

Committee Chairs' Oral Reports to the Board of Governors

Written summaries of the committee Chairs' oral reports to the Board of Governors from the meeting of 3 March 2020 are provided below for the following committees:

- Academic Resources
- External Relations
- Finance and Audit
- Governance and Human Resources
- Land and Property

Academic Resources Committee

Reference Notes for the March 3, 2020 Board meeting

Information Items

President's Items

President Lenton reported on the recent government initiatives affecting the University, including:

- the announcement that colleges and universities will be permitted to offer standalone Nursing degrees, a departure from the current collaborative model
- the agreement between the federal and provincial governments to establish a French-language university
- the release of a report on the Student Voices on Sexual Violence survey, completed two years ago.

Good news shared by President Lenton are the discussions underway about the possibility of establishing a UN Institute for Training and Research (UNITAR) Centre at York, which would be the first such training unit in Canada. UNITAR has a number of Training Centres around the world which are typically aligned with the UN's sustainable development goals and involve a partnership between a university and a community to support shared expertise on a topic.

Provost's Items

Provost Philipps provided an enrolment and application update. Conversion efforts will be important again this year as domestic 101 applications remained relatively flat and international 101 applications fell below the system average. Mitigation efforts also are underway within Faculties that have seen significant applicant loss this year.

The Committee had an opportunity to review a draft version of the University Academic Plan, which generated a great deal of discussion and input. While a "grand challenges" framing was initially considered for the Plan, the Academic Policy, Planning and Research Committee chose a hybrid approach organized around traditional priorities within an overall theme. The theme is "coming together to make positive change for our students, our campuses, and our local and global communities."

An open forum on the draft Plan is scheduled for this Thursday, March 5 at 9:30 am in the New Student Centre. Governors are welcome to attend.

The Provost also provided updates on SMA3 and academic planning for Markham Centre Campus.

Vice-President Research and Innovation Items

Vice-President Wang shared updates on:

- the launch of the Research Commons, featuring a suite of supports for researchers including workshops on various topics
- York's submission of 10 Notifications of Intent to apply for funding through the federal New Frontiers in Research Fund – Transformation Competition, intended

to support large-scale, Canadian-led interdisciplinary research projects that address a major challenge with a social, economic, environmental or health impact

- the Research Leaders Celebration to be held on Friday, April 3, 2020, where York's research talent will be recognized and showcased; all Governors are welcome to attend
- the proposals to establish two new Organized Research Units in Bee Ecology, Evolution and Conservation, and Indigenous Knowledges and Languages
- the arrival of Vice-President Research & Innovation Amir Asif on May 1

EXTERNAL RELATIONS COMMITTEE

Reference Notes for the March 2020 Executive and Board meetings

INFORMATION ITEMS

Communications Update

Brand Differentiation Strategy

To ensure York is ideally positioned to achieve its aspirations, the president felt it was important that the University take a step back to make sure that York's vision resonates with key audiences, to uncover any obstacles that could affect future success and that the University develop an overall brand differentiation strategy.

In late 2018, the University began a comprehensive process to develop a compelling, credible and differentiated brand strategy that would capture what is truly unique about York as a means to build a shared sense of identity and purpose: who York is; what makes the University different from others; why York exists; and the value the University brings to its students, staff and faculty, and society as a whole. The desired outcome of this work is to continue to enhance York's institutional reputation, increase student enrolment and attract new funding and strategic partnerships.

Core to this process was extensive market research involving over 4,200 individuals, supported with over 73 individual/ group interviews

The research findings were presented at the External Relations Committee meeting in June 2019 and at the Alumni Board meeting in September.

The research insights informed a draft strategy which was validated with a range of stakeholders and then approved by the University Executive Committee in late 2019.

At our meeting yesterday, the brand strategy was shared with External Relations.

York's Brand Promise and Differentiation:

Driven by passion, York is committed to creating positive change – for its students, community and the world around it. York is a community of change makers.

The presentation also showed how the brand strategy will be embedded across the various Vice Presidential portfolios, becoming part of York's culture and identity, used to inform planning and administrative processes, as well as represented in communication and marketing materials and activities.

Creative Platform

As part of the communication and marketing work, we reviewed York's initial creative platform – the creative and public facing expression of York's brand strategy. The committee responded very positively and is supportive of the direction being pursued. Input from the Committee will be considered as the team moves into platform testing.

Points of Pride

The Points of Pride are in your package and are excellent examples of the positive impact York is making internationally, nationally and locally.

- Professor **Steven Hoffman** York's global health expert and the Director of the Global Strategy Lab has been one of the go-to experts for media on COVID-19.
- **Metis Professor Jesse Thistle's** remarkable memoir of hope and resilience is shortlisted for Canada Reads 2020.
- With Board of Governor approval of **York's Social Procurement Policy in December**, York became one of the first Canadian universities to have a policy - a great demonstration of the University's commitment to creating positive change and building healthy communities.

Consultation on Institutional Internationalization and Global Engagement Strategic Plan

The President's Council on Internationalization and Global Engagement is developing York's Internationalization and Global Engagement Strategy. As part of campus-wide consultations, Vinitha Gengatharan, Executive Director, York International, took the committee through a consultation on the issue paper, "York University: Globally Minded and Globally Engaged": Towards an integrated strategy and framework for internationalization and global engagement."

Campaign and Alumni Engagement Update

The Committee received an update from Vice-President Jeff O'Hagan on the *Impact* campaign. He reminded members of that the projects and priorities for the \$500M campaign are in support of three key themes:

- Preparing Engaged Global Citizens: Student awards and programs
- Building Stronger Communities: Investing in our campus learning environments
- Mobilizing New Ways of Thinking: Building on our research and academic strengths

In fiscal 2018-19, \$50.5M was raised, bringing the Campaign total to \$450M. The goal for 2019-20 is \$50M. In addition, a comprehensive fundraising plan is being developed for a community-based capital fundraising effort for the Markham campus.

The committee discussed the achievement of the campaign goal and the possibility of extending the campaign given the many new priorities, including Markham Campus. A number of suggestions were made for consideration. Committee members felt it important to acknowledge reaching the half billion goal. The roll-out of the new brand strategy could be followed by a new campaign for the next half billion. With many new deans, there are new priorities for the Faculties.

Vice-President O'Hagan also reported that the University now has more than 315,000 alumni, many of whom want to engage with York and our students. We will be increasing engagement activity and events for alumni across the lifespan and tailoring activities to specific demographics and geographic regions to maximize engagement in support of Faculty and institutional priorities.

Reminder: National Volunteer Week takes place from April 19-25 and I'd like to encourage Board of Governor members to consider participating in the social media initiative which was outlined in the Board Awareness and Engagement Plan. Someone from Susan's team would like to take individual photos of you (with a York mug in the frame) and have you post the photo on your LinkedIn channel, along with a quote from your biography. If you are interested, please let Elaine know.

FINANCE AND AUDIT COMMITTEE

Reference Notes for the March 2020 Executive and Board meetings

INFORMATION ITEMS

Multi-Year Budget Planning Update

The Committee received a budget update from the President (in the Provost's absence) and the VPFA. Some of the key items discussed were:

FW 2019-2020 Enrolments

- Current year enrolment is hovering close to target levels, which is impressive given that this is the first recovery year following the strike.
 - o Full-year projections for domestic and international enrolment are:
 - Undergraduate is tracking to 98.8% of target
 - Masters is currently 99.3% of target (sum of three terms)
 - Doctoral is currently 96.8% of target (sum of three terms)
(This may increase once the winter count is finished).

Preliminary Application data for 2020-21

- Conversion efforts will be important again this year as domestic 101 applications so far are relatively flat, and international 101 applications are falling below the system average. Mitigation efforts also are underway within Faculties that are seeing notable decline in application;
- It was noted too that international enrolment may be affected by the challenging situations in China / softening of that market (coronavirus, Huawei, etc.)

SMA3 and Performance Metrics

- The second draft document was submitted to the province in February.
- In addition to the four clusters set out in the original SMA3 draft, the University added a health care cluster and re-introduced reference to long-term plans for a medical school (both of which were included in SMA1 and SMA2).
- The final document will be signed in March 2020.
- The University remains confident that its risk exposure on losing funds over the life of the Agreement is very low.

Markham Centre Campus – Debenture Update

- At its meeting last week, the Finance and Audit Committee was briefed on the work in progress to finalize arrangements to issue the \$100M bond, including plans to issue it as a green bond to further York's sustainability goals for the Campus
- As you heard, the Executive Committee authorized the transaction at its meeting this morning as per the process that was approved at the December meeting of the Board.

External Audit Plan

- The Committee approved the External Audit Plan for fiscal 2020 developed by Ernst & Young, the auditors appointed by the Board earlier this governance year.

Report of the Internal Auditor

- The Committee received a comprehensive Internal Audit Status report covering the period of November 1, 2019 – January 31, 2020. The department undertook ten audit engagements in this time, of which five have been completed.

Update on Washroom Renewal Phase 1 Capital Project

- Following up on a query from the November 2019 Finance and Audit Committee meeting, the Vice-President Finance and Administration confirmed that her team is able to move ahead with Phase 1 of the Washroom Renewal Capital Project at a quicker pace than previously planned.

The Committee also received the third-quarter operating results, and a credit rating report.

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Reference Notes for the March 2020 Executive and Board meetings

INFORMATION ITEMS

Human Resources

Labour Relations Update

- The Committee received a confidential update on labour relations.
- There are no collective agreements being bargained this academic year.
- The Committee continued to discuss the implications of Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act, 2019*, on the recently completed collective agreements with CUPE 1356-2 and YUSA 2 as well as future collective agreement negotiations.
- Work continues on institutional approaches to engagement with CUPE 3903 and its members.
- Mediation is underway with YUFA over the issue of improved indexing of the minimum guarantee portion of pension under the York Pension Plan, an issue which was a part of negotiations for the renewal of the 2018-21 collective agreement.

Governance

Chancellor Search Process

- The Committee reviewed the pre-established search process for a new chancellor.
- In discussing the composition of the search committee, the Committee concluded that a smaller complement would improve the ability to convene timely meetings. It was agreed that the search committee be composed of:
 - o 2 members of Senate Executive
 - o 2 members of Board Executive (one of whom chairs)
 - o 1 alumni member nominated by the Alumni Association
 - o 1 student member nominated by the Student Senator Caucus
 - o Chair of Senate, Chair of the Board and President, *ex officio* (voting)
 - o University Secretary as Secretary
- The Committee also suggested that:
 - o The currently established criteria (from the 2003 and 2007 searches) be reviewed and revised by the search committee when it convenes, considering comments made by the members of each Executive.
 - o The mechanisms for (further) consultation will be considered and determined by the Search Committee.
- As Chancellor Sorbara's term concludes on June 1, 2020 "or until a successor is appointed," there is flexibility in the timing of the search process. However, in order to ensure smooth convocations, it would be optimal to install the new chancellor at a convocation in the Fall of 2020.
- The Governance and Human Resources Committee is asking for **concurrence** from the Executive Committee on the proposed search process (approval is not required since this a practice, not a policy).
- As the appointment of a Chancellor is a joint responsibility of Board and Senate, the modifications to the search process will be submitted to Senate for concurrence.

Vice-Chair/ Chair-Elect Process

- The Committee reviewed the *Procedures Governing the Appointment of the Chair and Vice-Chair/ Chair-Elect of the Board of Governors* and the associated *Guidelines on the Term of the Chair of the Board of Governors*.
- The Committee suggested that offering a single non-renewable three-year term should be reviewed.
- In particular, the Committee thought that the procedures should allow the extension of the term when needed and appropriate in the opinion of the Board.
- This item will be discussed further at the next meeting of the Committee with a recommendation to be submitted to Board in May.

Vacancy Planning

- There are three vacancies on the Board presently, with two governors completing their first term on June 30, 2020 (but eligible for renewal) and two governors completing their second and final term in December 2020.
- In particular, the Committee has been informed by the following points in vacancy planning:
 - o The areas of expertise most valuable presently are health, labour, land use planning, and Indigenous issues.
 - o The Governance and Human Resources Committee would benefit from more members, and the Land & Property Committee will have an upcoming need for members.
- The Committee noted that the Pension Fund Investment Committee (a related committee) had vacancies of Board members and considered approaches to filling those vacancies.
- The Committee continues to reflect on the demographic composition of the Board in considering potential candidates.
- Several potential candidates were identified, with follow-up actions defined.

LAND & PROPERTY COMMITTEE

Reference Notes for the March 2020 Executive and Board meetings

INFORMATION ITEMS

Capital Construction Report

- The Committee received a capital construction report dated to January 31, 2020.
- The following projects have been completed and will be removed from the list:
 - o Phase 1 of the LA&PS-Health Ripple: eServices
 - o Phase 2 of the LA&PS-Health Ripple: Atkinson Tower (floors 3-7)
 - o 2 out of 5 parts of the Lassonde Engineering & Science Capacity Expansion
 - Faculty offices, computer lab, Capstone project space, and graduate student stations in the William Small building; and
 - Alterations in the Steacie building, providing laptop touch-space and a help desk service centre for UIT.
- The Committee reviewed several projects and touched on three:
 - o Classroom Renewal Program
 - o Renewal of Ross Central Square Podium
 - o York University Art Gallery

Academic/ Capital Projects

York University Markham Centre Campus Update

- The Committee received a comprehensive report on the new Markham Centre campus from Gary Brewer, President of the York University Development Corporation.
- The project has been advancing according to schedule, with a planned opening date of September 2023.
- The building site plan process is moving well, and the City of Markham is very supportive of the project.
 - o The City of Markham is closer to accepting York's proposal of a land conveyance to satisfy the Ontario Planning Act requirement for parkland contribution, in lieu of a \$2.7M cash payment.
- The building design has been updated to align with the current academic needs and to reflect the academic program changes in consultation with the academic stakeholders.
 - o Additional initiatives are under consideration that would allow the project to attain LEED Gold standard. (The 2018 building targeted LEED Silver standard.)
- The project remains on budget with the updated design as per the most recent costing, which was done in January 2020. Nonetheless, the architect continues to look for opportunities for savings in design.
- The process for procuring a construction manager began in November 2019, with the issuance of a Request for Supplier Prequalification (RFSQ).
 - o The RFSQ process closed before the end of the year and has resulted in the preselection of five qualified construction managers.
 - o The full Request for Proposal (RFP) document went out at the end of February, and the award of the Construction Manager contract is expected by mid-March.
- The Committee also received a detailed presentation comparing the 2018 and 2019 building floor plans from Mr. Brewer.
- This presentation also outlined in depth how the three design foci of Sustainability, Accessibility, and Indigeneity have been incorporated into the building.

Major Capital Project Priorities

- The Committee was reminded that items on this list are major projects (over \$10M) related to institutional strategy for which a source of funding has not been identified.
- There are currently two such projects:
 - o Engineering II building – to accommodate growth in Engineering and provide additional labs for science programs.
 - o Scott Library Improvements – to, among other improvements, expand student study and lounge space.
- There are many other project priorities under way for which there is funding.
- The administration is not recommending the addition of any new projects to the Major Capital Priorities list at this time.