its efforts on researching and then reducing the most common and/or tractable causes for extension requests.
- The Department should have a discussion about the purpose, nature, and length of the graduate programs, especially the MSc. Not all students are planning to complete a PhD, and a different approach to completion may be warranted.
- Departmental guidelines regarding student publications should be established to limit excessive variation among supervisors' requirements.
- A review should be undertaken to address: a) the allocation of TA hours among courses; b) allocation of TA hours toward training and ongoing mentoring. The lines of communication for graduate students and the GPD and Chair should be improved.

Dean's Implementation Plan (selected)

The Department provided a detailed response to the Review Report to each of the Reviewers' recommendations and suggestions. There are incorporated into the Dean's Implementation Plan with an indication of who will be responsible for the item, the resources required and the timeline for completion.

The Department has determined that it is not feasible to act on the suggestion that senior undergraduates be used as peer graders.

Recommendation	Who	Timelines
Clarification regarding the allocation of TA hours, TA training and TA contract paper work will improve the TA experience.	Dean's Office, Chair, Undergraduate Program Director, Graduate Program Director, Administrative officers	Immediate
More frequent supervisory committee meetings for graduate students in the first 18 months of the program.	Graduate Program Director, Chair	Immediate
Exploration of supervisory capacity for undergraduate research experiences	Chair, Undergraduate Program Director	By June 2017
Ensure advising/counselling for first year undergraduate students with .5 FCE	Dean's Office, Chair	Already in place.
Increase opportunities	Chair, Undergraduate	ongoing

for professional development and best practices in undergraduate teaching	Program Director, Teaching Commons	
Increase the number and diversity of courses in fourth year and in the graduate program, perhaps through integrated UG and GR courses. Ensure senior laboratory experience for students (note: the department feels that adding a fourth year lab course cannot take the place of experience in a research laboratory).	Dean's Office, Chair, Course Directors, Undergraduate Program Director, Graduate Program Director	2016-2017 and beyond
Share best practices for admin staff and teaching lab technicians with peers from other universities.	Chair	2016-2017 fiscal year
Renovation of buildings to enhance learning and research.	Dean's Office and Vice-Provost Finance	Proposals for funding being considered
Department to prepare plan for fourth year enrolments that allow for maximum student engagement for consideration by the Dean.	Undergraduate Program Director, Chair, Dean's Office	May 2017

A report on the implementation recommendations and suggestions will form part of the follow-up report due in December 2017.

Alice J. Pitt
Vice-Provost Academic
York University

**Dean's/Principal's Follow-Up Report for Cyclical Program Review
 For submission to the Joint Sub-Committee on Quality Assurance**

Submit report to Yugap@yorku.ca by: December 15, 2017

Program	Biology, Undergraduate and Graduate Programs
Program options (example, BA, MA, PhD)	BSc, MSc and PhD
Faculty and Home Academic Unit	Faculty of Science
Year of Previous Cyclical Review and Date of Final Assessment Report (FAR)	Site Visit: February 29 –March 1, 2016 FAR Date: June 6, 2016 Follow-up Report Due Date: December 15, 2017
Launch of next Cyclical Program Review	Fall x 2022 Site visit (anticipated): Fall 2023/Winter 2024

Enrolment data from the Final Assessment Report (VPA to populate)

Program	Accepts 2014	Enrolment FTES 2014	Degrees Awarded 2014
BSc	566	1617	179 (Hons) 74 (90-credit)
MSc	29	48	21
PhD	13	31	8

Enrolment data from 2015-2016 (from the Academic Program Report, <http://oipa.info.yorku.ca/i-need-data/>)

Program	Registration (intake) 2015/2016	Enrolment FTES 2015/2016	Degrees Awarded 2015
BSc	504	1692	185 (Hons) 60 (90-credit)
MSc	32	50	20
PhD	13	31	4

Dean's/Principal's Implementation Plan Update

1. Please provide an update on the major initiatives that were undertaken as a result of the Cyclical Program Review. This should not be an exhaustive update on each recommendation of the external reviewers, rather a summary of the progress on significant activities that are improving program quality.

Note: All programs are required to have Program Level Expectations established and an up to date curriculum mapping completed. These items should be forwarded to the Office of the Vice-Provost Academic along with this report.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Clarification regarding the allocation of TA hours, TA training and TA work contract paper work will improve the TA experience.	2016	Dean's Office, Chair, UPD, GPD, Administrative assistants	TA allocations are provided to graduate students before the start of the term. Due to fluctuations in course enrolment for each academic term, TA allocations are completed prior to each term. This has minimized complications when lab sections must be closed and TAs must be re-assigned.
Exploration of supervisory capacity for undergraduate research experiences	2016	Chair, Undergraduate Program	A survey of Biology professors was conducted in 2016. Professors indicated they could supervise 1-2 honours thesis students. 60% supervise 1-2 practicum research students, but few hire RAY students due to cost.
Ensure advising/counselling for first year undergraduate students with 0.5 FCE	2016	Dean's Office, Chair	AIF to support "Early Alert: Individualized Pathways to Success in First Year" (Project Lead: Prof. Paula Wilson). The project will identify best practices to assist and support first-year Biology students.
Increase the number and diversity of courses in the fourth year.	2017	Chair, Undergraduate Program	Two new fourth-year Biology courses are being developed; Ecotoxicology (Fall 2018) and Microbiology (with lab component; Fall 2019). Additional fourth-year

			courses are being offered during the summer term to increase access to students.
Share best practices for administrative staff and teaching lab technicians with peers from other universities.	2016	Chair	Teaching lab technicians and staff are allowed to attend CALA (Canadian Association for Laboratory Accreditation) Annual General Meeting.
Implemented one additional mandatory supervisory committee meeting at the end of the first term for graduate students	2016	Graduate Program	All first-year graduate students now hold their first supervisory committee meeting in Dec or Jan, and the committee completes a Research Progress Evaluation form to provide feedback to students.
Clarify thesis requirements for graduate degree requirements	2017-18	Department Faculty of Graduate Studies Senate	Degree requirements for thesis have been revised for MSc and PhD to clarify that the research is not required to be published in order to meet degree requirements.
Additional workshops for graduate professional skills	2016	Graduate Program Department	Annual workshops now being offered include Scholarship Writing, and an all-day R Statistics. In 2017 we also ran a Science & Business workshops series and a pilot workshop on Positive Communications in partnership with FGS.
Increase number of graduate courses taught	2018	Graduate Program Department	Two courses will now be taught annually: BIOL 5027 – Topics in Molecular Biology I: Gene Expression and BIOL 5028 – Topics in Molecular Biology II: Proteins

2. Describe any additional initiatives to enhance program quality undertaken since the Cyclical Program Review was completed.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Graduate student-Super Worksheet	2017	Graduate Program	Voluntary worksheet for supervisors to complete with new graduate students to establish mutual communication and understanding around expectations
Building renovations to enhance learning and research	Fall 2018	Provost Office, Dean's Office, Chair, Undergraduate Program	Federal government funding (Strategic Innovation Fund) has provided support to renovate the Farquharson Life Science Building. New innovative undergraduate teaching and research labs will be completed by the end of 2018.



Dean, Faculty of Science

Date: January 17, 2018

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

Cyclical Program Review – 2006 - 2014

Final Assessment Report and Implementation Plan

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

Program description:

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

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

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

Reviewers appointed by Vice Provost Academic:

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

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

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

Site Visit: March 30, 2015

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

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. The Dean of Osgoode Law School is responsible for implementing recommendations as per the Decanal Implementation Plan. Follow-up report due October 31, 2017.

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

Program Strengths:

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



school.

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

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

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

Decanal Implementation Plan (selected)

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

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

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

Summary

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

Alice J Pitt, Vice-Provost Academic
York University



**Dean's/Principal's Follow-Up Report for Cyclical Program Review
 For submission to the Joint Sub-Committee on Quality Assurance**

Submit report to Yugap@yorku.ca by: October 31, 2017

Program	LLM (Research) and PhD, Law, Osgoode Hall Law School
Program options (example, BA, MA, Phd)	LLM (Research), PhD
Faculty and Home Academic Unit	Osgoode Hall Law School
Year of Previous Cyclical Review and Date of Final Assessment Report (FAR)	Site Visit: March 30, 2015 FAR Date: April 18, 2016 Follow-up Report Due Date: October 31, 2017
Launch of next Cyclical Program Review	Fall x 2021 Site visit (anticipated): Fall 2022/Winter 2023

Enrolment data from the Final Assessment Report (VPA to populate)

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

Enrolment data from 2015-2016 (from the Academic Program Report, <http://oipa.info.yorku.ca/i-need-data/>)

Program	Registration (intake) 2015/2016	Enrolment FTES 2015/2016	Degrees Awarded 2015
LLM	11	19	16
PhD	11	32	11

Dean's/Principal's Implementation Plan Update

1. Please provide an update on the major initiatives that were undertaken as a result of the Cyclical Program Review. This should not be an exhaustive update on each recommendation of the external reviewers, rather a summary of the progress on significant activities that are improving program quality.

Note: All programs are required to have Program Level Expectations established and an up to date curriculum mapping completed. These items should be forwarded to the Office of the Vice-Provost Academic along with this report.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Integration of Cyclical review findings into Osgoode's 2017-2020 strategic plan	December 2016	Dean's office and various other divisions and faculty council committees	The cyclical review has provided a significant point of departure for the Osgoode strategic planning process.

2. Describe any additional initiatives to enhance program quality undertaken since the Cyclical Program Review was completed.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Streamlined communication on graduate program requirements and admissions information	December 2017	Graduate office, Communications	Communication materials (website & recruitment brochure) have been improved to provide clearer information on graduate program requirements, clarification of admission requirements, funding availability, space allocation for international students, requirements in admission for prior legal training and differentiation between professional and research LLM programs offered at Osgoode.

<p>Enhancement of program professional development workshops & development of workshops to support faculty in graduate supervision</p>	<p>2016-17 2017-18</p>	<p>Graduate office. teaching commons</p>	<p>The graduate student professional development workshops which were launched in 2015 have been enhanced to include a greater diversity of offerings, including -addition of student-run reading groups on legal education. Additionally, workshops for faculty have been developed to provide support on working with graduate students (supervision, communication, writing support). These sessions have been effective in providing a community of practice within the faculty at Osgoode who work with graduate students.</p> <p>These initiatives align with the Osgoode Strategic plan (2017-2020), which aims to improve provide skill development opportunities for graduate students and provide guidance and support for faculty supervisors to facilitate improved student success.</p>
--	----------------------------	--	--

3. Please comment on the alignment between the initiatives above and the University Academic Plan.

- Priority 3 (Enhanced Quality in Teaching & Student Learning) : Professional development workshops for graduate students and faculty have enhanced the skill set of students and provided support for faculty working with graduate students.
- Priority 2 (Advancing Exploration, Innovation & Achievement in Scholarship, Research & related Creative activities) : Professional development workshops for graduate students has resulted in substantive support and feedback to students in the application process for external funding. This additional support to students has increased our success in external scholarships, in particular, the Vanier and Trudeau scholarships which are two of the most prestigious awards. In the last 18 months, students in the program have received two Vanier awards, one Trudeau and four others have moved forward as finalists in these competitions.

Signature of the Dean/Principal :

Date: January 23, 2018



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

Cyclical Program Review – 2005 - 2013

Final Assessment Report and Implementation Plan

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

Program Description

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

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

Reviewers appointed by the Vice-Provost Academic:

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

Site Visit: October 22 and 23, 2015

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

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

Strengths:

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



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

Opportunities for Enhancement:

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

Principals’ Implementation Plan (Selected)

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

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

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

Alice J. Pitt, Vice-Provost Academic
York University

**Dean's/Principal's Follow-Up Report for Cyclical Program Review
 For submission to the Joint Sub-Committee on Quality Assurance**

Submit report to Yugap@yorku.ca by: October 31, 2017

Program	Master in Public and International Affairs/ Maîtrise, affaires publiques et internationales (MPIA), Glendon
Program options (example, BA, MA, Phd)	MPIA
Faculty and Home Academic Unit	School of Public and International Affairs, Glendon
Year of Previous Cyclical Review and Date of Final Assessment Report (FAR)	Site Visit: October 22-23, 2015 FAR Date: April 18, 2016 Follow-up Report Due Date: October 31, 2017
Launch of next Cyclical Program Review	Fall 2021 Site visit (anticipated): Fall 2022/Winter 2023

Enrolment data from the Final Assessment Report (VPA to populate)

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

Enrolment data from 2015-2016 (from the Academic Program Report, <http://oipa.info.yorku.ca/i-need-data/>)

Program	Registration (intake) 2015/2016	Enrolment FTES 2015/2016	Degrees Awarded 2015
Master's	18	35	26

Dean's/Principal's Implementation Plan Update

1. Please provide an update on the major initiatives that were undertaken as a result of the Cyclical Program Review. This should not be an exhaustive update on each recommendation of the external reviewers, rather a summary of the progress on significant activities that are improving program quality.

Note: All programs are required to have Program Level Expectations established and an up to date curriculum mapping completed. These items should be forwarded to the Office of the Vice-Provost Academic along with this report.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Make internships expectations clearer to students	On-going	Program	The Program has a faculty member responsible for internships (3 cr.) that helps students during the whole process (c.v. preparation, meetings with the OPS and other institutional partners, circulating information for internships opportunities). The communications between students and the Program has greatly improved.
International courses	On-going	Program	International courses count for about 50% of the courses offering
Second official language	On-going	Program in collaboration with other units	Students have now access to the services of Glendon's Career Centre that offers support in French. The program will continue to improve access and support for students' second official language.
Increase the number of practitioners	On-going	Program with the GSPIA	Practitioners will be teaching about 40% of the courses in 2018-2019. That seems an adequate balance.

2. Describe any additional initiatives to enhance program quality undertaken since the Cyclical Program Review was completed.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Workshops for students	On-going	Program and GSPIA	The GSPIA has put in place workshops for preparing students for hiring processes in both public service and international organizations (mock exams and mock interviews provided by specialists).

3. Please comment on the alignment between the initiatives above and the University Academic Plan.

The MPIA aligns with Priority 1 (1.1, 2.2, and 4) and Priority 3 (1 and 3) of the University Academic Plan. The MPIA has been designed as an interdisciplinary program that involves at least 5 different departments in its activities. We thus have “Faculty-spanning curriculum”. The MPIA has always incorporated experiential component in its activities. As part of their course work, students address real life cases through activities such as preparing briefing notes and memorandums to Cabinet. Students are also in constant contact with practitioners through our Weekly Colloquium (former politicians, diplomats, journalists, high civil servants). Students need to complete a 12 weeks mandatory internship in an organization (public service, international organizations, non-governmental organizations). Finally, students have access to exchange opportunities, both internationally and domestically. The MPIA has a dual degree with the Institut d’Études Politiques, Université de Starsbourg (France), as well as agreements for one semester exchange with Sciences Po Paris and Université Laval. Our students are also using the services provided by York International.

Signature of the Dean/Principal :

Date: Dec. 12, 2017



Psychology/Psychologie, BA/iBA and BSc/iBSc, Glendon

**Cyclical Program Review – 2007 to 2014
 Final Assessment Report and Implementation Plan
 Reported to Joint-Committee on Quality Assurance: December 12, 2016**

Program Description

The Psychology Program (BA) at Glendon College was established in the 1970s. The International BA (iBA) options were available in the early 1990s. The BSc and IBSc options were approved in 2015 and were not part of this review.

The Cognitive Neuropsychology Concentration coordinates applied research opportunities between Glendon students and affiliated hospitals and health centres.

Programs at Glendon are offered in both English and French, and as a trilingual option (iBA), incorporating additional language studies and an exchange.

Psychology	Registration (new intake) 2015	Enrolment FTES 2015	Degrees Awarded 2015
BA	153	354	37 BA; 5 minor

Reviewers appointed by the Vice-Provost Academic:

Dr. Jane Ledingham, Professor, University of Ottawa
 Dr. Donald H. Saklofske, Professor, University of Western Ontario
 Dr. Robert Drummond, Professor, York University

Documentation Provided to the External Reviewers

Prior to the site visit, the external reviewers are provided with the following:

- Dean’s /Principal’s Agenda of Concerns
- Department/Program Omnibus Statement (where applicable)
- Program Self-Study Brief, which includes program structure, curriculum and learning outcomes, program reflection, enrolment and retention data, resources, student input and quality enhancement opportunities
- Faculty CVs
- University, Faculty and Program planning documents



Site Visit: June 14-15, 2016

The Site Visit for the cyclical review of Psychology programs at York University included the graduate program and the undergraduate programs that are offered through the Faculty of Health on the Keele campus and York's bilingual campus, Glendon College. The reviewers met with the following academic administrators: Alice Pitt, Vice Provost Academic; Harvey Skinner, Dean, and Susan Murtha, Associate Dean, Teaching and Learning, Faculty of Health; Barbara Crow, Dean and Associate Vice-President, Faculty of Graduate Studies; Donald Ipperciel, Principal, and Timothy Moore, Chair, Department of Psychology, Glendon College; Joel Goldberg, Chair, Jennifer Connolly, Undergraduate Psychology Program Director, Jennifer Steele, Associate Undergraduate Psychology Program Director, Department of Psychology, Faculty of Health; and Adrienne Perry, Graduate Psychology Program Director, Keele Campus. The reviewers had the opportunity to meet with university librarians, full-time undergraduate and graduate faculty members, part-time faculty members, the York University Psychology Clinic Director, the Master of Calumet College, undergraduate students and graduate students on the Keele campus and undergraduate students at Glendon.

In the Review Report, the reviewers stated that they were impressed with the openness and willingness of participants to share viewpoints, issues, concerns, and recommendations from faculty, students and staff members.

Outcome:

The Joint-Committee on Quality Assurance met with representatives from the Psychology Department and with the Principal on January 26, 2017. The Committee concluded that the Principal's response and the decanal Implementation Plan addressed the review recommendations. Progress on the implementation plan will be included in the Follow-up Report due June 2018. The next CPR will begin in the Fall of 2022 and will include the recently-approved BSc degree options.

Strengths:

The reviewers commented on the rigour of the self-study documents and noted the following strengths, among others, in their report:

- The commitment to a scientifically grounded psychology program that provides research, foundational, and practice focused programs gives York University an edge over more limited programs or those that are directed at other areas of psychology, especially at the graduate level.
- The reviewers found the courses, programs and their objectives to be both contemporary and dynamic.
- It was noted on both campuses that "the faculty take very seriously what they teach, how they teach it, and who their 'audience' is".
- Program structures map well onto learning objectives.

Opportunities for Enhancement:

The Review Report provided a fulsome and robust discussion of the materials included in the self-study, the Principal's agenda of concerns, and the challenges and issues that were raised during the site visit.

The reviewers made a number of recommendations for the Psychology programs. Particular recommendations that were relevant to Glendon are listed below.

- The program should engage in succession planning for key administrators
- Plans should be formulated for replacements for retiring faculty (both campuses).
- Opportunities for expanding the provision of French Language programs in the GTA should be explored. For example, there is the potential that MA program offered in French could receive special funding support by federal and/or provincial governments.
- Some courses on each campus have very low enrolments, including upper year courses at Glendon.
- Students expressed a desire for more upper year courses to be taught in French.

Implementation Plan

The Principal's Implementation plan focused on three priorities.

Two of these were explicit recommendations stated by the reviewers; the third rose from a challenge raised indirectly in the report.

Implementation Priority	Responsible unit	Begin Date	End Date
Engage in succession planning for key administrators	Program	1-Jan-17	30-May-17
Prioritize areas of research for replacement positions for retiring faculty members	Program	1-Jan-17	30-May-17
Offer more French-language courses at the 3000- and 4000 level	Program (dependent also on the Office of the Principal)	1-Sep-17	1-Sep-18

Members of the Joint Sub-Committee welcomed the opportunity to meet with members of the Psychology Department and the Principal and were impressed with the strong commitment to excellence in their program, extensive experiential learning opportunities and the deliberate focus on contemporary issues, for example the challenges of our aging population. There was acknowledgement that it is essential to ensure the provision of upper year courses in French and recent hires in the Department contribute to the capacity. The program is encouraged to explore the use of technology in collaboration with Health Psychology in order to provide all students with more choices of upper year courses and to work closely with the Glendon experiential co-ordinator to support and expand its excellent opportunities. A brief discussion of the Bachelor of Science option highlighted the need for future development of or access to science breadth courses, in particular for Chemistry.

A report on the progress of the initiatives identified in the Principal's Plan will be provided in the Follow-up Report, due in June 2018.

Alice J. Pitt
Vice-Provost Academic
York University

Dance, Undergraduate (BA and BFA) and Graduate Programs (MA, PHD, MFA)

School of Arts, Media, Performance and Design

Cyclical Program Review

Final Assessment Report and Implementation Final

Reported to Joint-Committee on Quality Assurance: June 6, 2016

Program Description

The Department of Dance has been in existence since 1970. At the undergraduate level the Bachelor of Fine Arts is the nucleus of the Department. The program is distinctive for its holistic approach, educating intelligent, flexible bodies in integration with dynamic, adaptable minds, with the belief that dance is both an art form and an academic discipline. In 2003 a BA in Dance was established, with an emphasis on theoretical studies and world dance forms, and in 2001 a 90-credit degree was introduced.

Founded in 1976, York University’s MA in Dance was the first research-based graduate program in dance in the world and to date the largest of its kind in Canada. The Master of Fine Arts in Dance offers candidates the opportunity to conduct research in contemporary choreography and dance dramaturgy within diverse contexts for theatrical dance. The MFA program enables students to develop and refine skill in aspects of contemporary choreographic process, from conceptualization through final production and documentation of theatrical choreography.

The PhD program allows students to pursue the tracks of “History and Heritage Studies” and “Ethnography and Cultural Research,” two fields that define dance studies at the moment, preparing graduates for careers in academia and the cultural sector.

Program	Accepts 2013	Enrolment FTES 2013	Degrees Awarded 2013
Dance (BA/BFA)	63	244	Hons – 57; 90 credit – 2; Certificates 3
Dance (MA/MFA)	10	12	15
Dance Studies (PhD)	5	12	3

Reviewers appointed by the Vice-Provost Academic:

Ann Kipling-Brown, Professor Emerita, PhD, University of Regina, Saskatchewan
 Juliana Saxton, Professor Emerita, Department of Theatre, University of Victoria, British Columbia
 Professor Steve Bailey, Department of Humanities, York University, Toronto, Ontario

Site Visit: September 23 and 24, 2015

During the site visit, the reviewers met with Acting Dean of the Faculty of Graduate Studies, Fahim Quadir, Chair of Dance Department Susan Kash, Dean of the School of Arts, Media, Performance & Design Shawn Brixey, Graduate Program Directors Patrick Alcedo & William Mackwood and Librarians Kathy Elder & Catherine Davidson. In addition, interviews were held with full- and part-time faculty members, musicians, administrative staff, and students from the Dance Student Association and Graduate Dance Student Association. The reviewers toured the dance studios, meeting rooms and theatres and attended a dress rehearsal “I AM”, MacLean Studio (solo projects by MFA 2nd year students).



Outcome: The Joint-Committee on Quality Assurance concluded that the Dean's Implementation Plan, established in consultation with the program, outlined a comprehensive plan for program enhancements. Progress on the recommendations will be included in the Follow-up Report due December 2017. The next cyclical program review will begin in the fall of 2021.

Strengths:

- Many graduates have been involved in, developed and managed significant programs, companies, organizations and teaching positions locally, nationally and internationally.
- Faculty members have impressive research agendas and have received extensive funding both externally from major funding bodies as well as grants from internal university sources.
- The physical space in terms of studios, theatres and classrooms and conditioning rooms as well as facilities to record sound and video are impressive and provide an excellent resource for the study of dance.
- University Libraries provide excellent support for the undergraduate and graduate programs in dance
- Program Level Outcomes have been established for each program and course level objectives have been established.

Opportunities for Enhancement:

- Enhanced information through the program website or other social media outlets would be beneficial for potential and current students, parents and community members alike.
- The undergraduate curriculum should be reviewed in light of student needs, including those who wish to pursue a Bachelor of Education, blended or online learning options and multiple entry points to the degrees.
- Outreach to students across campus to create visibility for the program and opportunities for collaborative projects with students from other disciplines should be explored.
- Collaborative opportunities with digital and technological tools should be explored.
- Careful consideration should be given to the advantages and disadvantages of shortening the master's level program (MA).
- Clear plans for renewal of the full-time faculty complement need to be established to support students at the undergraduate and graduate level.

Implementation Plan

The Review Report provided some excellent suggestions for the program that have been taken up in the implementation plan; however, because the Report also departed significantly from the evaluation criteria, the programs were asked to consult with the Dean on an implementation plan rather than submit a separate response to the review report.

The Plan addresses the need for the programs to continue evolving their identity and well-established reputation through curriculum renewal and increased clarity about its strengths.

In particular, the undergraduate programs must address the interdisciplinary interests of contemporary dance students within a framework that continues to provide core performance training. Enhanced web activity and marketing are planned and new partnerships sought to strengthen enrolments in the dance education stream. Ongoing curriculum renewal will include review of degree expectations with view to allowing more opportunities for UG dance students to pursue special interests and the Faculty and Dean will create more opportunities for students to come together across Departments for creative exploration. In addition, the Department and Dean's Office will collaborate to ensure there are performance opportunities and out-reach community experiences for students especially at the first and second year level.

A more streamlined MA and PhD, to be developed by the Department members with leadership from the Chair and the Graduate Program Directors, will also allow the currently suspended MFA to be reinstated on a more stable footing. The Department and Dean's Office will review innovative MA program models that do not require an MRP or thesis, further supporting sustainable enrolments. This will include the establishment of a 1 year MA and implement 4+1 model to help address graduate enrolment fluctuations, expected for Spring 2018.

The Department and Dean will develop a staffing model that makes effective use of Full-time, sessional and Teaching Assistants' expertise to be implemented in the Fall of 2016 and, for MFA students, Fall of 2017. At least one new faculty position is a priority for the Faculty.

Alice J. Pitt
Vice-Provost Academic
York University

**Dean's/Principal's Follow-Up Report for Cyclical Program Review
 For submission to the Joint Sub-Committee on Quality Assurance**

Submit report to Yugap@yorku.ca by: January 31, 2018

Program	Dance, Undergraduate and Graduate Programs
Program options (example, BA, MA, PhD)	BA, BFA, MA, MFA and PhD
Faculty and Home Academic Unit	School of Arts, Media, Performance and Design
Year of Previous Cyclical Review and Date of Final Assessment Report (FAR)	Site Visit: September 23-24, 2015 FAR Date: June 6, 2016 Follow-up Report Due Date: January 31, 2018
Launch of next Cyclical Program Review	Fall 2021 Site visit (anticipated): Fall 2022/Winter 2023

Enrolment data from the Final Assessment Report

Program	Accepts 2013	Enrolment FTES 2013	Degrees Awarded 2013
Dance (BA/BFA)	63	244	Hons-57; 90 credit -2; Certificates 3
Dance (MA/MFA)	10	12	15
Dance Studies (PhD)	5	12	3

**Enrolment data from 2015-2016 (from the Academic Program Report,
<http://oipa.info.yorku.ca/i-need-data/>)**

Program	Registration (intake) 2015/2016	Enrolment FTES 2015/2016	Degrees Awarded 2015

Dance (BA/BFA)	64	227	Hons-44; 90 credit-5; Certificates 1
Dance (MA/MFA)	11	13	5
Dance Studies (PhD)	4	12	1

Dean's/Principal's Implementation Plan Update

1. Please provide an update on the major initiatives that were undertaken as a result of the Cyclical Program Review. This should not be an exhaustive update on each recommendation of the external reviewers, rather a summary of the progress on significant activities that are improving program quality.

Note: All programs are required to have Program Level Expectations established and an up to date curriculum mapping completed. These items should be forwarded to the Office of the Vice-Provost Academic along with this report.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Reinvest in faculty complement and utilize expertise within the department for excellence in delivery of the curriculum	2017/18 to 2018/19	Dean's Office and Program	A TS hire in Screendance was made, with Professor Olafson arriving on July 1, 2017. This position will develop program strengths in technology and choreography. Students in the revised MFA program will be assigned TA positions in their second year; their areas of expertise will provide additional strengths to the studio area.
Review and revise the MFA, MA and PhD programs	2016/17 to 2019/20	Department Chair and GPDs	The revised MFA launched in Fall 2017. The MA program has submitted its NOI to reduce the program length from 5 terms to 3, with completion via course work (removing the MRP option). Discussions have begun regarding making adjustments to the

			PhD program; specifically, the two fields likely will be collapsed into one.
Increase performance and outreach opportunities for undergraduate students	2016/17 and ongoing	Department Chair and all FT faculty members	In 2016/17, dance initiated the Incubator project, where students from dance, computational arts and music presented collaborative works in the hallways of ACE. Changes in BFA degree requirements have been approved for 2018/19, allowing students more flexibility in 4 th year course selection. EE opportunities continue to be made available and promoted in 4 th year courses (Senior Projects and Community Dance Education). The Dance Students Association produced a downtown show in April 2017 and will repeat this initiative in April 2018, providing additional performance opportunities for all undergraduate students.

2. Describe any additional initiatives to enhance program quality undertaken since the Cyclical Program Review was completed.

Opportunity	Timeline for Completion	Responsibility (example, Dean's Office, Program)	Observations (comment on challenges or success)
Developing more online and blended courses	2018/19 and 2019/20	Department Chair and program	Historically, FA/DANC 1500 has been a large lecture plus studio course for non-majors. It currently is being re-designed as a fully online course. Likely launch date is 2019/20. Net gain = additional enrolments without taking up valuable studio space.
Increasing digital presence in courses	2019/20	Department Chair and program	Looking ahead to Markham, Dance is developing a new course, tentatively titled Choreography for Digital Environments.

Increasing interactions with alumni	2018/19	Department Chair and program	Planning has begun for an alumni event in October 2018, including a concert, panel and a Q & A event for all Dance students, to provide them with the opportunity to learn more about career pathways and potential EE site placements.
-------------------------------------	---------	------------------------------	---

3. Please comment on the alignment between the initiatives above and the University Academic Plan.

The Department of Dance has a long-standing reputation for examining and implementing new curricular models, concurrently addressing shifts in student needs while facing the reality of reduced faculty complement. Student experience and student success are hallmarks of the York UAP, and Dance is committed to providing innovative courses to majors and non- majors, some of which are blended or under development to be fully online (Priorities 1 and 3). The department has an established reputation for pursuing a student-centred approach (Priority 4) and they are committed to offering EE opportunities for their students (Priority 6). The addition of Professor Olafson to the faculty and the subsequent introduction of courses in the areas of screendance and choreography in the digital realm further indicate the department’s ongoing efforts to offer innovative, quality programs (Priority 1).

Signature of the Dean/Principal :

Date: January 26, 2018

