



# York University Board of Governors Notice of Meeting

Tuesday, June 23, 2020, 1:30 to 4:30 pm  
VIA ZOOM

PAGE

## I. CLOSED SESSION

## II. OPEN SESSION –1:45 pm approximately

1. Chair's Items (P. Tsaparis) *1:45 pm*
  - a. Report on Items Decided in the Closed Session
  - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis) *1:55 pm*
  - a. Action Taken on Behalf of the Board ..... 1
3. President's Items (R. Lenton) *2:00 pm*
  - a. Year-End Retrospective. (posted separately)..... 2
  - b. Kudos Report..... 29
  - c. Presentation: Student Representative Roundtable Annual Report (I. Lazar, K. Andersen) *2:30 pm*..... 32
4. Academic Resources (A. DiDomenico) *2:35 pm*
  - a. June 2020 Report on Appointments, Tenure and Promotion (For approval) ..... 38
5. External Relations (J. Lassonde) *2:45 pm*
  - a. Points of Pride ..... 55
6. Finance and Audit Committee (B. White) *2:55 pm*
  - a. Budget Plan and Financial Statements (Presentation; C. McAulay)
    - Multi-Year Budget Plan (For approval) ..... 56
    - Financial Statements for the Year Ended April 30, 2019 (For approval) ..... 97
  - b. Appointment of External Auditors (For approval)..... 153
  - c. Membership Agreement between YUGSA and GESSA (For approval)..... 154
  - d. Spring 2019 Referendum on Affordable Housing (For approval)..... 156
  - e. Tuition Fees (For approval) ..... 158

f. Service Excellence Program – Award of Contract (For approval).....	160
g. Capital Projects (For approval)	
• Cooling Tower 3 Replacement.....	163
• Dahdaleh Building: Exterior Enhancements.....	165
h. Campus Network Upgrade (For approval).....	168
7. Governance and Human Resources Committee (D. McFadden) <i>3:45 pm</i>	
8. Investment Committee (J. Demers) <i>3:55 pm</i>	
9. Land and Property (R. Williamson) <i>4:05 pm</i>	
10. Other Business	
11. In Camera Session <i>4:15 pm</i>	

## **CONSENT AGENDA**

12. Minutes of the Meeting of May 5, 2020.....	171
13. Banking Resolution Update .....	177

## **INFORMATION ITEMS**

14. Academic Resources Committee	
a. Report of the Joint Sub-Committee on Quality Assurance .....	179
15. Governance and Human Resources Committee	
a. Annual Report to the Board from the Sexual Violence Office .....	181
b. Health, Safety and Employee Well-Being Annual Report 2019 .....	186
c. 2019 Employment Equity Report.....	205
16. Investment Committee	
a. 2019 Annual Investment Report .....	256



# Board of Governors

## Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 22 June 2020

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

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

- the appointment of Professor Sharon Murphy as Interim Dean of the Faculty of Education commencing July 1, 2020, until the search for a new Dean is completed.
- transferring the existing appointment of Professor Alice Hovorka as Dean of the Faculty of Environmental Studies to the inaugural Dean of the Faculty of Environmental and Urban Change.
- entering into a contract with Oracle, covering the period of May 22, 2020 to May 22, 2024, for the supply of Oracle Exadata Cloud at Customer platform. The projected value of the contract, including York's options, is \$2.14M exclusive of HST

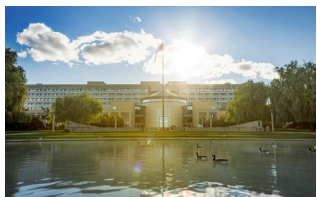
Additional information on any of these items can be provided upon request.

# PRESIDENT'S KUDOS REPORT

JUNE 2020



The [York Centre for Asian Research \(YCAR\)](#) recently received a \$500,000 donation from Canadian philanthropist, author and entrepreneur Vivienne Poy to create an endowment to support student engagement in Hakka research and scholarship. This is the first Hakka Studies initiative outside of Asia.



The University committed \$2 million to the York University Emergency Bursary for students who needed urgent financial aid to cover the unexpected costs due to the pandemic. With support from alumni, faculty, staff, the York University Alumni Board, members of York's Board of Governors and other donors, more than \$120,000 has been raised to provide further funds for students. Two special matching funds from the Pierre Lassonde Family Foundation and the Victor Dahdaleh Foundation totalled \$300,000.



[Celia Popovic](#), associate professor in the Faculty of Education and the founding director of the University's Teaching Commons, has been awarded the Distinguished Educational Developer Career Award for 2019 for her leadership role in creating a national framework for the accreditation of educational development programming in Canada.



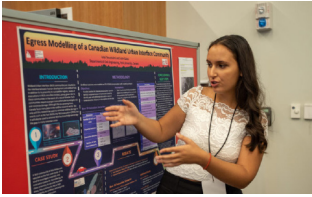
The [Rob and Cheryl McEwen Graduate Study & Research Building](#) was selected as one of the nine winning projects of the 13th annual Canadian Green Building Awards, a program of *Sustainable Architecture & Building (SAB) Magazine*. The award recognizes excellence in the design and execution of Canadian residential and non-residential buildings of all types, and was based on criteria of sustainable design, architectural excellence and technical innovation.



A first-of-its kind project in Canada, Nursing [Professor Irfan Aslam](#) is overseeing the use of a disinfection robot powered by AI to sanitize a healthcare facility.



The Airbus GEDC Diversity Award was awarded to [the Cross-Campus Capstone Classroom \(C4\) Project](#), an initiative that is led by Professors Danielle Robinson of the School of the Arts, Media, Performance & Design (AMPD) and Franz Newland of the Lassonde School of Engineering, and brings together students from across the University to work in interdisciplinary teams to address real-life social challenges. Airbus launched the GEDC Diversity Award in 2012 to support increasing diversity among engineering professionals globally.



The Lassonde School of Engineering will welcome [57 undergraduate student researchers](#) for the 6th annual Lassonde Undergraduate Research Awards & Undergraduate Student Research Awards programs (LURA and USRA). The goal of the summer research programs is to provide undergraduate students experience in a professional research environment and inspire them to pursue careers in research.



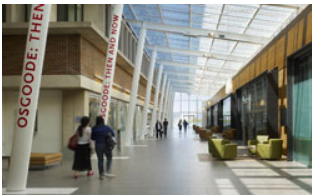
[Rooted & Rising](#) is a new Faculty of Education certificate program that will teach leadership and communication skills to those interested in championing the response to climate change and environmental issues.



[Professor Nazilla Khanlou and colleagues](#) received funding through the Canadian Institute for Health Research (CIHR) Knowledge Synthesis Grant: COVID-19 Rapid Research Funding Opportunity in Mental Health and Substance Abuse - 2020 to undertake a project to review the literature on mental health supports for racialized women at risk of gender-based violence during the pandemic.



[Professor Linda Peake](#), director of the City Institute and a member of the Urban Studies program and the graduate programs in Geography, Gender, Feminist and Women's Studies and Development Studies, is the 2020 winner of the Canadian Association of Geographers Award (CAG) for Scholarly Distinction.



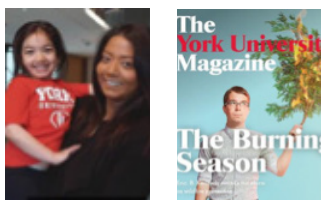
Osgoode Hall Law School's [Environmental Justice and Sustainability Clinic \(EJSC\)](#) announced a new partnership with leading Indigenous law firm Olthuis, Kleer, Townshend LLP (OKT) for a pilot summer student fellowship. This summer, OKT will be sponsoring one EJSC student to work with both the firm and the clinic on Indigenous environmental justice, natural resource law matters and community-based work of the clinic.



Building on Toronto's foundational investments in Digital Main Street and ShopHERE, [an additional 50 students from the Schulich School of Business](#) will be helping local businesses develop and launch online platforms for their products and services to support recovery from the pandemic and success in the new economy. With new support from the governments of Canada and Ontario, York has doubled the number of Schulich students who will be selected for paid summer placements and work-integrated learning opportunities in York Region, Peel Region, Durham Region and Halton Region.



[Paruksheen Dhunjisha](#) (MBA '20) and her partner Michael Carrier launched the e-commerce site, [GiveAMask.ca](#). For every purchase, the company donates a mask to someone in need in Ontario.



Two initiatives created by York's Communications & Public Affairs division have been recognized in the CASE 2020 Circle of Excellence Awards, the international awards program that honours outstanding work by institutions whose talented staff members advance their institutions through innovative, inspiring, and creative ideas:

- a video created for Mother's Day 2019 won silver in the video category; and
- a photo of wildlife crisis management research professor Eric Kennedy used on the cover of *The York University Magazine* won bronze in photography.



Three Schulich masters students have landed Vector Scholarships in Artificial Intelligence (VSAI), valued at \$17,500. The Vector Institute supports Ontario's growing AI community through a combination of activities, such as talent placement through internships, networking and AI community-building, and applied AI education. This year's recipients of the VSAI are:

- Amar Hassani (MMAI '21);
- Ricardo Luhm (MMAI '21); and
- Brigid Sterling (MMAI '21).



JD/MBA candidate [John Wu](#) is the co-founder of Codify Legal Publishing, a company that has developed a program to help policy experts, legal professionals and other interested stakeholders keep up with legislative changes related to COVID-19. Codify Legal Publishing sends a free weekly update covering bills and regulations from every province and territory in Canada to anyone who signs up for its publication.

## APPOINTMENTS



Faculty of Health [Professor Sean Hillier](#) has been appointed co-chair of the Indigenous Council at York.



[Professor Sharon Murphy](#) has been appointed interim dean of the Faculty of Education, effective July 1.

# **Student Representative Roundtable Report**

**June 23, 2020**

# **DIVISION OF STUDENTS**

## **PARTNERS IN STUDENT SUCCESS**

### **What is SRR?**

Student Representative Roundtable, headed by Vice Provost Students meets monthly

### **Discussion Topics 2019/2020**

- Student Accessibility Services
- Student Information System
- Centre for Human Rights, Equity and Inclusion
- Impact of SCI
- Launch of NSSE
- Launch of Student Virtual Assistant



# 2019/2020 Consultations

## Student Consultations

- University Academic Plan
- Students Rights and Responsibilities
- Career Centre Services
- Library Spaces
  - Scott Library Master Space Plan





# March 2020

## Student Concerns

- Residence
- Academic
- Mental Health
- International Students
- Summer Term
- Graduation

A top-down view of a wooden desk. In the center is a blackboard with a wooden frame, displaying the words "Thank You" in white, typewriter-style font. To the bottom left is a portion of a vintage orange rotary telephone. To the bottom right is a portion of a vintage typewriter. At the top right, a green leafy plant is visible. The background is a rustic wooden surface with horizontal planks.

Thank  
You

## Board of Governors

### Memorandum

To: Board of Governors

From: Antonio DiDomenico, Chair, Academic Resources Committee

Date: June 22, 2020

Subject: June 2020 Report on Appointments, Tenure and Promotion

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### Recommendation:

**The Academic Resources Committee recommends that the Board of Governors approve the President's June 2020 report on appointments, tenure and promotion.**

This report covers Appointments recommended since those approved by the Committee and Board in October 2019, and also presents recent Tenure and Promotion decisions taken since those approved in March 2020. 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 Promotion Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Anderson, K (F)	Liberal Arts and Professional Studies	Humanities	PhD (Northwestern)	History of science, history of Victorian science and its publics; history of modern environmental sciences, science museums past and present
Burke, T (M)	Liberal Arts and Professional Studies	Humanities	PhD (Toronto)	Early Christianity; the study of Christian biographical literature of the second century; children and the family in Roman antiquity
Chaufan, C (F)	Health	Health Policy & Management	PhD (California, Santa Cruz )	Health policy; sociology and political economy of health; medicalization and social control; social medicine. Corporatization of health and global health governance; international comparison of health systems
Fisher, C (F)	Arts, Media, Performance & Design	Cinema & Media Arts	PhD (York)	Augmented and virtual reality; electronic literature; future cinema and emerging technology; producing pioneering content at the intersection of art and technology.
Flicker, S (F)	Environmental Studies		PhD (Toronto)	Community-based participatory research, HIV prevention; health and equity amongst marginalized populations; participatory visual methods and community-based research practice
Fraser, G (F)	Environmental Studies		PhD (Memorial)	Avian ecology. Biology and behavioural ecology; colonial nesting waterbirds;. Environmental management of offshore oil and gas in Canada

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Gibson, P (M)	Science	Mathematics and Statistics	PhD (Calgary)	Mathematical analysis and applications. History of mathematics; mathematical literature, partial differential equations; algebraic topology; analysis for teachers
Jankowski, H (F)	Science	Mathematics and Statistics	PhD (Toronto)	Inference of shaped-constraint models; nonparametric and semi-parametric statistics; shaped constraints maximum likelihood estimation and applications; effective dose estimation, statistical analysis of shape using random theory
Kistruck, G (M)	Schulich School of Business	Policy	PhD (British Columbia)	Entrepreneurial studies; scaling of market based solutions to poverty alleviation. Innovation on base of the pyramid environments; social entrepreneurship
LlambiasWolf, J (M)	Liberal Arts and Professional Studies	Social Science	PhD (Montreal)	Sociology and policy development. Relationship between health issues and economic, political and social factors; third world realities and their relationship to the political economy of development
Sadorsky, P (M)	Schulich School of Business	Economics	PhD (Queen's)	Energy Economics. Energy finance; energy policy; organization and the natural environment, financial markets

## Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Lyons, B (M)	Schulich School of Business	Organizational Studies	PhD (Michigan State)	Stigmatization and social identity in organizations; stigma identity management strategies; diversity and inclusion; organizational behaviour; human resource management
Nivillac, N (F)	Science	Biology	PhD (York)	Cell and molecular biology and genetics; integrated science; cell biology; microbiology; evolution, ecology; biodiversity and conservation biology
Rehan, S (F)	Science	Biology	PhD (Brock)	Ecology and evolutionary Biology. Courses taught includes evolution; genes and behaviour; critical skills in ecology and evolution
Van Wagner, E (F)	Osgoode Hall Law School		PhD (York)	Property law; land use planning and natural resources; the role of property law and trespass in criminal law; private forest land and indigenous environmental jurisdiction
Veresú, E (F)	Schulich School of Business	Marketing	PhD (Witten/Herdecke)	Race and ethnicity in the market place; marketing and consumer culture theory; political economy in matters of consumer diversity and market inclusion



**Recommendations for Tenure and Promotion to Associate Professor, Teaching Stream**

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Chow, A (F)	Science	Mathematics and Statistics	PhD (Waterloo)	Applied mathematics and statistics. Taught courses in mathematics for life and social science, differential calculus with applications; applied multivariate and vector calculus; perspectives in mathematics; introduction to statistics and probability
Lazenby, J (F)	Science	Science and Technology Studies	PhD (Toronto)	History and philosophy science. General education life sciences; critical thinking and links between culture and science; building of research skills. Inclusion of mindfulness meditation; study skills and general health and wellness awareness in natural science courses
Sadek, H (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (McMaster)	Engineering Education. Courses taught includes heat and mass transfer; mechanics of materials; mechanical engineering; engineering ethics; thermodynamics

**Table 1 2020-21 Recommendations for Appointment – Full-Time Faculty Members<sup>1</sup> (since the meeting of October 7, 2019)**

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
<b>AMPD</b>						
Cauthrey, Bridget	F	Cinema and Media Arts	Assistant Professor, PC2 (teaching stream)	PhD, Dance Studies (Surrey, 2007)	This appointment was made through the CUPE Conversion program. Dr. Cauthrey comes to us from her position as Research Associate & Project Manager with York Capstone Network. She has teaching experience at York and Ryerson. Dr. Cauthrey is a dance and cultural scholar who focuses on the impact of post/neo-coloniality and the processes of globalization on contemporary and popular dance practices in the Global North.	Faculty Funded
Cumming, Robyn	F	Visual Arts & Art History, Photography	Assistant Professor, PC1 (teaching stream)	MFA, Visual Arts (York 2007)	Ms Cumming has been teaching photography courses at OCAD and Ryerson since 2007. For almost 20 years, she has been a photo-based artist with experience in gallery management, curation and a dense background in editorial and commercial photography.	Faculty Funded
Davila, Patricio (1-Jan-20)	M	Cinema & Media Arts	Associate Dean, Tenured (professorial stream)	PhD, Communication & Culture (York/Ryerson, 2016)	This appointment is a Research Enhanced Hire through the Canada First Research Excellence Fund (CFREF) program. Dr. Davila comes to us from his position as Associate Professor in the Faculty of Design, OCAD University. Dr. Davila has collaborated with on 11 large-scale, externally funded projects, curated/exhibited over 30 exhibitions and installations, and he is the Director of the Public Visualization Lab at OCADU. His research interest spans areas of media and augmented visuality.	Specially Funded
Hillis, Amy	F	Music, Community	Assistant Professor, PC1	PhD, Music (McGill, 2019)	Dr. Hillis is a recent graduate from McGill University. She will bring a fresh perspective on community music at the intersection of the highest	Faculty Funded

<sup>1</sup> All appointments effective July 1, 2020 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.

		Music & Community-Engaged Research	(professorial stream)		level of artistic practice, community access, and interdisciplinary engagements in music.	
Robinson, Jamie	M	Theatre, Acting and Directing	Assistant Professor, PC1 (professorial stream)	MFA, Directing (York, 2015)	Mr. Robinson has over 23 years as a professional theatre actor, teacher, director, writer and producer. He has taught courses at York University and the University of Toronto. His research is in the area of diversity, equity and inclusion in the world of performance.	Faculty Funded
Tingley, Jane	F	Computational Arts, Practice-Based Computational Arts	Assistant Professor, C1 (professorial stream)	MFA in Studio Arts - Sculpture (Concordia, 2006)	Professor Tingley comes to us from her faculty position at University of Waterloo. She is an accomplished artist, who has established new techniques and methods for and artistic practice at the intersection of computation, aesthetics and engagement in the current climate crisis. She is an active artist and curator with a robust record of accomplishments and is one of the world's leading artist in the specific focus of this position.	Faculty Funded
<b>EDUCATION</b>						
Balyasnikova, Natalya	F	Adult Learning and Education	Assistant Professor, PC1 (professorial stream)	PhD, TESL, Language & Literacy Education (UBC, 2019)	Dr. Balyasnikova is currently an Adult Education Specialist/Researcher with the Justice Education Society of British Columbia, International Programs. She has published 8 articles, has more in press, and has presented at many national and international conferences. Her work has been recognized through awards such as the Public Scholars Award, the Mary Ashworth Memorial Award, and Columbia University's Centre for Oral History Scholarship.	Faculty Funded
Moser, Gabrielle	F	Aesthetic and Arts Education	Assistant Professor, PC2 (professorial stream)	PhD, Art History and Visual Culture (York, 2014)	Dr. Moser comes to us from her position as Assistant Professor in Art History at OCAD University. She previously held a Fulbright Visiting Scholarship in Modern Culture and Media at the University of British Columbia. She is an internationally known scholar, active curator and art-commentator with global networks in artist and research communities.	Faculty Funded

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Osibodu, Molade	F	Mathematics Education	Assistant Professor, PC1 (professorial stream)	PhD, Mathematics Education (Michigan State, 2020)	Ms Osibodu is a recent graduate from Michigan State University. Her research area is in fostering social justice and equity in K-12 mathematics education. Ms Osibodu has a strong emerging publication record, assists with research projects and is the recipient of a number of fellowships. She has presented her work at local, national and international conferences in the area of mathematical education and more broadly.	Faculty Funded
<b>GLENDON</b>						
Chacaby, Maya	F	Sociology, Aboriginal Languages	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Social Justice Education (OISE/Toronto, 2020)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Ms Chacaby is expected to complete her PhD in Summer 2020. She has been employed as a community-based researcher for the past decade. She was the senior researcher for the Ontario Federation for Indigenous Friendship Centre for two years. Ms Chacaby's work is based on listening to and learning from Indigenous Peoples' knowledges, ecology, spiritual practices and experiences.	Faculty Funded
Harvey, Alison	F	Translation, Communications, Digital Media	Assistant Professor, PC3 (professorial stream)	PhD, Communication and Culture (York, 2013)	Dr. Harvey comes to us from her position as Lecturer at the University of Leicester. She has held the positions of Programme Director of two Masters programs and Deputy School Research Director and Media Cultures Lead at the University of Leicester's School of Media, Communication and Sociology. Dr. Harvey's research is focused on exclusion writ large, using the world of digital games as a means for investigating racism, sexism homophobia, labour relations and more.	Faculty Funded
Valencia, Marlon	M	English, Applied Linguistics	Assistant Professor, PC1 (teaching stream)	PhD, Language and Literacies Education (Toronto, 2017)	Dr. Valencia has been a full-time Professor of ESL and an academic advisor for the ESL program at Sheridan College since 2018. He has taught different levels of English for academic purposes to learners from diverse cultural and linguistic backgrounds. Dr. Valencia specializes in critical applied linguistics.	Faculty Funded
Vives, Remi	M	Economics	Assistant Professor, PC1	PhD, Economics (Aix-Marseille)	Dr. Vives is currently a Franco-German University Fellow at the University of Konstanz, Germany. His research interests include	Faculty Funded

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			(professorial stream)	School of Economics, 2019)	Macroeconomics, Finance, Political Economy, Big Data and social media. He specializes in techniques taken from the computer sciences such as web scraping, machine learning and textual analysis.	
<b>HEALTH</b>						
Buick, Catriona	F	Nursing, Primary Health Care Across the Lifespan	Assistant Professor, PC1 (professorial stream)	PhD, Nursing (Toronto, 2017)	Dr. Buick comes to us from Sunnybrook Health Sciences where she has held the position of Clinical Nurse Scientist (Oncology) since 2019. Dr. Buick has 15 years nursing experience in Canada and the United Kingdom as a registered oncology nurse, advance practice nurse and registered nurse. Dr. Buick's clinical expertise informs her oncology research, especially the human papillomavirus.	Faculty Funded
De Lisio, Amanda	F	Kinesiology, Physical Culture, Policy	Assistant Professor, PC1 (professorial stream)	PhD, Exercise Sciences (Toronto, 2016)	Dr. De Lisio has held three Post-Doctoral Fellowships since 2016. Her post-doctoral experiences provided her with exposure to a number of projects all related to understanding physical activity through the lens of physical culture, policy and sustainable development and her research output include two forthcoming books.	Faculty Funded
Pierce, Lara (1-Jul-21)	F	Psychology, Developmental Science, Infant or Child	Assistant Professor, PC1 (professorial stream)	PhD, Psychology (McGill, 2015)	Dr. Pierce held a prestigious Post-Doctoral Fellowship at Boston Children's Hospital and the Harvard Medical School between 2015 and 2018. She currently holds the position of Research Associate at Boston Children's Hospital in the Division of Developmental Medicine. Her research is in developmental cognitive neuroscience, language, early experience, and stress and adversity.	Faculty Funded
Prendergast, Nadia	F	Nursing, Child & Adolescent in Primary Care	Assistant Professor, PC1 (teaching stream)	PhD, Education and Women's Studies (Toronto, 2014)	Dr. Prendergast is currently a Prenatal Educator at Mount Sinai Hospital and Contract Lecturer in Nursing at Ryerson University and previously a Public Health Nurse with Peel Public Health. Dr. Prendergast specializes in maternal/child nursing and the nursing of children and adolescents in community settings.	Faculty Funded
Prime, Heather	F	Psychology, Clinical	Assistant Professor, PC1	PhD, Clinical Child Psychology	Dr. Prime has been a Post-Doctoral Fellow at the Centre for Child Studies at McMaster University since completing her PhD. Her	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.

		Development, Child and Youth	(professorial stream)	(OISE/Toronto, 2017)	research and expertise are in family-based interventions for early childhood. She has received SSHRC Insight grants as PI and is coinvestigator on three other major grants. Dr. Prime has published three book chapters, eighteen papers in good peer reviewed journals, and a considerable number of conference posters and presentations.	
Rowan, Chip	M	Kinesiology, Physical Activity Studies, Physical Fitness	Assistant Professor, PC1 (teaching stream)	PhD, Kinesiology and Health Science (York, 2016)	Dr. Rowan is finishing a Postdoctoral Fellowship with Toronto Rehabilitation Institute, University Health Network in the Spinal Cord Rehabilitation Program. For the past 14 years, he has substantial experience as a CSEP Certified Exercise Physiologist. Dr. Rowan's long-term plan integrates experiential education with traditional pedagogical approaches and applied research.	Faculty Funded
Wardell, Jeffrey	M	Psychology, Clinical Health, Adult	Assistant Professor, PC1 (professorial stream)	PhD, Clinical Psychology (SUNY Buffalo, 2014)	Dr. Wardell comes to us position as an Independent Scientist at CAMH. He previously held a Postdoctoral Fellowship with the Campbell Family Mental Health Research Institute. He has a very strong record of research including two active research grants from CIHR as the PI, and PI of a large project funded by the CAMH Foundation.	Faculty Funded
<b>LA&amp;PS</b>						
Allen, Laura	F	Writing, Rhetoric of Advocacy	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, English (Ohio State, 2020)	Ms Allen is expected to complete her PhD in the Fall 2020. She has taught courses at Ohio State and Michigan State universities. Ms Allen demonstrates promise of excellence in research through her dissertation on the rhetorics of hospitality which challenges the current digital media scholarship in the field of Rhetoric and expands conventional understandings of professional writing.	Faculty Funded
Ameeriar, Lalaie	F	Anthropology, Anthropology of Race	Associate with tenure (professorial stream)	PhD, Anthropology (Stanford, 2008)	Dr. Ameeriar was appointed as an Assistant Professor in 2011 at the University of California Santa Barbara and received tenure and promotion to the rank of Associate Professor in 2017. Dr. Ameeriar's work engages with critical race theory, citizenship studies, immigration studies and human rights and humanitarianism.	Faculty Funded

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

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Board Academic Resources Committee – June 22, 2020 APPENDIX B

Caravella, Elizabeth	F	Writing, Visual Rhetorics	Assistant Professor, PC1 (professorial stream)	PhD, Writing and Rhetoric (George Mason, 2019)	Since completing her PhD in 2019, Dr. Caravella has been a Lecturer at Howard University. Dr. Caravella's research explicitly focuses on insightful analysis of the visual in multimodal digital writing. Her research examines and uses current trends in visual culture.	Faculty Funded
Chung, Julianne	F	Philosophy, Non-canonical	Assistant Professor, C1 (professorial stream)	PhD, Philosophy (Yale, 2015)	Dr. Chung comes to us from the University of Louisville where she has been an Assistant Professor of Philosophy since 2015. Dr. Chung specializes in cross-cultural Epistemology and Philosophy of Language, focusing on Anglo-Analytic and East Asian work in these fields.	Faculty Funded
Gonzalez Perez, Juan Miquel	M	Social Science	Assistant Professor, PC1 (professorial stream)	PhD, Political Science (York, 2008)	This appointment was made through the CUPE Conversion program. Dr. Gonzalez Perez has held sessional assistant professor positions at York and contract faculty positions at York and Trent universities. His current research deals with a broad range of development issues related to indigeneity and Indigenous Peoples.	Faculty Funded
Krstic, Anja	F	Human Resource Management	Assistant Professor, PC1 (professorial stream)	PhD, Management: Organizational Behaviour/HRM (Wilfrid Laurier, 2019)	Since completing her PhD in 2019, Dr. Krstic has held a Postdoctoral Fellowship at the Lazaridis School of Business & Economics, Wilfrid Laurier University. Her research interests are in line with the needs of the School which are diversity and inclusion and work-life policies.	Faculty Funded
Lai, Poland	F	ADMS, Law, Governance and Accountability	Assistant Professor, PC1 (professorial stream)	PhD, Law (York, 2020)	Dr. Lai is a recent graduate from Osgoode Hall Law School and comes to us from her role as a full-time senior policy advisor with the Ontario Ministry of Finance. Her area of specialization includes public administration, regulation in the public sector, health care governance and her teaching and research interests are grounded in her professional experience with the Ontario government.	Faculty Funded
Liberatori, Abril	F	History, Mariano A. Elia Chair in Italian Canadian Studies	Assistant Professor, PC1 (professorial stream)	PhD, History (York, 2017)	Dr. Liberatori is currently an Early Resolution Officer with the Ontario Ombudsman where she is responsible for engaging with diverse and vulnerable populations. Her research focuses on diasporic communities and Italian-Canadian Studies with special interest in gender and oral history.	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.

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MacKinnon, Kinnon (1-Jan-21)	M	Social Work	Assistant Professor, PC1 (professorial stream)	PhD, Sociology and Behavioural Health Sciences (Toronto, 2019)	Dr. MacKinnon currently holds a Postdoctoral Fellowship at the University of Toronto. Dr. MacKinnon has five years of experience in social work, including working as a Peer Educator at the Canadian Cancer Society. Dr. MacKinnon has expertise in health care and its implications for social work as well as expertise in institutional ethnography research.	Faculty Funded
Mohammed, Ola	F	Humanities, Black Popular & Cultural Studies	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Social and Political Thought (York, 2020)	Ms Mohammed is expected to complete her PhD in Fall 2020 with a focus on Black Studies and Sound Studies. She has taught various courses at Seneca College and York University and is currently a Curriculum Development and Evaluation Specialist at the Harriet Tubman Community Organization.	Faculty Funded
Moosavi, Parisa	F	Philosophy, Ethics and Artificial Intelligence	Assistant Professor, PC1 (professorial stream)	PhD, Philosophy (Toronto, 2019)	Since graduating from the University of Toronto in 2019, Dr. Moosavi has held a Post-Doctoral Fellowship in Ethics and Artificial Intelligence with the Department of Philosophy, York University. Her interdisciplinary approach has the promise to produce significant contributions to the field of ethics.	Faculty Funded
Pan, Gang	M	Languages, Literatures and Linguistics, Chinese	Assistant Professor, PC1 (teaching stream)	PhD, East Asian Studies (Toronto, 2016)	Dr. Pan has held course directorships teaching Chinese language, literature and culture at the University of Toronto and York University. Dr. Pan's research interests include Chinese language, modern and contemporary Chinese literature and Chinese theatre and cinema.	Faculty Funded
Pourtavaf, Leila	F	History, Global Public History	Assistant Professor, PC1 (professorial stream)	PhD, History (Toronto, 2018)	Dr. Pourtavaf comes to us from her Visiting Assistant Professor position at New York University in Middle Eastern and Islamic Studies. Her research specialization involves modern Iranian and Middle East history, visual culture, women and gender studies and archival studies.	Faculty Funded

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

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Samuels-Jones, Tameka	F	ADMS, Law, Governance and Accountability	Assistant Professor, PC1 (professorial stream)	PhD, Criminology Law & Society (Florida, 2019)	Dr. Samuels-Jones is currently completing a Post-Doctoral Fellowship in the Department of Sociology at the University of Florida. She has been teaching courses at the University of Florida since 2014. She previously held the position of Senior Investigator with the Jamaica Financial Services Commission. She has done extensive research in regulatory law and environmental corporate crime.	Faculty Funded
Shabtay, Abigail	F	Humanities, Children, Childhood and Youth Studies	Assistant Professor, PC1 (teaching stream)	PhD, Educational Studies (McGill, 2020)	Ms Shabtay expects to complete her PhD in the Summer 2020. She is currently a Sessional Assistant Professor in the Department of Humanities at York University. She has taught courses at Ryerson, McGill and the University of Toronto. Her doctoral work examines interactions between social justice and youth academic motivation using drama-based efforts.	Faculty Funded
Stedman, Ian	M	SPPA, Canadian Public Law & Governance	Assistant Professor, PC1 (professorial stream)	Doctor of Laws (York, 2019)	Dr. Stedman recently completed his doctorate at Osgoode Hall Law School with a focus on Canadian public law and governance. He is a scholar, a lawyer, a staff member of an accountability office and commentator in the media. His interests are mainly in public sector governance.	Faculty Funded
Su, Yvonne	F	Equity Studies, Refugee and Diaspora Studies	Assistant Professor, PC1 (professorial stream)	PhD, Political Science and IDS (Guelph, 2019)	Dr. Su is a recent graduate from Guelph University. She has teaching experience as course instructor and course creator. Her research involves labour migration, migrant remittances, global migration governance and refugee protection.	Faculty Funded
Tuvaandorj, Purevdorj	M	Economics, Econometrics	Assistant Professor, PC1 (professorial stream)	PhD, Economics (McGill, 2015)	Dr. Tuvaandorj comes to us from his position as Assistant Professor of Economics at ENSAI-Campus de Ker-Lenn in Bruz, France. He has been a very active and successful researcher with interests in econometrics (theory and applied) and Applied Microeconomics.	Faculty Funded
<b>LASSONDE</b>						

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Atefi-Monfared, Kamelia	F	Civil Engineering, Geotechnical	Assistant Professor, PC1 (professorial stream)	PhD, Geotechnical Engineering (Waterloo, 2015)	Dr. Atefi-Monfared is currently an Assistant Professor in the Department of Civil, Structural and Environmental Engineering at the University of Buffalo. Dr. Atefi-Monfared's research involves constitutive, analytical, and numerical modeling in computational geomechanics.	Faculty Funded
Nayebi, Maleknaz	F	EECS, Software Engineering	Assistant Professor, PC3 (professorial stream)	PhD, Software Engineering (Calgary, 2017)	Dr. Nayebi comes to us for her position as an Assistant Professor at Ecole Polytechnique in Montreal. She is planning to expand her research into data science for innovative software, which aligns with the big data stream of the Software Engineering Program. Dr. Nayebi is the holder of an NSERC Discovery Grant.	Faculty Funded
<b>OSGOODE</b>						
Berger, Kate	F	Administrative Law	Assistant Professor, C1 (professorial stream)	Doctor of Civil Law (McGill, 2017)	Professor Berger comes to us from the Faculty of Law at Western University where she has been a faculty member since 2015. Prior to joining the Faculty of Law at Western, she worked at the McGill University first as the Executive Director of the International Criminal Justice Clinic and later as the Ian Pilarczyk Teaching Fellow. Professor Berger's research interests include public law, design, operation, and oversight of the administrative state.	Faculty Funded
<b>SCIENCE</b>						
Cao, Jingyi (1-Jul-21)	F	Math & Stats, Actuarial	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD Candidate, Actuarial Science (Waterloo, Summer 2020 expected)	Ms. Cao is expected to complete her PhD in Summer 2020. She is an Associate of the Society of Actuaries (ASA) and has been actively pursuing her Fellow Actuary designation (FSA). Her research interest involve stochastic optimal control problems in risk management, including but not limited to solving optimal reinsurance strategy, optimal life insurance and annuity purchasing, in a dynamic or static setting, either analytically or numerically.	Faculty Funded
Le, Christine	F	Chemistry, Synthetic	Assistant Professor, PC1	PhD, Organic Chemistry (Toronto, 2016)	Dr. Le comes to us from her position as Assistant Professor at the University of New Mexico. Dr. Le's record of publications and scholarship/fellowship awards during her training were outstanding. Her	Faculty Funded

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			(professorial stream)		research interest is focused on synthetic organic towards biomedical applications. She has also been successful in pedagogic innovation, outreach activities, and science communication.	
McGregor, Kevin (1-Jan-21)	M	Math & Stats, Statistics	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Biostatistics (McGill, 2020)	Mr. McGregor is expected to complete his PhD from McGill University in Summer 2020. His research focuses on the development of statistical methods for use in genetic/genomic data including microbiomes, diversity estimation and the analysis of DNA methylation, which is at the interface of statistics and high-dimensional complex data and is a priority area at the Department.	Faculty Funded
Motakis, Pavlos	M	Math & Stats, Pure Math	Assistant Professor, PC2 (professorial stream)	PhD, Math (Athens, 2015)	Dr. Motakis is currently a J.L. Doob Research Assistant Professor at the University of Illinois at Urbana-Campaign. He previously held a Visiting Assistant Professor position at Texas A&M. His research is focused on functional analysis specifically Banach space theory.	Faculty Funded
Rogerson, Jesse	M	NATS/STS, Astronomy, Planetary Science	Assistant Professor, PC1 (teaching stream)	PhD, Astrophysics (York, 2016)	Dr. Rogerson currently holds a position at the Canadian Aviation and Space Museum in Calgary since in 2017. He previously held the position of planetary educator at the Ontario Science Centre from 2010-2016. He specializes in astronomy and science education, particularly planetary science.	Faculty Funded
Rozins, Carly	F	NATS/STS, Mathematic Science	Assistant Professor, PC1 (teaching stream)	PhD, Applied Mathematics (Queen's 2016)	Dr. Rozins is currently completing a Postdoctoral Research Fellowship in Integrative Biology at the University of California. She has teaching experience as well as experience as course coordinator and in curriculum development. Dr. Rozins' specializes in applied mathematics and biological sciences.	Faculty Funded
Schall, Jeffrey (1-Jan-21)	M	Biology, Scientific Director, York Visual	Full Professor with tenure (professorial stream)	PhD, Anatomy (Utah, 1986)	This appointment is a Research Enhanced Hire through the Canada First Research Excellence Fund (CFREF) program. Dr. Schall will be appointed as the inaugural Scientific Director of the York Visual Neurophysiology Centre. Dr. Schall comes to us from Vanderbilt University where is a Professor in the Department of Psychology and	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.

		Neurophysiology Centre			the E. Bronson Ingram Professor of Neuroscience. He has served as founding director of the university's Centre for Integrative and Cognitive Neuroscience since 2000. Dr. Schall is an innovative, prolific, and internationally renowned scholar in the field of visual neurophysiology.	
Su, Jianxi	M	Math & Stats, Actuarial	Associate Professor, C1 (professorial stream)	PhD, Mathematics and Statistics, Actuarial Science (York, 2015)	Dr. Su comes from his position as an Assistant Professor at Purdue University. He is a Fellow of the Society of Actuaries. His research expertise revolves around statistics modeling, particularly in the context of actuarial pricing and quantitative risk management.	Faculty Funded
Vicari, Mark	M	Biology/NATS, Ecology & Biostatistics	Assistant Professor, PC1 (teaching stream)	PhD (Lancaster, UK, 1997)	Dr. Vicari has been a CUPE 2 sessional instructor in the Department of Biology, Geography and Natural Science at York since 1999. He has taught both large and small enrolment courses and supervised teaching assistants. Dr. Vicari has also engaged, and continues to engage, in pedagogical research into blended learning strategies.	Faculty Funded
<b>SCHULICH</b>						
Coutts, Alexander	M	Economics, Behavioural	Assistant Professor, PC1 (professorial stream)	PhD, Economics (New York, 2015)	Dr. Coutts comes to us from the Universidade Nova de Lisboa where he has held the position of Assistant Professor of Economics since 2015. He is co-director of the Nova SBE Behavioral Lab. Dr. Coutts' research interests focus on behavioural economics, experimental economics, and, development economics.	Faculty Funded
Imanirad, Raha	F	OMIS, Operations Management	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Business Administration (Harvard, 2020 expected)	Ms Imanirad expects to complete her PhD from Harvard by Summer 2020. Her research interests focus on operational improvements in the service industry particularly in healthcare. She is interested in exploring ways to maximize effectiveness and efficiency.	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.

**Table 2 Recommendations for Appointment – New Contactually Limited Appointments<sup>2</sup> (since meeting of October 7, 2019)**

<b>Name</b>	<b>Gender</b>	<b>Department, Field</b>	<b>Rank</b>	<b>Highest Degree</b>	<b>Research Agenda/Specialization</b>	<b>Length of Term</b>
<b>LA&amp;PS</b>						
Kusyk, Sophia	F	Administrative Studies, Business Ethics	Sessional Assistant Professor (professorial stream)	PhD, Management (Ramon Llull, Spain, 2008)	Dr. Kusyk is currently a course director in the School of Administrative Studies at York University. From 2008 to 2013, she was an Assistant Professor at the IESE Business School at the University of Navarra, Spain. Dr. Kusyk's research interests include ethical decision making, critical thinking, ethical leadership and corporate social responsibility.	2 years
<b>Health</b>						
Dobney, Danielle	F	Kinesiology, Athletic Therapy	Sessional Assistant Professor, Teaching Stream	PhD, Rehabilitation Science (McGill, 2018)	Dr. Dobney currently holds a Postdoctoral Fellow at York University. Dr. Dobney has been an athletic therapist for the past 12 years including six years with Canada Basketball and six years as an Assistant Athletic Therapist at Ryerson University. She specializes in human anatomy, assessment rehabilitation, and manual therapy.	1 year

<sup>2</sup> All appointments effective July 1, 2020 except where indicated in the Name column.

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\*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.

# POINTS OF PRIDE



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

## 1 TESTING RATE AND CONTACT TRACING KEY TO SUCCESSFUL RE-OPENING OF ONTARIO

A [new modelling study](#) from Distinguished Research Professor Jianhong Wu of York University's Faculty of Science shows that enhanced testing and contact tracing for the coronavirus in Ontario could allow physical distancing measures to be relaxed, while keeping the reproduction ratio under one and preventing a second wave of infections. The researchers modelled the requirement for testing, contact tracing and quarantine for each phase of a re-opening and concluded that a feasible de-escalation approach is to reverse the steps taken that led to most workplace and school closures.

## 2 YORK RANKS 33RD IN THE 2020 TIMES HIGHER EDUCATION GLOBAL IMPACT RANKINGS

For the second year in a row, [York University](#) has been recognized by Times Higher Education (THE) in its Global Impact rankings with an impressive 33rd place out of 767 universities. THE's Impact Rankings rate the progress universities are making against the UN's Sustainable Development Goals and York's outstanding placement reflects both the commitment and essential role we play in tackling major global economic, social and health challenges.

## 3 100 DIFFERENT WAYS THAT THE YORK COMMUNITY FIGHTS COVID-19 #YUBetterTogether

The York University community is stepping up in innovative and extraordinary ways to respond to this unprecedented global crisis. Whether a new partnership with the City of Toronto where Schulich business students help small businesses go online, or funding ground-breaking research, showcasing expertise to improve long-term care, or helping to find a vaccine for this global pandemic, our collective efforts are making a positive difference at home and around the world. Our [storytelling website](#) hit a milestone with 100+ unique stories that showcase the many ways the York community is facing the challenge of fighting the virus and its impacts.



# VARI HALL

## Multi Year Budget Plan

2020-21 to 2022-23

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## Budget Highlights

This report contains the proposed Budget Plan Report for the three-year budget cycle 2020-21 to 2022-23. The Budget Plan has been developed based on the Shared Accountability and Resource Planning (SHARP) budget model, using projected data that has been updated for 2020-21 to 2022-23.

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

### COVID 19

**This Budget Plan was developed, in large part, prior to the COVID-19 pandemic and represents many months of planning and decision-making by academic and administrative units. Some pandemic-related incremental costs could be projected with some certainty and are included in the Plan, e.g. the international student tuition bursary (see page 23). The University has also developed a mitigation plan related to the pandemic and the potential loss of tuition revenues, utilizing enrolment scenarios. In addition, the University has identified cost mitigation strategies at the institutional level, complemented by individual mitigation plans developed by the individual Faculties and Administrative Units.**

**As the effects of the pandemic on University operations are better understood, adjustments to the Budget Plan will be made over the course of the 2020-21 fiscal year.**

### Government Grants

Ontario's postsecondary education system operates under a differentiation policy framework, operationalized through a series of institutional Strategic Mandate Agreements (SMAs). These SMAs specify the role of each university in the system and how they build on institutional strengths to drive the government's system-wide objectives and priorities. The postsecondary system is now in its third SMA period (SMA3), which runs from 2020-21 to 2024-25.

The operating grant revenue received from the provincial government is assumed to remain flat over the 2020-21 to 2022-23 planning period, in line with their direction on funding as part of SMA3.

### Tuition Fees

Domestic Students: the tuition fee framework in Ontario is regulated by the provincial government. In January 2019, the provincial government announced a 10 per cent cut to domestic tuition fee rates in 2019-20 relative to 2018-19 levels, followed by a freeze in 2020-21 for domestic students enrolled in programs eligible for operating grants. The tuition fee framework for the outer years of this budget planning cycle (2021-22 and 2022-23) has not been announced by the government. For the purposes of planning, the budget assumes 3% tuition fee increases for domestic students for each of these two years.

International Students: international student tuition is unregulated and is not affected by the 10 per cent tuition fee cut and subsequent freeze. York's international fee rates are projected to increase in 2020-21 by approximately 10 per cent for regular undergraduate programs and between 0 to 10% for professional programs. Thereafter it is assumed that fees will increase by 0 to 5% depending on the program. International fees for regular graduate programs will remain unchanged.

### **2019-20 Divisional Results**

At the Divisional level, the Operating fund generated a surplus of \$67.7 million for 2019-20 compared to a budgeted deficit of \$10.6 million (see Appendix 2). The positive variance was attributable to better than budgeted international tuition revenue, lower salary and benefit costs, better than budgeted results for the School of Continuing Studies and general cost containment in both the Faculties and the Administrative Units.

## **1. York's Budget Model**

York follows a modified version of an activity-based budget model that assumes shared financial responsibility, called the Shared Accountability and Resource Planning (SHARP) Budget model. York adopted the SHARP budget model in fiscal 2017-18 after many years of research and modeling, and extensive consultation with the York community. SHARP is designed to flow revenue to the units generating it – primarily the Faculties – and attribute expenses to these revenue-generators based on cost drivers. The SHARP model utilizes a more rigorous, transparent methodology for allocating revenues and expenses than the prior incremental budget model, that simply adjusted prior period budgets on the margin.

A key feature of SHARP is the creation of a University Fund, providing a source of funding for strategic initiatives as well as transition funding for Faculties as they moved into the SHARP model. Requests for funding from the University Fund are submitted to the University Budget Advisory Committee (UBAC) for consideration, and recommendations are made to the President for final decisions.

### **1.1 Guiding Principles of SHARP**

There are five principles underpinning the SHARP budget model:

- Support of the academic goals of the institution through the alignment of resources to priorities as outlined in York's planning documents
- Transparency
- Predictability and sustainability of the framework for budget planning
- Accountability
- Clear and straightforward allocation methodologies

Revenues and costs under the SHARP Budget model are attributed as follows:

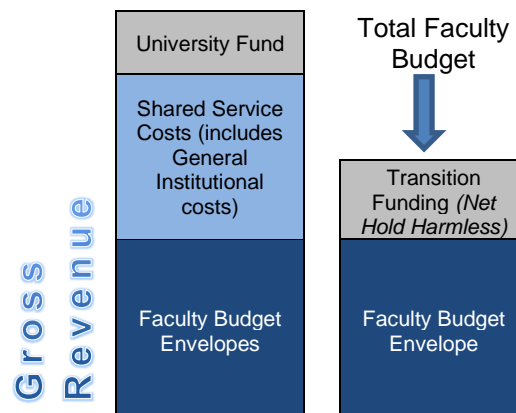
- Revenue flows to the Faculty/unit that generates it, and is attributed using the same formula or a simplified version through which the institution receives the revenue. For the 2020-21 to 2022-23 budget cycle, the formula has been updated to reflect the Ministry's new funding formula implemented in 2017-18.
- What cannot be reasonably attributed to units flows to the University Fund
- Cost drivers are used to determine the proportion of costs attributed to revenue generating units. These drivers are transparent, objectively and consistently calculated, easily replicated and based on the latest available data.
- Cost drivers are 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.

- There is no opt out of shared costs, except in a few exceptional circumstances where services may not be provided centrally, in which case some adjustments to cost attribution have been calculated.

Under SHARP, most of the institutional revenue flows to the Faculties, as they engage in teaching and research, and generate the associated revenue streams through tuition and government operating grants.

A Faculty's annual budget allocation (also known as its budget envelope) 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, some Faculties are allocated transition funding from the University Fund.

**Figure 1: York's SHARP Budget Model**



## 1.2 Benefits of SHARP

The SHARP Budget model 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

### **1.3 SHARP Budget Cycle**

With the implementation of SHARP, the University aligned its budget cycles and processes to better support its academic priorities and processes. The SHARP budget cycle is integrated with the enrolment planning cycle.

Faculties work with the Office of Institutional Planning and Analysis (OIPA) to develop multi-year enrolment projections, which are used to inform Faculty budget envelopes.

Administrative units support the central academic mission of the University by providing services to the York community and campus. The Administrative units retain their previous year's base budgets, plus additional allocations that consist of 50 per cent of negotiated salary increments and any other negotiated base increases approved by the University Budget Advisory Committee (UBAC) and the President, less budget cuts.

Faculties and Administrative units are also responsible for developing strategic initiatives that align with their priorities and with institutional priorities as outlined in the University Academic Plan 2015-2020 and the White Paper. These initiatives are submitted to UBAC, which is responsible for advising the President on institutional priorities.

In early Winter, after strategic decisions are completed and approved, the Finance Department distributes budget envelopes to Faculties, and base budgets to the Administrative units. Faculties and Administrative units then begin developing detailed three-year rolling budget plans to be completed by the end of February.

Faculties review their budget plans with the Provost & VP Academic, and Administrative units review their budget plans with their respective Vice-President.

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

The Faculty budget envelopes are based on projected enrolments and shared costs. Once actual data is available at year-end, the Finance Department recalculates the Faculty budget envelopes 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.

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

### **1.4 External Review of SHARP**

When the SHARP budget model was implemented, the University committed to reviewing its design elements based on early experience. In 2019-20, the University decided to conduct this review through two inter-related streams:

- a. Conducting an external review led by sector experts with experience in activity-based budgets within the university context

- b. Obtaining input from the broader community through the University's annual budget consultation process.

In Fall 2019, the University engaged the services of Alan Harrison (former Provost of Queen's University), to lead the external review of the SHARP Budget model. The review was completed in October 2019, with the external review team conducting on-campus consultations over a three-day period. The final report was submitted to the University in January 2020.

Some broad recommendations emerging from the external review were as follows:

- Improving planning through revised budget cycle timelines
- Strengthening the accountability of administrative units through the creation of service level agreements
- Transitioning the hold harmless provisions created at the outset of SHARP
- Enhancing the support available for strategic priorities by revising the framework and principles of the University Fund
- Strengthening the governance model
- More effectively leveraging the budget model to optimize the use of space

The University is reviewing the recommendations of the external review and the input gathered during the budget consultations and will begin the process of implementing changes to the SHARP model.

## 2. Budget Consultations

Beginning with the 2018-19 budget cycle, the President has been conducting budget consultations with the community each Fall and Winter. The consultations in 2019-20 provided valuable input in developing the multi-year budgets for 2020-21 to 2022-23 cycle, and identifying strategic priorities for the University. Over 500 faculty, staff and students participated in these consultations, including members of the Senate Academic Policy Planning and Research Committee, all Faculty Councils, Student Leadership, Faculty and Staff Group Leadership, the Board of Governors, and Divisional Staff.

As mentioned, the community was also asked to provide input into the University's SHARP budget model.

The themes emerging from the budget consultations played a key role in the development of the multi-year budget plan and the strategic investments being made by the University, including:

### a) Faculty Renewal

The table below shows the projected faculty hires for 2020-21 to 2022-23. These appointments will help ensure continued success in the future by enhancing the student learning experience, improving academic quality, and strengthening research. Note that these plans were developed prior to the COVID-19 pandemic, and the University is reviewing its plans.

**TABLE 1: Projected Faculty Hires**

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
<b>New Hires</b>				
Tenure Track	134	106	91	77
CLAs	12	16	2	2
<b>Total</b>	<b>146</b>	<b>122</b>	<b>93</b>	<b>79</b>
<b>Retirements/Departures</b>				
Tenure Track	40	50	34	27
CLAs	23	17	22	4
<b>Total</b>	<b>63</b>	<b>67</b>	<b>56</b>	<b>31</b>
<b>In-Year Increase (Decrease)</b>				
Tenure Track	94	56	57	50
CLAs	(11)	(1)	(20)	(2)
<b>Total</b>	<b>83</b>	<b>55</b>	<b>37</b>	<b>48</b>
<b>NOTE:</b> These are budgeted numbers only, and do not represent approved hires at this time				

**SOURCE:** *Provost Office*



## b) Deferred Maintenance

As presented to the Land and Property Committee in February 2019, deferred maintenance across the two campuses is estimated at \$526.7 million, including academic buildings, residences, ancillaries, and infrastructure. Both the Keele and Glendon campus experienced an increase in their respective total liability compared to the prior year. The multi-year budget includes enhanced investment in deferred maintenance compared to prior years, to improve the quality and accessibility of space, as shown in Table 2 below.

**TABLE 2: Enhanced Investment in deferred maintenance**

Source of Funding	Multi Year Budget (\$millions)		
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
Base, from operating fund	6.5	6.5	7.2
Allocation from University Fund	3.5	3.5	
Repurpose funds in reserve	2.5	5.5	4.0
Funding from provincial government	8.0	5.1	9.5
	20.5	20.6	20.7

Two key priorities for the use of deferred maintenance funds are the renewal of both campus classrooms and washrooms. Included in the deferred maintenance budget above is an allocation, approved by the Board of Governors, for a multi-year renewal of classrooms (\$20.0 million) and washrooms (\$10.0 million).

## c) Major Capital Projects

Major capital projects approved by the Board of Governors as priority projects are as follows:

- \$43.5 million for the construction of a Neuroscience Facility and additional office space, constructed as part of the expansion of the Sherman Health Science Research Centre. This building is targeted for completion in 2022.
- \$41.0 million for a new Student Information System which will replace the current core enterprise tool used to manage the student experience from application to graduation. The new SIS will unite student-centred services, provide for better data intelligence, enhance student experience, optimize administrative and academic processes and become the cornerstone of the University's enterprise architecture.
- \$72.7 million for a new building for the School of Continuing Studies, which will be funded entirely by the School. The new building will accommodate the growing needs of the School of Continuing Studies and will provide approximately 10,800 square meters of space. It has a targeted completion date of June 2021.

- \$11.2 million for enhancements to the Lions Stadium, including the installation of artificial turf and a seasonal inflatable dome, to enhance the student experience in athletics and recreation.

#### **d) Markham Centre Campus**

Capital funding for the Markham Centre Campus (MCC) was withdrawn by the Provincial Government in October 2018. Since that date, the administration has been actively engaged in exploring various options to allow the University to continue with the project. At the time the Province withdrew funding, it indicated that it would consider alternative strategies to advance the project without providing capital funding. The University administration has been actively engaged on the project, as the Markham Centre Campus remains a strategic initiative for the University to establish a significant presence in the rapidly expanding York Region. In 2019, the Board approved the business plan for the Markham Centre Campus. The Campus is expected to open in the fall of 2023. The budgeted capital cost of the Campus and its associated funding are shown in Table 3 below.

**TABLE 3: Budgeted Capital Costs – Markham Campus**

<b><u>Description</u></b>	<b><u>Budget (\$M)</u></b>
Region of York Financial Contribution	\$25.0
York University - New Debt Issue	\$100.0
York University - Working Capital	\$50.5
Fundraising	\$50.0
<b>Subtotal</b>	<b>\$225.5</b>
Land - City of Markham	\$50.0
<b>Total Project Value</b>	<b>\$275.5</b>

The University issued a \$100 million debenture on April 1, 2020, to finance the debt portion of the Campus. The debenture carries an interest rate of 3.39% and is due in 2060.

At steady state, the Campus is expected to attract approximately 4,000 students.

#### **e) Other Strategic Initiatives**

Other strategic initiatives which are funded through the University Fund are outlined in section 3.2 e).

### 3. Key Planning Assumptions

#### 3.1 University Revenues

University operating revenues are derived primarily from provincial operating grants, tuition fees and other student fees, all of which are tied to enrolment. Other operating revenues include investment income, endowment income, donations, funding for indirect costs of research and other miscellaneous revenue. The University projects total operating revenues of \$1,117.2 million in 2020-21, \$1,191.4 million in 2021-22 and \$1,262.6 million in 2022-23. These figures are before an allowance of possible enrolment contingencies. The details of the University operating revenues are shown in Appendix 1A.

#### a) Enrolments

A key planning assumption driving revenue is the enrolment plan.

The enrolments achieved in 2019-20 are outlined below. At the undergraduate level, strong enrolment of continuing students and higher than expected enrolments in the summer session helped offset the effect of lower than target intakes of new students. Enrolment of international students remained strong.

**TABLE 4a: Undergraduate Enrolment Targets vs Actuals by Term - 2019-20**

		<u>Target FTEs</u>	<u>Actual FTEs</u>	<u>Difference</u>
<b>Summer</b>	Eligible	3,652	4,096	444
	Ineligible - Visa	1,002	1,049	47
<b>Fall</b>	Eligible	16,478	15,927	(551)
	Ineligible - Visa	3,064	3,156	92
<b>Winter</b>	Eligible	16,740	16,300	(440)
	Ineligible - Visa	3,362	3,433	71
<b>Total</b>	Eligible	36,870	36,323	(547)
	Ineligible - Visa	7,428	7,638	210

*SOURCE: OIPA; totals may not add up due to rounding*

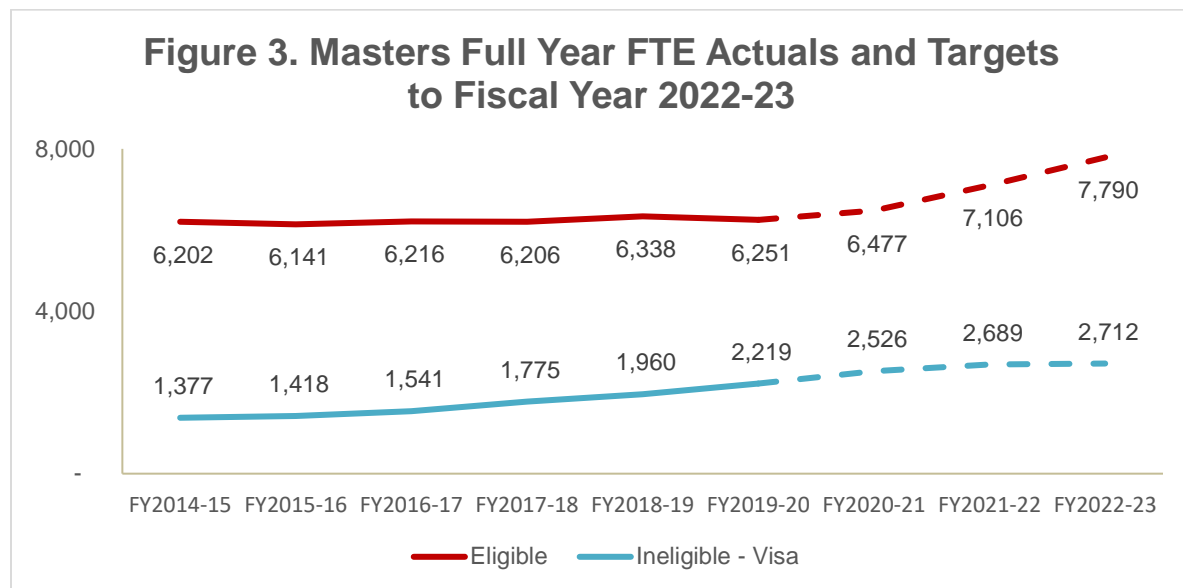
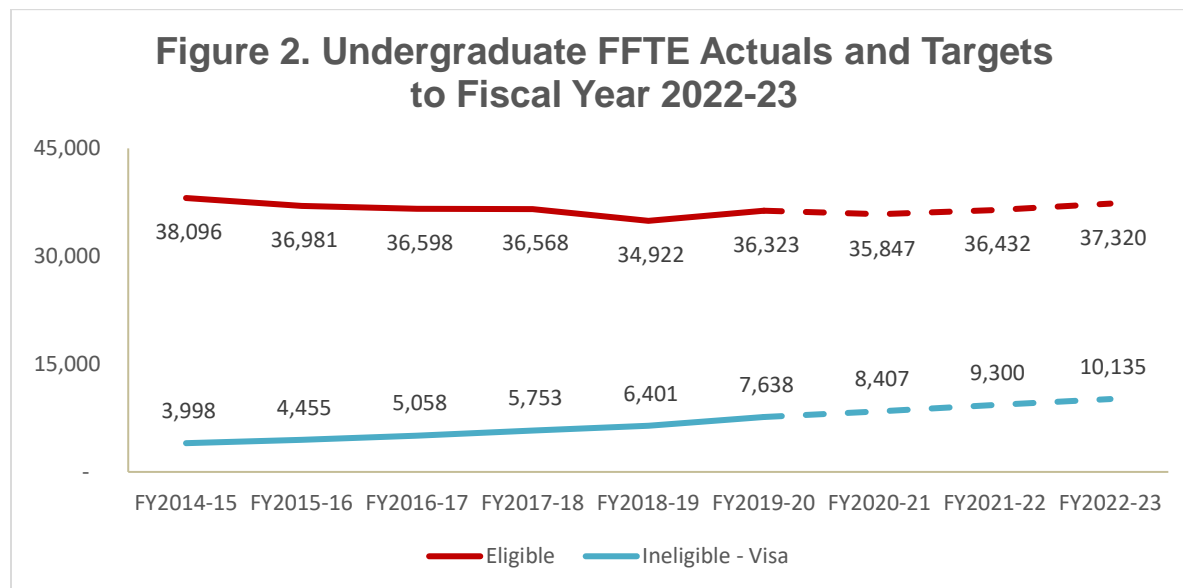
At the graduate level, both doctoral and masters enrolments were strong, with actual enrolments approaching targets.

**TABLE 4b: Graduate Enrolment Targets vs Actuals by Term - 2019-20**

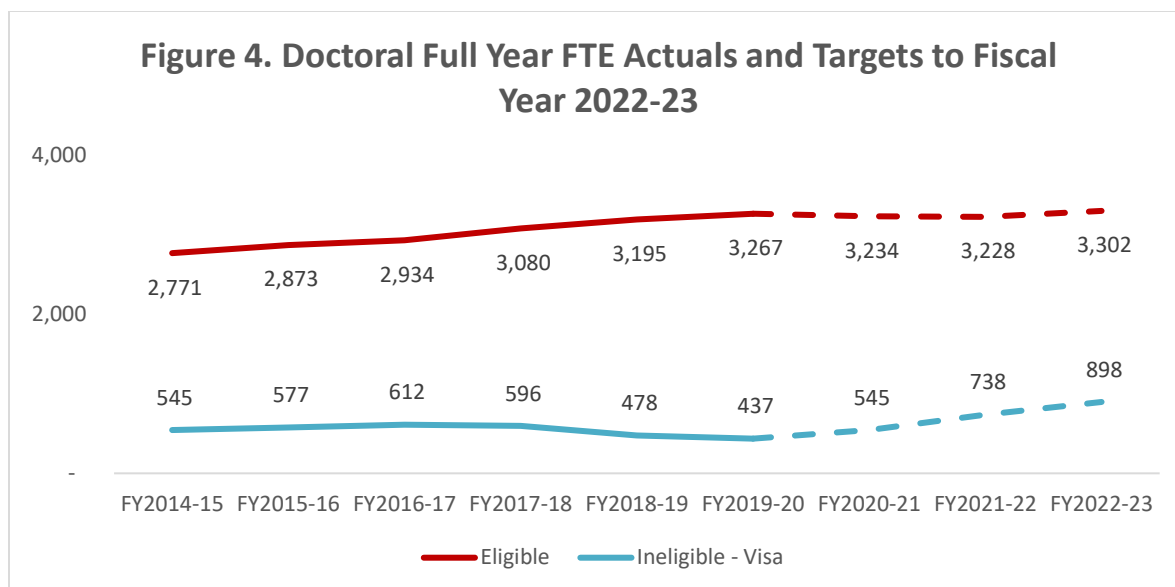
		<u>Target FTEs</u>	<u>Actual FTEs</u>	<u>Difference</u>
<b>Summer</b>	Eligible	2,795	2,879	84
	Ineligible - Visa	685	662	(23)
<b>Fall</b>	Eligible	3,485	3,373	(112)
	Ineligible - Visa	1,010	1,017	7
<b>Winter</b>	Eligible	3,344	3,265	(79)
	Ineligible - Visa	1,037	977	(59)
<b>Total</b>	Eligible	9,624	9,517	(107)
	Ineligible - Visa	2,731	2,656	(75)

*SOURCE: OIPA; totals may not add up due to rounding*

The overall multi-year enrolment plan is provided in Figures 2 through 4 below. The plan outlines the projected enrolment targets by domestic and visa students for both undergraduate and graduate enrolments. These were developed in late 2019 and January 2020 in consultation with Faculties, prior to COVID-19 becoming a global pandemic.



**Figure 4. Doctoral Full Year FTE Actuals and Targets to Fiscal Year 2022-23**



Overall, domestic and visa undergraduate students applying directly from high school to York were up 1.6 per cent in January 2020 compared to the same time last year. By May, the growth had softened somewhat, but was still 0.7 per cent higher than the same time last year.

**b) Provincial Funding/Grants**

The postsecondary operating grant level will not change in 2020-21 and continues to be capped at the undergraduate and graduate level. The new funding formula implemented in 2017-18 as part of SMA2 will continue to provide funding through three bins – a funding bin linked to enrolment, one linked to differentiation, and a special purpose bin. SMA2 ended in 2019-20 fiscal and was replaced with SMA3 in 2020-21, which will conclude in 2024-25. In the 2019 Ontario Budget, the Ontario government announced that an increased percentage of funding for colleges and universities will be tied to performance outcomes. Under SMA3, performance-based funding will gradually rise from 25 per cent of total operating grants in 2020-21 to 60 per cent by 2024-25. This funding will flow to universities through the differentiation bin. To access the full funds in this bin, the University will have to achieve government-set performance metrics.

The introduction of metrics linked to funding in SMA3 is not expected to increase the amount of funding available; rather, existing funding in 2019-20 will be re-categorized, and a new accountability mechanism will be introduced for these funds.

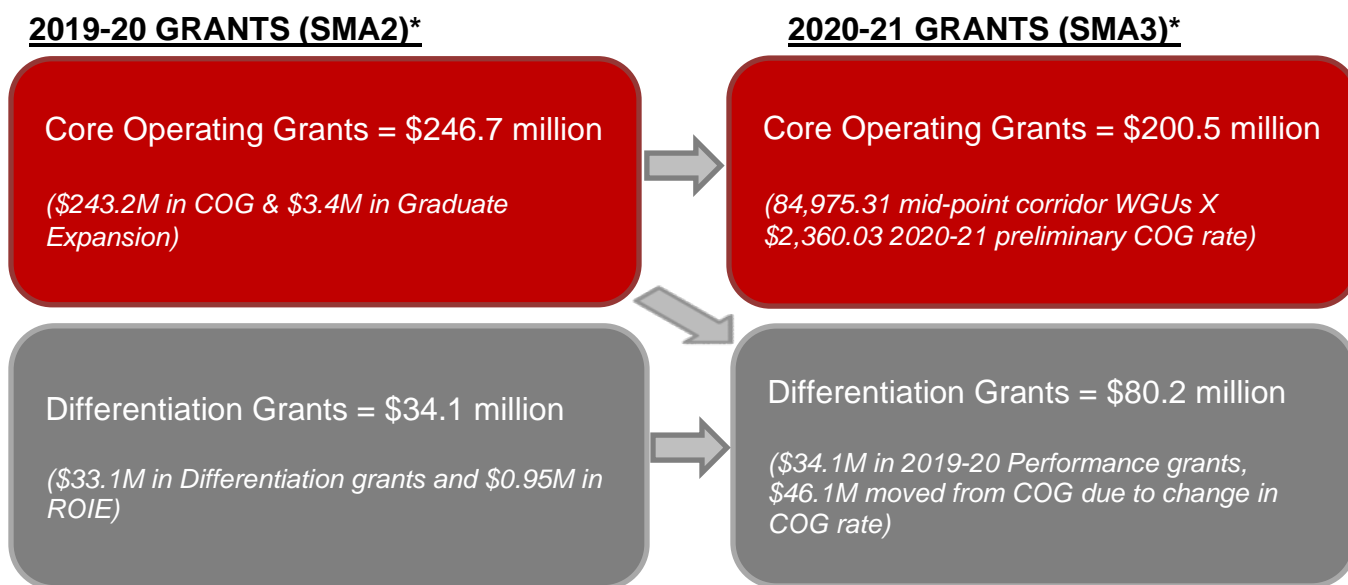
There will be 10 university metrics (9 system-wide and 1 specific to York) used to link funding to performance. Six will be aligned with priorities in skills and job outcomes and four will be aligned with economic and community impact. These metrics will be weighted to reflect York’s mandate and strategic objectives and will be linked to funding over a 3-year period to allow for data development in some instances. While the government will determine the indicators and the targets, institutions can decide the distribution of total funding among the metrics, and will be measured against their own past performance, not against other institutions.

SMA3 agreements were intended to be finalized and signed by the end of March, 2020. However, due to the COVID-19 pandemic, the Ministry deferred this deadline and announced that new timelines will be communicated once the pandemic is reasonably under control in Ontario.

The operating grant funding framework for SMA3 includes stable funding for enrolment (also known as Core Operating grants or COG) within a negotiated enrolment corridor. This funding (net of funds moved to the Differentiation bin) is stable, provided the University maintains a five-year average enrolment within  $\pm 3$  per cent of its enrolment target (midpoint corridor). Enrolment grants that were outside the corridor in SMA2 period (Graduate Expansion grants) have been included as part of the corridor-midpoint in SMA3 (beginning 2020-21), at the 2019-20 level of achieved enrolment, up to set targets.

Figure 5 below shows the breakdown of funding between the enrolment bin and the differentiation bin in SMA3.

**Figure 5: Re-categorization of Operating Grants in SMA3**



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

The multi-year budget plan projects a total of \$300.6 million in provincial operating grants in 2020-21; \$299.5 million in 2021-22; and, \$298.7 million in 2022-23. Details of operating grants are included in Appendix 3.

The budget assumes the following for provincial grants:

- The enrolment-driven grant revenue (COG plus Differentiation grants) will remain stable at the 2020-21 level of \$280.7 million for the 3-year planning period, and it is assumed that the University will achieve all the government-set performance metrics and access the full \$80.2 million grants in the differentiation bin.

- Budgets for 2021-22 and 2022-23 will be reviewed in the next budget cycle to take into account the government-set performance metrics.
- The budget projections are based on Faculty enrolment contract targets, and in cases where Faculty projections exceed government allocations, Faculties will receive the additional tuition revenue only, subject to any adjustments.
- The Ministry operating grants do not include an inflationary increase.

### c) Tuition

In 2019, the government also announced a new two-year tuition fee framework, imposing a 10 per cent tuition fee cut to domestic tuition fees in 2019-20 relative to 2018-19 levels, with a tuition freeze to follow in 2020-21. This represented a reduction in projected University revenue of approximately \$46.0 million in 2019-20 and \$60.0 million in 2020-21, relative to the previous year's budget plans.

The tuition framework beyond 2020-21 is currently unknown, which makes long-term planning challenging. This Budget Plan has assumed a 3 per cent tuition fee increase for the two outer year of the planning period (the previous norm).

International tuition fees will continue to be unregulated and are not affected by the tuition fee cut. Fees for international students are based on market demand and should be competitive with peer universities.

Fee increases for the planning period are shown in Table 5 below (2019-20 fees shown for comparison purposes only).

**TABLE 5: Tuition Fee Rate Assumptions**

Program	2019-20	2020-21	2021-22	2022-23
<b>Regular Arts &amp; Science</b>				
Domestic	-10%	-	3%	3%
International	10%	10%	5%	5%
<b>Professional Programs</b>				
Domestic	-10%	-	3%	3%
International	0%-10%	0%-10%	0-5%	0-5%
<b>Regular Graduate Programs</b>				
Domestic	-10%	-	3%	3%
International	-	-	-	-

*(Note: Fees for fiscal 2021-22 and 2022-23 have not been approved by the Board of Governors and are for planning purposes only).*

Faculties receive tuition revenue generated from credit programs based on the number of students they have registered (domestic, international, undergraduate and graduate).

Tuition fee revenue is generated using enrolment projections from Faculty enrolment contract targets and Board approved tuition fee rates for 2020-21. The rates assumed

for outer years have not been approved by the Board and are for planning purposes only.

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

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

The School of Continuing Education and some Faculties offer continuing and/or executive education programs. The fees in these types of programs are not regulated by the Ministry's Tuition Fee Framework and are set based on the cost of the program and market demand. These programs generate a significant amount of revenue. As shown in Appendix 4, they are projected to generate revenue of \$64.4 million in 2020-21, \$78.3 million in 2021-22 and \$83.7 million in 2022-23.

#### **d) Research Overheads and Indirect Costs**

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

York has allocated \$6.7 million from both the federal and provincial governments to offset institutional research (overhead) costs for 2020-21 to 2022-23.

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. An amount of \$5.8 million is allocated to York from these funds. As part of the re-categorization of operating grants in SMA3, the ROIE funding of \$0.9 million from the provincial government has been included in the quality and performance funding bin for 2020-21. This funding will no longer be calculated based on the previous formula, but will be subject to achievement of performance metrics. Details of the Research Support Fund and the ROIE are included in Appendix 3.

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.

#### **e) 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 \$12.9 million in 2020-21, \$8.5 million in 2021-22 and \$7.1 million in 2022-23 (see Appendix 1A). Interest income on operating funds is highly susceptible to changes in interest rates.

#### **f) Donations/Endowments/Trusts**

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

#### **g) Fees and Other**

This income source is projected to be \$47.8 million in 2020-21, \$46.7 million in 2021-22 and \$48.2 million in 2022-23 (shown in Appendix 1A as Other Recoveries). This source of income includes application, registration and examination fee revenue, fines and penalties, course material fees, contributions from ancillary operations, and other external/miscellaneous income.

### **3.2 University Expenses**

#### **a) 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 approach is supported by the fiscal realities faced by the University due to static levels in government grants and the decreases in domestic tuition rates, as regulated by the Province.

As the University's budget planning cycle begins in the fall, Faculties are provided with salary increment guidance in preparing their budgets. The guidelines for salary increases in Table 6 below were incorporated in the Budget Plan. In November 2019, Bill 124 (Protecting a Sustainable Public Sector for Future Generations Act, 2019) received Royal Assent. The Act establishes three-year moderation periods for represented and non-represented employees, during which compensation increases will be limited to 1 per cent.

The budget model holds all Faculties responsible for covering salary and benefit increases. Administrative units receive 50 per cent of their salary increments and are responsible for funding 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 Administrative units.

Assumptions with respect to salary increments are summarized in Table 6 below.

**TABLE 6: Guidelines for Salary Increases 2020-21 to 2022-23**

<b>Salary Increments for Planning Purposes</b>				
<b>Affiliations</b>	<b>Type</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>
<b><u>Academic</u></b>				
<b>YUFA</b>	ATB	2.10%	1%*	1%*
	PTR	2750	2750*	2750*
<b>OHFA</b>	ATB	2.20%	2.10%	1%*
	PTR	1570	1570	1570*
	Merit	1525	1525	1525*
<b>CUPE 3903-1</b>	ATB	1%*	1%*	1%*
<b>CUPE 3903-2</b>	ATB	1%*	1%*	1%*
<b>CUPE 3903-3</b>	ATB	1%*	1%*	1%*
<b><u>Non-Academic</u></b>				
<b>YUSA</b>	ATB	2.10%	1%*	1%*
<b>CUPE 1356</b>	ATB	2.10%	1%*	1%*
<b>CUPE 1356-1</b>	ATB	2.10%	1%*	1%*
<b>IUOE</b>	ATB	2.10%	1%*	1%*
<b>CPM</b>	ATB	2.20%	1%	1%

*ATB – Across the Board; PTR – Progression Through the Ranks. \*Denote expired collective agreements.*

## **b) Direct Faculty Costs**

Each Faculty is expected to budget total expenditures within its Faculty budget envelope and its other direct revenue. Examples of direct revenue are non-credit tuition fees, external and 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 hiring their faculty and staff, and for funding costs such as salary increments, professional expense reimbursements made available to faculty members for 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 to budget contingencies for their enrolment shortfall (100 per cent impact of grant and tuition), and to budget contingency funds for items such as renovation costs.

### **c) Central Administrative and General Institutional Costs**

Under the SHARP model, the costs of Administrative units are attributed to Faculties, based on cost drivers.

The annual budgets for Administrative units are established as follows:

- Their 2016-17 base funding, rolled forward to 2017-18 and later years; plus
- Estimated salary increment funding each year (funded at 50 per cent of salary increases); less
- Transitional plan assessments or budget cuts as required; plus
- Any additional funding outlined in the institutional budget plan or approved by the President based on recommendations of the UBAC.

To ensure equity across the University in the absorption of the 10 per cent tuition fee roll back as outlined in 3.1c), budgets for administrative units were reduced by 4.5 per cent in 2019-20 and by a further 1 per cent in 2020-21.

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

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

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

### **d) Pensions**

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

The December 31, 2019 actuarial valuation of the York University pension plan reveals a surplus on a going concern basis and a solvency ratio in excess of 85%. The University will likely file this valuation, meaning there will be no going concern or solvency special payments until January 1, 2024 at the earliest (i.e. one year after the next required valuation of the plan as at December 31, 2022).

The University continues to budget for special payments given the uncertainty of pension plan returns, particularly in light of the COVID-19 pandemic and its impact on capital markets. The University has budgeted \$4.5 million for each of fiscal 2020-21, 2021-22 and 2022-23. These funds will remain in reserve.

## e) University Fund

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

### 1) Strategic Initiatives

These are funds set aside for strategic allocations supporting the goals in the *University Academic Plan* and *White Paper*. Strategic investments budgeted from the University Fund and existing reserves for 2020-21 are shown in Table 7 below.

**TABLE 7: University Fund Allocations**

	Commitments 2020-21 \$	Commitments 2021-22 \$	Commitments 2022-23 \$	Comments
<b>Academic and Institutional Support</b>				
Faculty of Science	200,000			Commitment made to Faculty of Science for strategic research initiatives.
YU Start	250,000			Ystart Support
VPS Wayfinding	250,000			Wayfinding
International recruitment	570,000	570,000		To support international recruitment
Digital Program Marketing	280,000	280,000		Funding for marketing of programs
York International	349,000	335,000		Additional staffing to support international students
Provost office	500,000	500,000	500,000	Markham support
Research	150,000	150,000	150,000	Yspace support
University Secretariat Office and Senate Renovatio	340,000			Renovate University Secretariat offices and senate Chamber
Office of the Provost and VPA - Congress 2023		170,000	830,000	To support of hosting Congress of the Humanities and Social Sciences
Advancement	1,018,400	935,000		Capacity Expansion for the Markham Campus, Customer relationship Management (CRM) & Convocation
Information Technology	4,766,000	4,774,000	705,000	Data Warehouse Expansion, Office 365 Support, Network Infrastructure
HR - System Transformation	1,123,000	1,123,000	1,123,000	Transform manual business processes to a Manager/Employee self-service model by fully leveraging PeopleSoft
	<b>9,796,400</b>	<b>8,837,000</b>	<b>3,308,000</b>	
<b>Faculty Complement Renewal</b>	<b>2,650,000</b>	<b>3,100,000</b>	<b>600,000</b>	Commitment to support faculty complement renewal
<b>Student Aid/Scholarships</b>	<b>3,521,000</b>	<b>1,121,000</b>		Student Support, Work Study, etc.
<b>VPRI and Research Support</b>				
Electronic CV Management	231,000	210,000		To implement an electronic CV management system
Investment in Strategic Research Plan	1,000,000	1,000,000		Funding towards a strategic fund
NCE Institutional Support	217,803	217,803	217,803	Central support for National Centre of Excellence
	<b>1,448,803</b>	<b>1,427,803</b>	<b>217,803</b>	
<b>Classroom Renewal</b>	<b>2,000,000</b>	<b>2,000,000</b>		Classroom technology renewal
<b>Incremental Funding for Deferred Maintenance</b>	<b>3,500,000</b>	<b>3,500,000</b>		To address deferred maintenance
<b>Total</b>	<b>\$ 22,916,203</b>	<b>\$ 19,985,803</b>	<b>\$ 4,125,803</b>	

### 2) Transition Funding

As part of transitioning from the incremental budget model to the SHARP Budget model in 2017-18, the University decided to hold Faculties harmless to the impact of the change in Budget models based on their 2013-14 budgets. Faculties negatively impacted by the change to SHARP continue to receive support from the University Fund through the hold harmless adjustment. This is the difference between funding for a

Faculty under the incremental Budget model and the SHARP Budget model based on 2013-14 results.

The continuation of these funds was reviewed as part of the SHARP Budget Review exercise.

## f) Enrolment Contingency and International Student Tuition Bursary

With the COVID-19 pandemic and expected competition from other universities for both domestic and international students, Faculties are budgeting a contingency against enrolment targets as shown in Table 8 below.

**TABLE 8: Enrolment Contingency**

<b>Enrolment Contingencies in Multi-Year Budgets</b>			
	(\$ millions)		
	2020-21	2021-22	2022-23
Arts, Media, Performance & Design	2.20	1.70	1.10
Environmental & Urban Change	1.50	1.00	1.00
Glendon	1.96	1.88	1.60
Health	1.00	2.00	3.00
Liberal Arts & Professional Studies	22.08	30.25	39.09
Lassonde	1.20	2.00	2.00
Schulich	5.99	2.73	0.11
Science	2.50	2.50	3.50
	<u>38.43</u>	<u>44.06</u>	<u>51.40</u>

*(numbers may not add due to rounding)*

In addition, the University has budgeted \$16.0 million in 2020-21 to provide assistance to support international students affected by the COVID 19 pandemic.

### 3.3 Budgeted Results

The University is anticipating a deficit of \$65.0 million in 2020-21, \$14.1 million in 2021-22 and a surplus of \$13.0 million in 2022-23 (see Appendix 1A).

The deficits are largely the result of enrolment contingencies, capital expenditures, the down payment by the School of Continuing Studies for its new building, and the assistance provided to international students. When normalized for capital expenditures, the Operating Fund is balanced over three years (see Table 9 below).

**TABLE 9: Normalization of In-Year Surpluses/Deficits**

	(\$ millions)		
	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
<b>In Year Surplus/(Deficit) for Operating Fund</b>	<b>(65.0)</b>	<b>(14.1)</b>	<b>13.0</b>
<b>Addback capital items:</b>			
Down payment on School of Continuing Studies	21.0		
UIT Network renewal	8.1		
Transfer to Capital Fund for future renewal	3.8	13.3	23.5
Surplus(Deficit) excluding capital	<u>(32.1)</u>	<u>(0.8)</u>	<u>36.5</u>

### **COVID 19 Pandemic**

**As indicated, this multi-year budget was developed prior to the outbreak of COVID 19 Pandemic. Early indications suggest that enrolments will be significantly impacted by the effects of the Pandemic. The University continues to monitor and model the effects of the Pandemic and is reviewing multiple mitigation strategies to offset the loss of student fee related revenues and other potential revenues and costs. The multi-year budget will be revisited during fiscal 2020-21 as the effects of the COVID 19 Pandemic on University operations are more precisely quantified.**

## 4. Appendices

The multi-year budget report 2020-21 to 2022-23 describes the current strategic and fiscal environment in which the University operates, and highlights key assumptions used for projections of revenues and expenses for a three-year planning period.

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

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

**Total Operating Budget**  
(\$ millions)

	Appendix Reference	2019-20		2020-21	2021-22	2022-23
		Budget	Actuals	Budget	Budget	Budget
<b>Operating Revenues</b>						
Government Operating Grants	[Appendix 3]	\$ 306.9	\$ 310.3	\$ 306.3	\$ 305.2	\$ 304.5
Student Fees	[Appendix 4]	695.6	714.0	742.2	825.5	897.2
Grants and Student Fees Subtotal		1,002.5	1,024.2	1,048.5	1,130.7	1,201.7
Funding from Donations, Endowments, & Trusts		7.1	6.6	7.9	5.6	5.6
Investment Income		7.9	21.9	12.9	8.5	7.1
Other Recoveries		40.9	47.4	47.8	46.7	48.2
<b>Total Operating Revenues</b>		<b>1,058.5</b>	<b>1,100.1</b>	<b>1,117.2</b>	<b>1,191.4</b>	<b>1,262.6</b>
<b>Contingencies</b>						
Enrolment Contingency		(18.9)	-	(38.4)	(44.1)	(51.4)
International Tuition Offset		-	-	(16.0)	-	-
<b>Total Contingencies</b>		<b>(18.9)</b>	<b>-</b>	<b>(54.4)</b>	<b>(44.1)</b>	<b>(51.4)</b>
<b>Total Operating Revenues, Net of Contingencies</b>		<b>\$ 1,039.6</b>	<b>\$ 1,100.1</b>	<b>\$ 1,062.8</b>	<b>\$ 1,147.4</b>	<b>\$ 1,211.2</b>
<b>Operating Expenditures</b>						
Salaries and Wages		590.4	573.3	627.1	653.5	675.5
Employee Benefits		135.4	128.0	150.8	155.6	160.5
Operating Costs		156.8	135.9	158.2	173.2	181.1
Scholarships and Bursaries		71.7	73.2	81.0	80.5	81.0
Taxes and Utilities		26.0	17.8	24.8	26.5	27.2
Interest on Long-Term Debt		21.1	21.6	24.9	25.1	25.3
<b>Total Operating Expenditures</b>		<b>\$ 1,001.3</b>	<b>\$ 949.9</b>	<b>\$ 1,066.9</b>	<b>\$ 1,114.3</b>	<b>\$ 1,150.7</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before Transfers</b>		<b>\$ 38.3</b>	<b>\$ 150.2</b>	<b>\$ (4.1)</b>	<b>\$ 33.0</b>	<b>\$ 60.5</b>
<b>Transfers to Restricted Funds</b>						
Transfers to Capital Fund		(27.4)	(90.5)	(51.1)	(40.2)	(40.0)
Transfers to Ancillary Fund		(3.8)	(3.8)	(3.9)	(3.8)	(3.8)
Transfers to Other Funds		(3.4)	(2.6)	(5.8)	(3.2)	(3.7)
<b>Total Transfers to Restricted Funds</b>		<b>\$ (34.6)</b>	<b>\$ (96.9)</b>	<b>\$ (60.9)</b>	<b>\$ (47.1)</b>	<b>\$ (47.5)</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.</b>		<b>\$ 3.8</b>	<b>\$ 53.3</b>	<b>\$ (65.0)</b>	<b>\$ (14.1)</b>	<b>\$ 13.0</b>
<b>GAAP Adjustments</b>						
Remeasurement of Employee Benefit Plans		-	(48.3)	-	-	-
<b>GAAP Adjustments</b>		<b>-</b>	<b>\$ (48.3)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>In Year Surplus/(Deficit) for Operating Fund</b>	[Appendix 2]	<b>3.8</b>	<b>4.9</b>	<b>(65.0)</b>	<b>(14.1)</b>	<b>13.0</b>
<b>Opening Accumulated Surplus/(Deficit) for Operating Fund</b>		<b>235.4</b>	<b>235.4</b>	<b>240.3</b>	<b>175.3</b>	<b>161.2</b>
<b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>		<b>\$ 239.1</b>	<b>\$ 240.3</b>	<b>\$ 175.3</b>	<b>\$ 161.2</b>	<b>\$ 174.2</b>
<b>Closing Accumulated Position, by Division:</b>						
President		\$ 3.9	\$ 3.7	\$ 3.3	\$ 3.0	\$ 2.8
VP Advancement		0.3	1.1	1.3	(0.5)	(3.5)
VP Academic		26.1	99.3	49.0	38.3	52.1
VP Equity, People and Culture		0.4	2.0	1.7	1.3	0.5
VP Finance & Administration		7.4	9.0	4.5	2.6	(0.2)
VP Research		1.6	2.8	1.8	1.1	(3.1)
<b>Closing Divisional Accumulated Surplus/(Deficit)</b>		<b>39.8</b>	<b>118.0</b>	<b>61.6</b>	<b>45.8</b>	<b>48.6</b>
<b>Markham Campus</b>		<b>-</b>	<b>(0.3)</b>	<b>(1.4)</b>	<b>(6.1)</b>	<b>(21.3)</b>
<b>University Fund</b>	[Appendix 9]	<b>73.8</b>	<b>33.5</b>	<b>51.2</b>	<b>64.8</b>	<b>93.8</b>
<b>Institutional Reserves</b>	[Appendix 9]	<b>125.5</b>	<b>89.1</b>	<b>63.9</b>	<b>56.7</b>	<b>53.1</b>
<b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>	[Appendix 7]	<b>\$ 239.1</b>	<b>\$ 240.3</b>	<b>\$ 175.3</b>	<b>\$ 161.2</b>	<b>\$ 174.2</b>



**Apportionment of Operating Revenues**  
(\$ millions)

	Appendix Reference	2019-20		2020-21	2021-22	2022-23
		Budget	Actuals	Budget	Budget	Budget
<b>Apportionment of Operating Revenues</b>						
Faculties & Schools		\$ 681.3	\$ 722.9	\$ 686.4	\$ 752.0	\$ 810.7
Markham Campus		-	-	2.4	1.5	-
Administrative Units		262.5	257.2	278.4	278.9	276.3
General Institutional (GI)		73.6	84.6	67.4	90.7	93.7
University Fund		22.3	35.4	28.2	24.2	30.5
<b>Total Apportionment of Operating Revenues</b>	[Appendix 1A]	<b>\$ 1,039.6</b>	<b>\$ 1,100.1</b>	<b>\$ 1,062.8</b>	<b>\$ 1,147.4</b>	<b>\$ 1,211.2</b>

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

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>VP Academic</b>					
Arts, Media, & Performance Design	\$ (0.6)	\$ 0.7	\$ (2.7)	\$ 0.5	\$ 2.8
Education	(1.1)	1.2	(1.4)	(0.7)	0.1
Environmental Studies	(2.0)	(1.1)	(7.6)	(5.4)	(3.8)
Glendon	(3.6)	(2.5)	(8.6)	(6.7)	(3.2)
Health	3.9	9.3	(0.0)	(0.1)	1.9
Liberal Arts & Professional Studies	4.1	37.0	4.4	5.8	7.5
Lassonde	(1.8)	3.5	(1.8)	0.3	2.3
Osgoode	1.9	5.9	3.4	3.8	4.6
Schulich	(4.9)	1.5	(3.5)	0.6	8.1
Science	0.6	9.4	0.5	0.4	0.3
Continuing Studies	7.1	13.4	(20.9)	0.8	3.9
Provost's Contingency Fund	-	(0.4)	-	-	-
<b>Total Faculties &amp; Schools</b>	<b>3.6</b>	<b>77.9</b>	<b>(38.1)</b>	<b>(0.7)</b>	<b>24.6</b>
<b>Graduate Studies</b>	<b>(1.1)</b>	<b>(0.7)</b>	<b>(1.2)</b>	<b>(1.4)</b>	<b>(1.4)</b>
<b>Libraries</b>	<b>(0.7)</b>	<b>(0.4)</b>	<b>(1.7)</b>	<b>(1.5)</b>	<b>(1.3)</b>
<b>Vice Provost Students</b>	<b>(5.2)</b>	<b>(1.3)</b>	<b>(5.5)</b>	<b>(6.3)</b>	<b>(7.3)</b>
<b>PVPA</b>	<b>6.0</b>	<b>0.2</b>	<b>(3.8)</b>	<b>(0.9)</b>	<b>(0.9)</b>
<b>Total VP Academic</b>	<b>2.6</b>	<b>75.8</b>	<b>(50.3)</b>	<b>(10.7)</b>	<b>13.8</b>
<b>President</b>	<b>(0.7)</b>	<b>(1.0)</b>	<b>(0.4)</b>	<b>(0.2)</b>	<b>(0.2)</b>
<b>VP Advancement</b>	<b>(3.1)</b>	<b>(2.2)</b>	<b>0.2</b>	<b>(1.8)</b>	<b>(3.0)</b>
<b>VP Equity, People and Culture</b>	<b>(1.4)</b>	<b>0.2</b>	<b>(0.3)</b>	<b>(0.4)</b>	<b>(0.8)</b>
<b>VP Finance</b>					
Facilities	(1.1)	(1.5)	(0.2)	(0.5)	(0.9)
Community Safety	(0.5)	(0.6)	(0.6)	(0.6)	(0.9)
Finance	(0.2)	0.4	(0.0)	(0.2)	(0.2)
Internal Audit	(0.0)	0.1	0.0	0.0	0.0
UIT	(2.4)	(0.8)	(4.8)	(1.8)	(1.9)
VPFA Office	(0.9)	(1.1)	1.0	1.1	1.1
<b>Total VP Finance</b>	<b>(5.1)</b>	<b>(3.5)</b>	<b>(4.6)</b>	<b>(1.9)</b>	<b>(2.8)</b>
<b>VP Research</b>	<b>(2.9)</b>	<b>(1.6)</b>	<b>(1.0)</b>	<b>(0.8)</b>	<b>(4.2)</b>
<b>In Year Divisional Surplus/ (Deficit)</b>	<b>\$ (10.6)</b>	<b>\$ 67.7</b>	<b>\$ (56.4)</b>	<b>\$ (15.8)</b>	<b>\$ 2.8</b>
<b>Markham Campus</b>	<b>-</b>	<b>(0.3)</b>	<b>(1.1)</b>	<b>(4.7)</b>	<b>(15.2)</b>
<b>University Fund</b>	<b>15.4</b>	<b>(25.0)</b>	<b>17.7</b>	<b>13.6</b>	<b>29.0</b>
<b>Institutional Reserves</b>	<b>(1.0)</b>	<b>(37.5)</b>	<b>(25.2)</b>	<b>(7.2)</b>	<b>(3.6)</b>
<b>In Year Surplus/(Deficit) for Operating Fund</b>	<b>\$ 3.8</b>	<b>\$ 4.9</b>	<b>\$ (65.0)</b>	<b>\$ (14.1)</b>	<b>\$ 13.0</b>

## Operating Grants

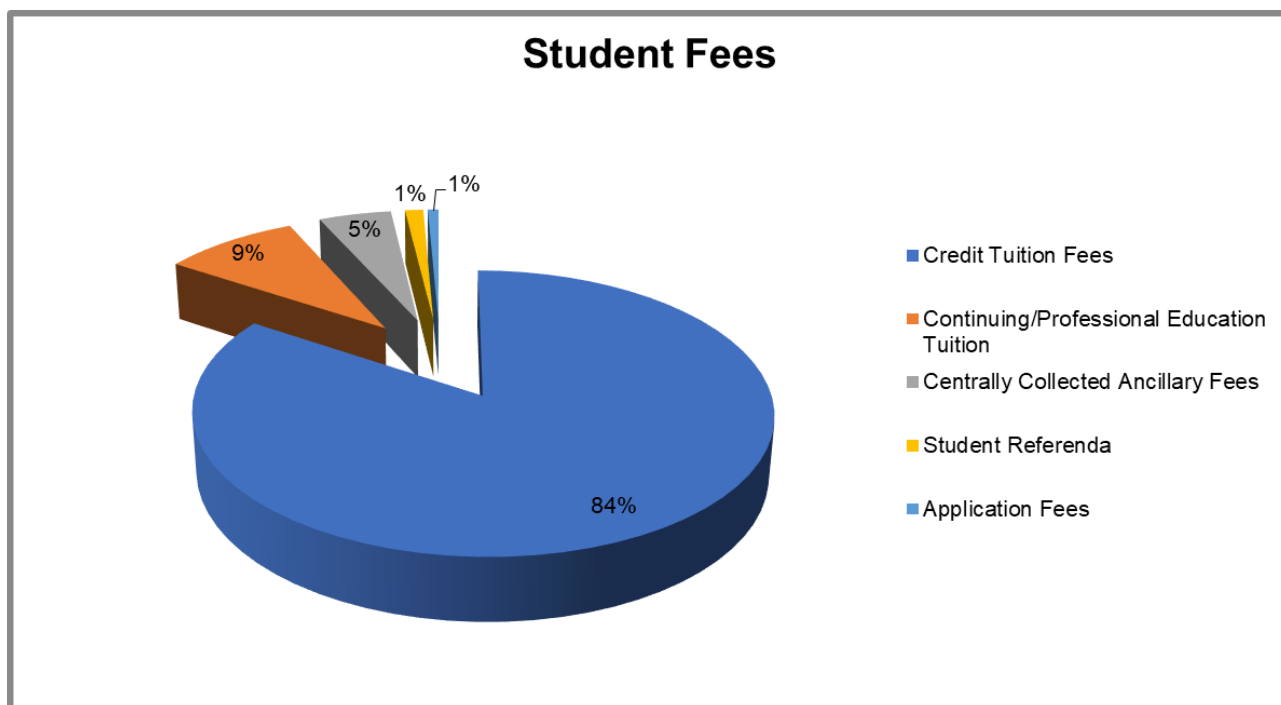
(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>Provincial Operating Grants</b>					
Enrolment					
Core Operating Grant	\$ 243.1	\$ 243.2	\$ 200.5	\$ 168.5	\$ 136.4
International Student Recovery	(6.1)	(6.3)	(7.0)	(7.7)	(8.4)
Graduate Expansion	2.0	3.4	-	-	-
Differentiation					
Performance/Student Success	32.9	33.1	80.2	112.2	144.3
Mission Related - Bilingualism	3.2	3.2	3.2	3.2	3.2
Mission Related - French Language Access	0.5	0.5	0.5	0.5	0.5
Research Overheads Infrastructure Envelope (ROIE)	0.9	0.9	-	-	-
Special Purpose					
Municipal Tax Grant	3.1	3.0	3.0	3.4	3.4
French Language Support	6.8	6.8	6.8	6.8	6.8
Nursing	7.3	7.1	7.3	7.3	7.3
Collaborative Design	1.1	1.5	0.7	0.4	0.2
First Generation Support	0.2	0.2	0.2	0.2	0.2
Aboriginal Support	0.5	0.5	0.5	0.5	0.5
Support for Students with Disabilities	4.0	4.0	3.7	3.5	3.5
Mental Health	0.3	0.3	0.1	0.1	0.1
Other Special Purpose Grants	1.5	3.2	1.0	0.7	0.7
<b>Total Provincial Operating Grants</b>	301.2	304.6	300.6	299.5	298.7
Federal Research Support Fund	5.8	5.7	5.8	5.8	5.8
<b>Total Government Operating Grants</b>	<b>\$ 306.9</b>	<b>\$ 310.3</b>	<b>\$ 306.3</b>	<b>\$ 305.2</b>	<b>\$ 304.5</b>

### Student Fees

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>Student Fees</b>					
Credit Tuition Fees	\$ 585.1	\$ 601.5	\$ 634.1	\$ 698.3	\$ 763.9
Continuing/Professional Education Tuition	65.4	64.3	64.4	78.3	83.7
Centrally Collected Ancillary Fees	31.8	34.5	29.9	35.1	35.8
Student Referenda	8.5	8.7	9.1	9.1	9.1
Application Fees	4.7	5.1	4.7	4.7	4.7
<b>Total Student Fees</b>	<b>\$ 695.6</b>	<b>\$ 714.0</b>	<b>\$ 742.2</b>	<b>\$ 825.5</b>	<b>\$ 897.2</b>



**Faculty/School Budget Positions**  
(\$ millions)

	2019-2020		2020-2021	2021-2022	2022-2023
	Budget	Actuals	Budget	Budget	Budget
<b><u>Arts, Media, &amp; Performance Design</u></b>					
Revenues, Net of Contingencies	\$ 42.2	\$ 41.6	\$ 39.3	\$ 43.1	\$ 46.0
Expenditures, Net of Recoveries	(41.8)	(39.6)	(42.0)	(42.7)	(43.2)
In Year Surplus/(Deficit), Before Transfers	0.4	2.0	(2.7)	0.5	2.8
Transfers to Capital Fund	(1.0)	(1.2)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.1)	-	-	-
In Year Surplus/(Deficit)	(0.6)	0.7	(2.7)	0.5	2.8
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(15.9)</b>	<b>(15.9)</b>	<b>(15.1)</b>	<b>(17.8)</b>	<b>(17.3)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (16.4)</b>	<b>\$ (15.1)</b>	<b>\$ (17.8)</b>	<b>\$ (17.3)</b>	<b>\$ (14.5)</b>
<b><u>Education</u></b>					
Revenues, Net of Contingencies	\$ 20.8	\$ 23.7	\$ 20.9	\$ 21.7	\$ 21.9
Expenditures, Net of Recoveries	(22.0)	(21.5)	(22.3)	(22.4)	(21.8)
In Year Surplus/(Deficit), Before Transfers	(1.1)	2.1	(1.4)	(0.7)	0.1
Transfers to Capital Fund	-	(0.9)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	(1.1)	1.2	(1.4)	(0.7)	0.1
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>7.5</b>	<b>7.5</b>	<b>8.7</b>	<b>7.3</b>	<b>6.6</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 6.4</b>	<b>\$ 8.7</b>	<b>\$ 7.3</b>	<b>\$ 6.6</b>	<b>\$ 6.7</b>
<b><u>Environmental Studies</u></b>					
Revenues, Net of Contingencies	\$ 11.5	\$ 12.1	\$ 11.9	\$ 14.2	\$ 16.5
Expenditures, Net of Recoveries	(13.5)	(13.2)	(19.5)	(19.7)	(20.3)
In Year Surplus/(Deficit), Before Transfers	(2.0)	(1.1)	(7.6)	(5.4)	(3.8)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	0.0	(0.0)	-	-	-
In Year Surplus/(Deficit)	(2.0)	(1.1)	(7.6)	(5.4)	(3.8)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(6.4)</b>	<b>(6.4)</b>	<b>(7.5)</b>	<b>(15.1)</b>	<b>(20.5)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (8.3)</b>	<b>\$ (7.5)</b>	<b>\$ (15.1)</b>	<b>\$ (20.5)</b>	<b>\$ (24.3)</b>
<b><u>Glendon</u></b>					
Revenues, Net of Contingencies	\$ 32.4	\$ 33.0	\$ 28.6	\$ 30.4	\$ 33.7
Expenditures, Net of Recoveries	(36.0)	(35.5)	(37.2)	(37.1)	(36.9)
In Year Surplus/(Deficit), Before Transfers	(3.6)	(2.5)	(8.6)	(6.7)	(3.2)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	(3.6)	(2.5)	(8.6)	(6.7)	(3.2)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(11.4)</b>	<b>(11.4)</b>	<b>(13.9)</b>	<b>(22.5)</b>	<b>(29.1)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (14.9)</b>	<b>\$ (13.9)</b>	<b>\$ (22.5)</b>	<b>\$ (29.1)</b>	<b>\$ (32.3)</b>

## Faculty/School Budget Positions

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>Health</b>					
Revenues, Net of Contingencies	\$ 76.0	\$ 76.4	\$ 74.4	\$ 79.7	\$ 84.6
Expenditures, Net of Recoveries	(72.1)	(67.1)	(74.4)	(79.8)	(82.7)
In Year Surplus/(Deficit), Before Transfers	3.9	9.3	(0.0)	(0.1)	1.9
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	3.9	9.3	(0.0)	(0.1)	1.9
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>7.2</b>	<b>7.2</b>	<b>16.5</b>	<b>16.5</b>	<b>16.4</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 11.1</b>	<b>\$ 16.5</b>	<b>\$ 16.5</b>	<b>\$ 16.4</b>	<b>\$ 18.3</b>
<b>Liberal Arts &amp; Professional Studies</b>					
Revenues, Net of Contingencies	\$ 219.2	\$ 244.9	\$ 220.0	\$ 235.6	\$ 256.0
Expenditures, Net of Recoveries	(212.3)	(207.6)	(212.6)	(219.7)	(228.4)
In Year Surplus/(Deficit), Before Transfers	7.0	37.3	7.5	15.9	27.6
Transfers to Capital Fund	(2.8)	-	(3.0)	(10.0)	(20.0)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.3)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	4.1	37.0	4.4	5.8	7.5
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(35.4)</b>	<b>(35.4)</b>	<b>1.5</b>	<b>5.9</b>	<b>11.7</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (31.4)</b>	<b>\$ 1.5</b>	<b>\$ 5.9</b>	<b>\$ 11.7</b>	<b>\$ 19.2</b>
<b>Lassonde</b>					
Revenues, Net of Contingencies	\$ 47.5	\$ 52.8	\$ 55.4	\$ 63.4	\$ 70.9
Expenditures, Net of Recoveries	(49.3)	(47.3)	(57.2)	(63.1)	(68.6)
In Year Surplus/(Deficit), Before Transfers	(1.8)	5.5	(1.8)	0.3	2.3
Transfers to Capital Fund	-	(2.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)
In Year Surplus/(Deficit)	(1.8)	3.5	(1.8)	0.3	2.3
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(9.4)</b>	<b>(9.4)</b>	<b>(5.9)</b>	<b>(7.7)</b>	<b>(7.4)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (11.3)</b>	<b>\$ (5.9)</b>	<b>\$ (7.7)</b>	<b>\$ (7.4)</b>	<b>\$ (5.0)</b>
<b>Osgoode</b>					
Revenues, Net of Contingencies	\$ 44.9	\$ 44.5	\$ 46.8	\$ 48.1	\$ 49.7
Expenditures, Net of Recoveries	(42.9)	(38.4)	(43.3)	(44.3)	(45.0)
In Year Surplus/(Deficit), Before Transfers	2.0	6.0	3.5	3.9	4.6
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)	1.9	5.9	3.4	3.8	4.6
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>22.6</b>	<b>22.6</b>	<b>28.5</b>	<b>31.9</b>	<b>35.7</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 24.5</b>	<b>\$ 28.5</b>	<b>\$ 31.9</b>	<b>\$ 35.7</b>	<b>\$ 40.2</b>

## Faculty/School Budget Positions

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>Schulich</b>					
Revenues, Net of Contingencies	\$ 87.5	\$ 85.1	\$ 82.3	\$ 95.5	\$ 104.7
Expenditures, Net of Recoveries	(88.8)	(80.0)	(82.0)	(91.2)	(93.0)
In Year Surplus/(Deficit), Before Transfers	(1.2)	5.1	0.3	4.3	11.7
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	(3.4)	(3.4)	(3.5)	(3.4)	(3.4)
Transfers to Other Funds	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)
In Year Surplus/(Deficit)	(4.9)	1.5	(3.5)	0.6	8.1
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(12.3)</b>	<b>(12.3)</b>	<b>(10.7)</b>	<b>(14.2)</b>	<b>(13.6)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (17.1)</b>	<b>\$ (10.7)</b>	<b>\$ (14.2)</b>	<b>\$ (13.6)</b>	<b>\$ (5.5)</b>
<b>Science</b>					
Revenues, Net of Contingencies	\$ 62.7	\$ 68.4	\$ 65.7	\$ 71.8	\$ 75.7
Expenditures, Net of Recoveries	(62.1)	(55.7)	(64.4)	(68.1)	(71.9)
In Year Surplus/(Deficit), Before Transfers	0.6	12.7	1.3	3.7	3.8
Transfers to Capital Fund	-	(3.3)	(0.8)	(3.3)	(3.5)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.6	9.4	0.5	0.4	0.3
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.8</b>	<b>2.8</b>	<b>12.2</b>	<b>12.7</b>	<b>13.1</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 3.4</b>	<b>\$ 12.2</b>	<b>\$ 12.7</b>	<b>\$ 13.1</b>	<b>\$ 13.5</b>
<b>Continuing Studies</b>					
Revenues, Net of Contingencies	\$ 36.5	\$ 40.5	\$ 41.1	\$ 48.4	\$ 50.9
Expenditures, Net of Recoveries	(29.4)	(27.1)	(40.9)	(45.6)	(46.0)
In Year Surplus/(Deficit), Before Transfers	7.1	13.4	0.2	2.8	4.9
Transfers to Capital Fund	-	-	(21.0)	(2.0)	(1.0)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	7.1	13.4	(20.9)	0.8	3.9
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>32.0</b>	<b>32.0</b>	<b>45.4</b>	<b>24.6</b>	<b>25.4</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 39.1</b>	<b>\$ 45.4</b>	<b>\$ 24.6</b>	<b>\$ 25.4</b>	<b>\$ 29.2</b>
<b>Provost's Contingency Fund</b>					
Revenues, Net of Contingencies	-	-	-	-	-
Expenditures, Net of Recoveries	-	-	-	-	-
In Year Surplus/(Deficit), Before Transfers	-	-	-	-	-
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.4)	-	-	-
In Year Surplus/(Deficit)	-	(0.4)	-	-	-
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>26.0</b>	<b>26.0</b>	<b>25.6</b>	<b>25.6</b>	<b>25.6</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 26.0</b>	<b>\$ 25.6</b>	<b>\$ 25.6</b>	<b>\$ 25.6</b>	<b>\$ 25.6</b>

## Appendix 5

### Faculty/School Budget Positions

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b><u>Total Faculties &amp; Schools</u></b>					
Revenues, Net of Contingencies	\$ 681.3	\$ 722.9	\$ 686.4	\$ 752.0	\$ 810.7
Expenditures, Net of Recoveries	(670.1)	(633.0)	(695.9)	(733.7)	(757.8)
In Year Surplus/(Deficit), Before Transfers	11.2	89.9	(9.4)	18.4	52.9
Transfers to Capital Fund	(3.8)	(7.4)	(24.8)	(15.2)	(24.5)
Transfers to Ancillary Fund	(3.4)	(3.4)	(3.5)	(3.4)	(3.4)
Transfers to Other Funds	(0.4)	(1.2)	(0.4)	(0.4)	(0.4)
In Year Surplus/(Deficit)	3.6	77.9	(38.1)	(0.7)	24.6
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>7.4</b>	<b>7.4</b>	<b>85.3</b>	<b>47.2</b>	<b>46.5</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 11.0</b>	<b>\$ 85.3</b>	<b>\$ 47.2</b>	<b>\$ 46.5</b>	<b>\$ 71.1</b>
<b><u>Markham Campus</u></b>					
Revenues, Net of Contingencies	-	-	\$ 2.4	\$ 1.5	-
Expenditures, Net of Recoveries	-	(0.3)	(3.5)	(6.2)	(15.2)
In Year Surplus/(Deficit), Before Transfers	-	(0.3)	(1.1)	(4.7)	(15.2)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	-	(0.3)	(1.1)	(4.7)	(15.2)
<b>Opening Accumulated Surplus/(Deficit)</b>	-	-	<b>(0.3)</b>	<b>(1.4)</b>	<b>(6.1)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	-	<b>\$ (0.3)</b>	<b>\$ (1.4)</b>	<b>\$ (6.1)</b>	<b>\$ (21.3)</b>



## Administrative Units Budget Positions

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>Graduate Studies</b>					
Revenues, Net of Contingencies	\$ 2.7	\$ 3.2	\$ 3.3	\$ 2.8	\$ 2.9
Expenditures, Net of Recoveries	(3.8)	(3.8)	(4.5)	(4.2)	(4.3)
In Year Surplus/(Deficit), Before Transfers	(1.1)	(0.6)	(1.2)	(1.4)	(1.4)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.1)	-	-	-
In Year Surplus/(Deficit)	(1.1)	(0.7)	(1.2)	(1.4)	(1.4)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.7</b>	<b>2.7</b>	<b>2.1</b>	<b>0.8</b>	<b>(0.5)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.6</b>	<b>\$ 2.1</b>	<b>\$ 0.8</b>	<b>\$ (0.5)</b>	<b>\$ (1.9)</b>
<b>Libraries</b>					
Revenues, Net of Contingencies	\$ 30.5	\$ 30.4	\$ 31.3	\$ 32.3	\$ 33.3
Expenditures, Net of Recoveries	(31.1)	(30.8)	(33.0)	(33.7)	(34.5)
In Year Surplus/(Deficit), Before Transfers	(0.6)	(0.4)	(1.7)	(1.5)	(1.2)
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)	(0.7)	(0.4)	(1.7)	(1.5)	(1.3)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.9</b>	<b>2.9</b>	<b>2.5</b>	<b>0.9</b>	<b>(0.6)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 2.3</b>	<b>\$ 2.5</b>	<b>\$ 0.9</b>	<b>\$ (0.6)</b>	<b>\$ (1.9)</b>
<b>Vice Provost Students</b>					
Revenues, Net of Contingencies	\$ 72.6	\$ 75.1	\$ 75.5	\$ 72.9	\$ 72.1
Expenditures, Net of Recoveries	(77.7)	(76.3)	(80.8)	(79.1)	(79.3)
In Year Surplus/(Deficit), Before Transfers	(5.1)	(1.2)	(5.3)	(6.2)	(7.2)
Transfers to Capital Fund	-	(0.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(5.2)	(1.3)	(5.5)	(6.3)	(7.3)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>11.3</b>	<b>11.3</b>	<b>10.0</b>	<b>4.5</b>	<b>(1.8)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 6.1</b>	<b>\$ 10.0</b>	<b>\$ 4.5</b>	<b>\$ (1.8)</b>	<b>\$ (9.1)</b>
<b>PVPA</b>					
Revenues, Net of Contingencies	\$ 21.6	\$ 12.2	\$ 13.8	\$ 13.6	\$ 13.7
Expenditures, Net of Recoveries	(12.8)	(10.8)	(12.6)	(12.3)	(12.5)
In Year Surplus/(Deficit), Before Transfers	8.8	1.4	1.2	1.3	1.3
Transfers to Capital Fund	-	(0.2)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(2.8)	(0.9)	(5.0)	(2.2)	(2.1)
In Year Surplus/(Deficit)	6.0	0.2	(3.8)	(0.9)	(0.9)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>(0.8)</b>	<b>(0.8)</b>	<b>(0.6)</b>	<b>(4.4)</b>	<b>(5.2)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 5.2</b>	<b>\$ (0.6)</b>	<b>\$ (4.4)</b>	<b>\$ (5.2)</b>	<b>\$ (6.1)</b>

## Administrative Units Budget Positions

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>President Division</b>					
Revenues, Net of Contingencies	\$ 13.2	\$ 12.1	\$ 14.3	\$ 14.5	\$ 14.6
Expenditures, Net of Recoveries	(13.4)	(13.1)	(14.7)	(14.7)	(14.8)
In Year Surplus/(Deficit), Before Transfers	(0.2)	(1.0)	(0.4)	(0.2)	(0.2)
Transfers to Capital Fund	(0.5)	(0.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.7)	(1.0)	(0.4)	(0.2)	(0.2)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>4.7</b>	<b>4.7</b>	<b>3.7</b>	<b>3.3</b>	<b>3.0</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 3.9</b>	<b>\$ 3.7</b>	<b>\$ 3.3</b>	<b>\$ 3.0</b>	<b>\$ 2.8</b>
<b>Advancement Division</b>					
Revenues, Net of Contingencies	\$ 9.3	\$ 9.6	\$ 12.4	\$ 12.6	\$ 11.9
Expenditures, Net of Recoveries	(12.4)	(11.4)	(12.3)	(14.4)	(14.9)
In Year Surplus/(Deficit), Before Transfers	(3.1)	(1.8)	0.2	(1.8)	(3.0)
Transfers to Capital Fund	-	(0.4)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.1)	-	-	-
In Year Surplus/(Deficit)	(3.1)	(2.2)	0.2	(1.8)	(3.0)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>3.4</b>	<b>3.4</b>	<b>1.1</b>	<b>1.3</b>	<b>(0.5)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.3</b>	<b>\$ 1.1</b>	<b>\$ 1.3</b>	<b>\$ (0.5)</b>	<b>\$ (3.5)</b>
<b>VP Equity, People and Culture</b>					
Revenues, Net of Contingencies	\$ 8.8	\$ 9.3	\$ 13.5	\$ 13.8	\$ 13.9
Expenditures, Net of Recoveries	(10.1)	(9.0)	(13.9)	(14.2)	(14.7)
In Year Surplus/(Deficit), Before Transfers	(1.4)	0.3	(0.3)	(0.4)	(0.8)
Transfers to Capital Fund	-	(0.1)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(1.4)	0.2	(0.3)	(0.4)	(0.8)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>1.8</b>	<b>1.8</b>	<b>2.0</b>	<b>1.7</b>	<b>1.3</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.4</b>	<b>\$ 2.0</b>	<b>\$ 1.7</b>	<b>\$ 1.3</b>	<b>\$ 0.5</b>
<b>Facilities</b>					
Revenues, Net of Contingencies	\$ 52.3	\$ 52.1	\$ 56.0	\$ 56.7	\$ 58.1
Expenditures, Net of Recoveries	(51.3)	(45.7)	(54.9)	(57.0)	(58.8)
In Year Surplus/(Deficit), Before Transfers	0.9	6.4	1.1	(0.3)	(0.7)
Transfers to Capital Fund	(1.9)	(7.8)	(1.1)	-	-
Transfers to Ancillary Fund	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Transfers to Other Funds	-	-	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(1.1)	(1.5)	(0.2)	(0.5)	(0.9)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>1.9</b>	<b>1.9</b>	<b>0.4</b>	<b>0.2</b>	<b>(0.2)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.8</b>	<b>\$ 0.4</b>	<b>\$ 0.2</b>	<b>\$ (0.2)</b>	<b>\$ (1.1)</b>

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

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>Community Safety</b>					
Revenues, Net of Contingencies	\$ 9.3	\$ 9.5	\$ 10.5	\$ 10.7	\$ 10.6
Expenditures, Net of Recoveries	(9.8)	(10.2)	(11.0)	(11.3)	(11.6)
In Year Surplus/(Deficit), Before Transfers	(0.5)	(0.6)	(0.6)	(0.6)	(0.9)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.5)	(0.6)	(0.6)	(0.6)	(0.9)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>0.4</b>	<b>0.4</b>	<b>(0.3)</b>	<b>(0.8)</b>	<b>(1.4)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ (0.1)</b>	<b>\$ (0.3)</b>	<b>\$ (0.8)</b>	<b>\$ (1.4)</b>	<b>\$ (2.3)</b>
<b>Finance</b>					
Revenues, Net of Contingencies	\$ 6.6	\$ 7.1	\$ 7.0	\$ 7.1	\$ 7.2
Expenditures, Net of Recoveries	(6.8)	(6.7)	(7.0)	(7.3)	(7.4)
In Year Surplus/(Deficit), Before Transfers	(0.2)	0.4	(0.0)	(0.2)	(0.2)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.2)	0.4	(0.0)	(0.2)	(0.2)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>3.5</b>	<b>3.5</b>	<b>3.9</b>	<b>3.8</b>	<b>3.7</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 3.3</b>	<b>\$ 3.9</b>	<b>\$ 3.8</b>	<b>\$ 3.7</b>	<b>\$ 3.4</b>
<b>Internal Audit</b>					
Revenues, Net of Contingencies	\$ 0.7	\$ 0.7	\$ 0.7	\$ 0.7	\$ 0.7
Expenditures, Net of Recoveries	(0.7)	(0.5)	(0.6)	(0.7)	(0.7)
In Year Surplus/(Deficit), Before Transfers	(0.0)	0.1	0.0	0.0	0.0
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.0)	0.1	0.0	0.0	0.0
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>0.2</b>	<b>0.2</b>	<b>0.4</b>	<b>0.4</b>	<b>0.5</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 0.2</b>	<b>\$ 0.4</b>	<b>\$ 0.4</b>	<b>\$ 0.5</b>	<b>\$ 0.5</b>
<b>UIT</b>					
Revenues, Net of Contingencies	\$ 24.4	\$ 24.6	\$ 25.7	\$ 25.7	\$ 25.9
Expenditures, Net of Recoveries	(26.0)	(24.7)	(29.6)	(27.0)	(27.3)
In Year Surplus/(Deficit), Before Transfers	(1.6)	(0.1)	(3.9)	(1.3)	(1.3)
Transfers to Capital Fund	(0.7)	(0.6)	(0.9)	(0.5)	(0.5)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(2.4)	(0.8)	(4.8)	(1.8)	(1.9)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>4.5</b>	<b>4.5</b>	<b>3.7</b>	<b>(1.1)</b>	<b>(2.9)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 2.2</b>	<b>\$ 3.7</b>	<b>\$ (1.1)</b>	<b>\$ (2.9)</b>	<b>\$ (4.7)</b>

## Administrative Units Budget Positions

(\$ millions)

	2019-20		2020-21	2021-22	2022-23
	Budget	Actuals	Budget	Budget	Budget
<b>VPFA Office</b>					
Revenues, Net of Contingencies	\$ 1.8	\$ 2.0	\$ 1.9	\$ 2.1	\$ 2.1
Expenditures, Net of Recoveries	(2.5)	(3.1)	(0.9)	(0.9)	(0.9)
In Year Surplus/(Deficit), Before Transfers	(0.7)	(1.1)	1.0	1.1	1.1
Transfers to Capital Fund	(0.2)	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.9)	(1.1)	1.0	1.1	1.1
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>2.0</b>	<b>2.0</b>	<b>0.9</b>	<b>1.9</b>	<b>3.0</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.1</b>	<b>\$ 0.9</b>	<b>\$ 1.9</b>	<b>\$ 3.0</b>	<b>\$ 4.2</b>
<b>VP Research</b>					
Revenues, Net of Contingencies	\$ 8.9	\$ 9.4	\$ 12.5	\$ 13.5	\$ 9.3
Expenditures, Net of Recoveries	(11.8)	(10.8)	(13.4)	(14.1)	(13.3)
In Year Surplus/(Deficit), Before Transfers	(2.9)	(1.4)	(0.9)	(0.7)	(4.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.2)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(2.9)	(1.6)	(1.0)	(0.8)	(4.2)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>4.4</b>	<b>4.4</b>	<b>2.8</b>	<b>1.8</b>	<b>1.1</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 1.6</b>	<b>\$ 2.8</b>	<b>\$ 1.8</b>	<b>\$ 1.1</b>	<b>\$ (3.1)</b>
<b>Total Administrative Units</b>					
Revenues, Net of Contingencies	\$ 262.5	\$ 257.2	\$ 278.4	\$ 278.9	\$ 276.3
Expenditures, Net of Recoveries	(270.2)	(256.8)	(289.3)	(290.9)	(294.9)
In Year Surplus/(Deficit), Before Transfers	(7.7)	0.4	(10.9)	(12.0)	(18.7)
Transfers to Capital Fund	(3.4)	(9.2)	(2.0)	(0.5)	(0.5)
Transfers to Ancillary Fund	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
Transfers to Other Funds	(3.0)	(1.4)	(5.4)	(2.5)	(2.5)
In Year Surplus/(Deficit)	(14.2)	(10.2)	(18.3)	(15.2)	(21.8)
<b>Opening Accumulated Surplus/(Deficit)</b>	<b>43.0</b>	<b>43.0</b>	<b>32.8</b>	<b>14.4</b>	<b>(0.7)</b>
<b>Closing Accumulated Surplus/(Deficit)</b>	<b>\$ 28.8</b>	<b>\$ 32.8</b>	<b>\$ 14.4</b>	<b>\$ (0.7)</b>	<b>\$ (22.5)</b>

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

	2019-20		2020-21		2021-22		2022-23	
	Budget	Actuals	Budget	Budget	Budget	Budget	Budget	Budget
<b>VP Academic</b>								
Arts, Media, & Performance Design	\$ (16.4)	\$ (15.1)	\$ (17.8)	\$ (17.3)	\$ (17.3)	\$ (17.3)	\$ (14.5)	
Education	6.4	8.7	7.3	6.6	6.6	6.6	6.7	
Environmental Studies	(8.3)	(7.5)	(15.1)	(20.5)	(20.5)	(20.5)	(24.3)	
Glendon	(14.9)	(13.9)	(22.5)	(29.1)	(29.1)	(29.1)	(32.3)	
Health	11.1	16.5	16.5	16.4	16.4	16.4	18.3	
Liberal Arts & Professional Studies	(31.4)	1.5	5.9	11.7	11.7	11.7	19.2	
Lassonde	(11.3)	(5.9)	(7.7)	(7.4)	(7.4)	(7.4)	(5.0)	
Osgoode	24.5	28.5	31.9	35.7	35.7	35.7	40.2	
Schulich	(17.1)	(10.7)	(14.2)	(13.6)	(13.6)	(13.6)	(5.5)	
Science	3.4	12.2	12.7	13.1	13.1	13.1	13.5	
Continuing Studies	39.1	45.4	24.6	25.4	25.4	25.4	29.2	
Provost's Contingency Fund	26.0	25.6	25.6	25.6	25.6	25.6	25.6	
<b>Total Faculties &amp; Schools</b>	<b>11.0</b>	<b>85.3</b>	<b>47.2</b>	<b>46.5</b>	<b>46.5</b>	<b>46.5</b>	<b>71.1</b>	
<b>Graduate Studies</b>	<b>1.6</b>	<b>2.1</b>	<b>0.8</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(1.9)</b>	
<b>Libraries</b>	<b>2.3</b>	<b>2.5</b>	<b>0.9</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>(0.6)</b>	<b>(1.9)</b>	
<b>Vice Provost Students</b>	<b>6.1</b>	<b>10.0</b>	<b>4.5</b>	<b>(1.8)</b>	<b>(1.8)</b>	<b>(1.8)</b>	<b>(9.1)</b>	
<b>PVPA</b>	<b>5.2</b>	<b>(0.6)</b>	<b>(4.4)</b>	<b>(5.2)</b>	<b>(5.2)</b>	<b>(5.2)</b>	<b>(6.1)</b>	
<b>Total VP Academic</b>	<b>26.1</b>	<b>99.3</b>	<b>49.0</b>	<b>38.3</b>	<b>38.3</b>	<b>38.3</b>	<b>52.1</b>	
<b>President</b>	<b>3.9</b>	<b>3.7</b>	<b>3.3</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.8</b>	
<b>VP Advancement</b>	<b>0.3</b>	<b>1.1</b>	<b>1.3</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>(3.5)</b>	
<b>VP Equity, People and Culture</b>	<b>0.4</b>	<b>2.0</b>	<b>1.7</b>	<b>1.3</b>	<b>1.3</b>	<b>1.3</b>	<b>0.5</b>	
<b>VP Finance</b>								
Facilities	0.8	0.4	0.2	(0.2)	(0.2)	(0.2)	(1.1)	
Community Safety	(0.1)	(0.3)	(0.8)	(1.4)	(1.4)	(1.4)	(2.3)	
Finance	3.3	3.9	3.8	3.7	3.7	3.7	3.4	
Internal Audit	0.2	0.4	0.4	0.5	0.5	0.5	0.5	
UIT	2.2	3.7	(1.1)	(2.9)	(2.9)	(2.9)	(4.7)	
VPFA Office	1.1	0.9	1.9	3.0	3.0	3.0	4.2	
<b>Total VP Finance</b>	<b>7.4</b>	<b>9.0</b>	<b>4.5</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>(0.2)</b>	
<b>VP Research</b>	<b>1.6</b>	<b>2.8</b>	<b>1.8</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>(3.1)</b>	
<b>Closing Divisional Accumulated Surplus/(Deficit)</b>	<b>\$ 39.8</b>	<b>\$ 118.0</b>	<b>\$ 61.6</b>	<b>\$ 45.8</b>	<b>\$ 45.8</b>	<b>\$ 45.8</b>	<b>\$ 48.6</b>	
<b>Markham Campus</b>	<b>-</b>	<b>(0.3)</b>	<b>(1.4)</b>	<b>(6.1)</b>	<b>(6.1)</b>	<b>(6.1)</b>	<b>(21.3)</b>	
<b>University Fund</b>	<b>73.8</b>	<b>33.5</b>	<b>51.2</b>	<b>64.8</b>	<b>64.8</b>	<b>64.8</b>	<b>93.8</b>	
<b>Institutional Reserves</b>	<b>125.5</b>	<b>89.1</b>	<b>63.9</b>	<b>56.7</b>	<b>56.7</b>	<b>56.7</b>	<b>53.1</b>	
<b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>	<b>\$ 239.1</b>	<b>\$ 240.3</b>	<b>\$ 175.3</b>	<b>\$ 161.2</b>	<b>\$ 161.2</b>	<b>\$ 161.2</b>	<b>\$ 174.2</b>	

**General University Fund**  
(\$ millions)

	Appendix Reference	2019-20		2020-21	2021-22	2022-23
		Budget	Actuals	Budget	Budget	Budget
<b>Revenues, Net of Expenses</b>						
SHARP Revenues, Net of Shared Services Costs						
Net Investment Income		\$ 7.4	\$ 22.2	\$ 10.0	\$ 6.5	\$ 6.5
Fines and Penalties		3.0	2.9	3.0	3.0	3.0
Contribution from Ancillary Operations		2.2	2.1	4.5	4.5	4.5
MTCU Unearned Grants		9.4	11.9	15.1	11.5	10.8
Miscellaneous Revenues		9.2	9.5	2.4	2.4	2.3
Total SHARP Revenues, Net of Shared Services Costs		31.2	48.6	34.9	27.8	27.2
Faculty/School Contributions to University Fund		14.0	14.0	20.7	20.8	20.9
<b>Total Revenues, Net of Expenses</b>		<b>45.2</b>	<b>62.6</b>	<b>55.6</b>	<b>48.6</b>	<b>48.1</b>
<b>Allocations</b>						
Net Transition Adjustments		15.0	15.0	15.0	15.0	15.0
Strategic Investments		14.8	72.6	22.9	20.0	4.1
<b>Total Allocations</b>		<b>29.8</b>	<b>87.6</b>	<b>37.9</b>	<b>35.0</b>	<b>19.1</b>
<b>In Year Surplus/(Deficit)</b>	[Appendix 9]	<b>15.4</b>	<b>(25.0)</b>	<b>17.7</b>	<b>13.6</b>	<b>29.0</b>
Opening Accumulated Balance of University Fund	[Appendix 9]	58.4	58.4	33.5	51.2	64.8
<b>Closing Accumulated Balance of University Fund</b>	[Appendix 9]	<b>\$ 73.8</b>	<b>\$ 33.5</b>	<b>\$ 51.2</b>	<b>\$ 64.8</b>	<b>\$ 93.8</b>

## Continuity of Reserve Balances

(\$ millions)

	Appendix Reference	2019-20		2020-21	2021-22	2022-23
		Budget	Actuals	Budget	Budget	Budget
<b>University Fund</b>						
Opening Balance		\$ 58.4	\$ 58.4	\$ 33.5	\$ 51.2	\$ 64.8
<b>In Year</b>						
Revenues, Net of Expenses	[Appendix 8]	45.2	62.6	55.6	48.6	48.1
Allocations and Commitments	[Appendix 8]	(29.8)	(87.6)	(37.9)	(35.0)	(19.1)
Transfers to University Fund for Unspent Funds	[Appendix 8]	15.4	(25.0)	17.7	13.6	29.0
Closing Balance	[Appendix 8]	\$ 73.8	\$ 33.5	\$ 51.2	\$ 64.8	\$ 93.8
<b>Institutional Reserves</b>						
Opening Balance		\$ 126.5	\$ 126.5	\$ 89.1	\$ 63.9	\$ 56.7
<b>In Year (Revenues, Net of Expenses)</b>						
Remeasurement of Employee Benefit Plans		-	(48.3)	-	-	-
Transfers (to)/from Institutional Reserves		(1.0)	10.8	(25.2)	(7.2)	(3.6)
In Year Change to Institutional Reserves		(1.0)	(37.5)	(25.2)	(7.2)	(3.6)
Closing Balance		\$ 125.5	\$ 89.1	\$ 63.9	\$ 56.7	\$ 53.1
Closing Reserve Balances		\$ 199.3	\$ 122.5	\$ 115.0	\$ 121.5	\$ 146.9

## Components of Reserve Balances

(\$ millions)

	Appendix Reference	2019-20		2020-21	2021-22	2022-23
		Budget	Actuals	Budget	Budget	Budget
University Fund	[Appendix 8]	\$ 73.8	\$ 33.5	\$ 51.2	\$ 64.8	\$ 93.8
<b>Institutional Reserves</b>						
Collective Agreement Benefit Commitments		8.4	10.1	9.3	8.3	7.0
Pension & Post Retirement Benefits		29.2	28.1	27.1	26.1	25.1
Institutional Reserves and Contingencies		52.8	63.2	44.3	40.2	39.8
Other Obligations (GAAP Adjustments)		35.1	(12.3)	(16.8)	(17.8)	(18.8)
Total Institutional Reserves		\$ 125.5	\$ 89.1	\$ 63.9	\$ 56.7	\$ 53.1
Closing Reserve Balances		\$ 199.3	\$ 122.5	\$ 115.0	\$ 121.5	\$ 146.9

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Financial Statements for Year ended 30 April 2020

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### Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the financial statements for the year ended 30 April 2020.

### Background

Attached are the York University financial statements for the year ended 30 April 2020. 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, 2020

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## 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, 2020 and the results of its operations and its cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with that in the financial statements.

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

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

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

Ernst & Young LLP, Chartered Professional Accountants, the auditors appointed by the Board of Governors, have reported on the financial statements for the year ended April 30, 2020. The independent auditor's report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Carol McAulay  
Vice-President, Finance and Administration

Rhonda L. Lenton  
President and Vice-Chancellor

## COMMENTARY ON YORK UNIVERSITY FINANCIAL STATEMENTS – 2019-2020 AND FINANCIAL OUTLOOK

The University successfully completed its academic programs and experienced a successful conclusion to the fiscal year despite the onset of the COVID-19 pandemic in the latter half of the winter term.

### Financial Commentary

Student fee revenue for 2019-20 was driven by strong enrolments at both the domestic and international undergraduate level. Undergraduate enrolments totaled 36,191 domestic fiscal fulltime equivalents ('FFTEs') for 2019-20 compared to 34,804 FFTEs for the prior year. International undergraduate enrolments for 2019-20 comprised 7,847 FFTEs, compared to 6,593 FFTEs for the prior year. These robust enrolment numbers contributed to incremental tuition revenue growth, notwithstanding the provincial government's decision in January, 2019 to reduce domestic tuition fees by 10% for the fiscal year. Student fee revenue increased from \$694 million in 2018-2019 to \$714 million in 2019-20.

Government grants, which consist largely of provincial grants and other research related funding, amounted to \$387 million (2018-19 – \$418 million). Provincial operating grants were unchanged relative to the prior fiscal year. The decrease in government grants relates largely to the recognition of revenue for research related funding. Revenue for research is recognized as expenditures are incurred. Research related expenditures (and the recognition of revenue) in the months of March and April in 2020 were markedly lower, as the University moved to a remote working environment, due to the COVID-19 pandemic.

Investment income from operating funds increased to \$23 million (2018-19 – \$19 million), largely the result of more favourable short-term interest rates and higher operating cash balances. The University follows the deferral method for accounting for investment income on external endowments, and recognizes investment income in the Statement of Operations as related expenses are incurred. The amount of investment income recognized in the Statement of Operations for both internal and external endowments was just over \$14 million (2018-19 – \$15 million).

The market value of the University's endowments was \$495 million at April 30, 2020, compared to \$496 million, for the prior year. The University's rate of return was 2.2% in 2019-20 (2018-19 – 9.1%). The COVID-19 pandemic disrupted capital markets and returns in the last two months of fiscal 2020.

The University's operating cash and cash equivalents amounted to \$160 million at April 30, 2020 (2018-19 – \$124 million). Operating resources invested in short to medium term fixed income products amounted to \$896 million at April 30, 2020 (2018-19 – \$701 million). The University maintains these cash balances to finance the University capital plans, described below.

Salaries and benefits increased from \$747 million in 2018-19 to \$772 million in 2019-20. The increase in salaries and benefits was largely the result of salary increments from collective agreements and additional faculty complement hiring to support the University's academic and research mission.

The University continues to support students with financial assistance. Scholarships and bursaries amounted to \$98 million in 2019-20 compared to \$92 million for the prior year,

Interest on long-term debt was \$27.2 million for 2019-20, compared to \$26.1 million for 2018-19. In 2018-19, a portion of interest on long-term debt was capitalized. The University issued a new debenture of \$100 million for general corporate purposes on April 1, 2020. The debenture's interest rate is 3.39% and matures in 2060.

Operating costs for 2019-20 were \$159 million compared to \$166 million for 2018-19. A portion of the decrease is the result of the expensing of soft costs for the Markham Centre Campus in 2018-19, as reported last year. In addition, as indicated above, research related expenditures also decreased this year relative to last year, as a result of COVID-19.

As summarized on the balance sheet, the University's unrestricted accumulated deficit has decreased from \$33 million in 2018-19 to \$31 million in 2019-20. The decrease in the accumulated deficit is the result of a small surplus in the University's ancillary operations. Surpluses related to academic operations are internally restricted and do not affect the University's unrestricted deficit.

### **Major Capital Projects**

Planning and construction activity continued on a number of important capital projects. Planning, design and procurement for the Markham Centre Campus (the "Campus") progressed significantly during the year. As previously reported, on October 23, 2018, the provincial government cancelled capital funding for the project. The University remained committed to the Campus and in 2019, the Board of Governors approved the Markham Centre Campus Project (the "Project") with a total project budget of \$275.5M. The Project will be financed through the aforementioned debenture of \$100 million, a contribution of land by the City of Markham, valued at \$50 million, a contribution from the Region of York for \$25 million, fundraising of \$50 million and a \$50.5 million contribution from reserves. The Campus is expected to open in 2023. Program offerings at the Markham Centre Campus will create high-quality digital learning opportunities to prepare students for the digital economy. The Campus will eventually accommodate 4,000 students at both the undergraduate and graduate level and will secure the University's presence in the rapidly growing York Region.

During the fiscal year, construction began on the new School of Continuing Studies building, at a projected cost of \$72.7 million. The new building will accommodate the growing needs of the School for Continuing Studies (the "School") and will provide approximately 10,800 square meters of space and has a targeted completion date of June, 2021. The School of Continuing Studies was established three years ago, bringing together continuing professional education programs and English language support at the University to form one of the largest schools in Canada. The project's costs will be entirely funded by the School.

Design of the Neuroscience Facility at Sherman Health Science Research Centre also continued. This project has a budgeted cost of \$43.5 million and has a targeted completion date of the summer of 2022. The building will host the VISTA research neuroscience facility and provide additional office and clinical space for the Faculty of Health.

### **COVID-19 Pandemic**

Going forward, the University will be challenged by the COVID-19 pandemic. The University was able to successfully complete the winter term through remote teaching. While enrolment for the summer session for fiscal 2020-21 remains extremely positive, the institution is analyzing and modelling various planning scenarios for the upcoming fall term. The current situation, however, is unprecedented and it is very difficult to anticipate what impact the pandemic will have on enrolments. In addition, it is expected that the pandemic will have significant financial consequences for non credit programs, and ancillary businesses, such as residences and parking. The University is reviewing various options to mitigate the impacts of the pandemic, but it is becoming increasingly evident that the pandemic will present significant financial and operational challenges in fiscal 2020-21, and likely beyond. The University will work with the sector, the provincial government and health authorities to carefully navigate the future to ensure the institution continues to deliver on its mission and to safeguard the health of students, faculty and staff.

Carol McAulay  
Vice-President, Finance and Administration

## SUMMARY OF REVENUE AND EXPENSES

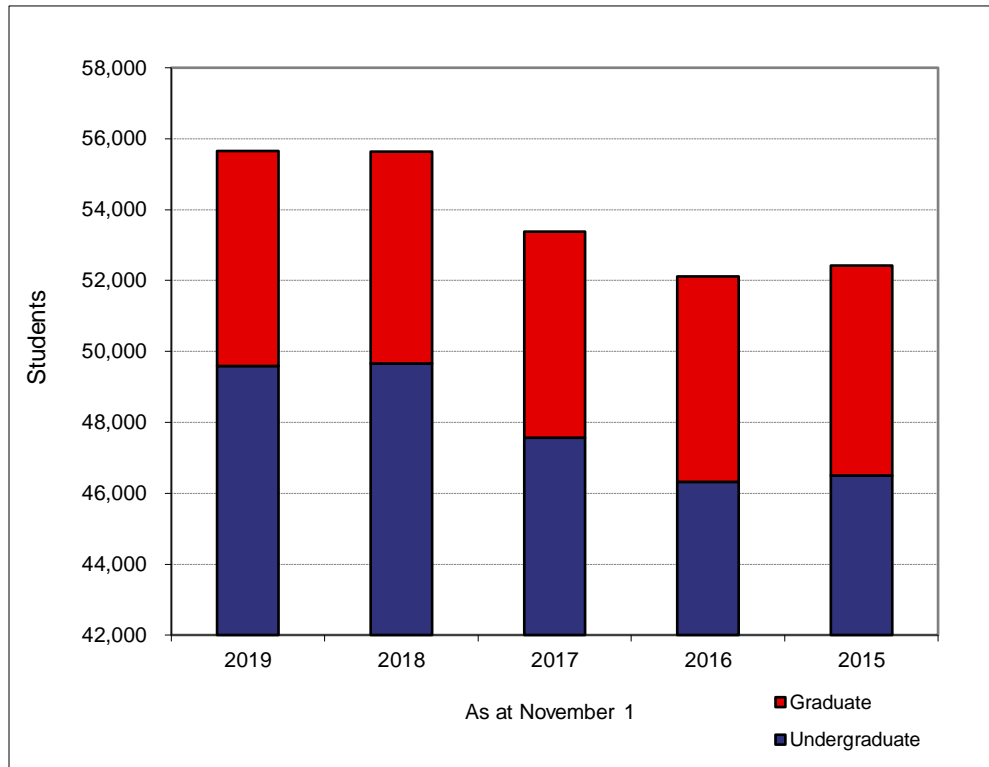
### Total Revenue and Expenses (Millions of dollars)

Year ended April 30	2020	2019	2018	2017	2016
	\$	\$	\$	\$	\$
<b><u>REVENUE</u></b>					
Student fees	714.2	694.2	550.4	555.5	519.8
Grants and contracts	387.2	418.1	390.0	380.3	371.7
Sales and services	64.7	69.1	64.4	66.2	64.8
Fees, recoveries and other income	37.3	38.6	37.4	39.7	37.1
Investment income	37.3	33.1	21.0	25.1	23.6
Amortization of deferred capital contributions	18.1	17.5	15.2	16.2	15.6
Donations	9.8	8.5	15.0	12.1	8.6
	<b>1,268.6</b>	<b>1,279.1</b>	<b>1,093.4</b>	<b>1,095.1</b>	<b>1,041.2</b>
<b><u>EXPENSES</u></b>					
Salaries and benefits	772.4	746.7	715.1	715.4	696.8
Operating costs	158.6	166.5	154.9	142.9	138.9
Scholarships and bursaries	98.2	91.8	85.7	80.8	68.8
Amortization of capital assets	48.5	46.1	43.4	45.3	42.7
Taxes and utilities	27.0	25.2	31.3	33.3	33.0
Interest on long-term debt	27.2	26.1	26.8	26.8	23.5
Cost of sales and services	11.4	12.4	13.6	14.2	14.2
	<b>1,143.3</b>	<b>1,114.8</b>	<b>1,070.8</b>	<b>1,058.7</b>	<b>1,017.9</b>

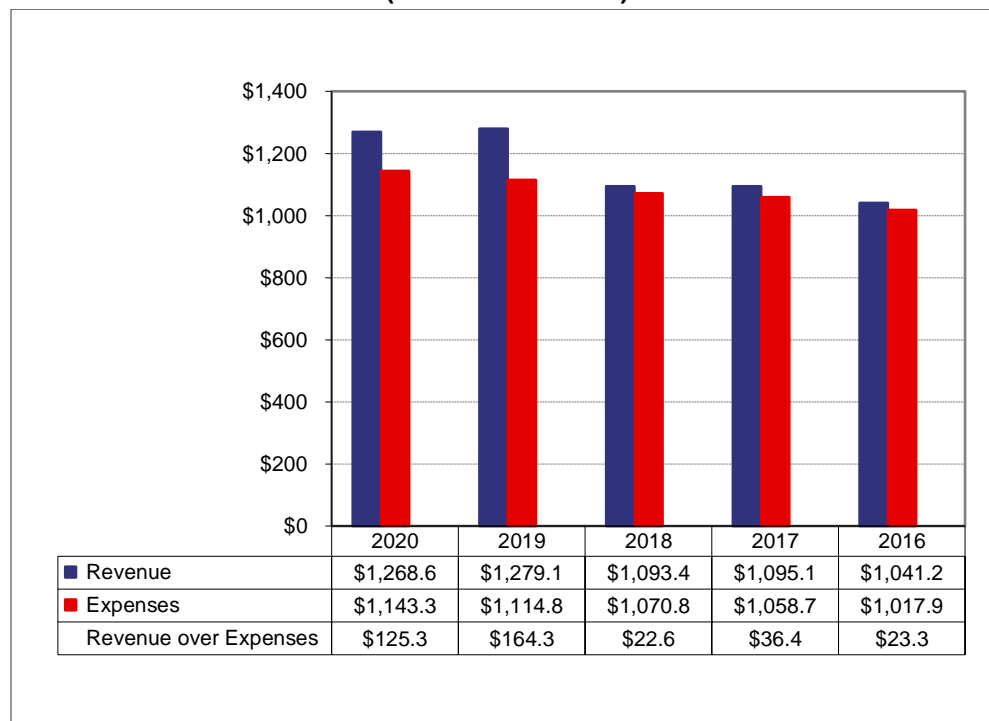
### % of Total Revenue and Expenses

Year ended April 30	2020	2019	2018	2017	2016
	%	%	%	%	%
<b><u>REVENUE</u></b>					
Student fees	56.4	54.3	50.3	50.7	49.9
Grants and contracts	30.5	32.7	35.7	34.7	35.7
Sales and services	5.1	5.4	5.9	6.0	6.2
Fees, recoveries and other income	2.9	2.9	3.4	3.7	3.6
Investment income	2.9	2.6	1.9	2.3	2.3
Amortization of deferred capital contributions	1.4	1.4	1.4	1.5	1.5
Donations	0.8	0.7	1.4	1.1	0.8
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b><u>EXPENSES</u></b>					
Salaries and benefits	67.5	67.0	66.7	67.6	68.5
Operating costs	13.9	15.0	14.5	13.5	13.6
Scholarships and bursaries	8.6	8.2	8.0	7.6	6.8
Amortization of capital assets	4.2	4.1	4.1	4.3	4.2
Taxes and utilities	2.4	2.3	2.9	3.1	3.2
Interest on long-term debt	2.4	2.3	2.5	2.6	2.3
Cost of sales and services	1.0	1.1	1.3	1.3	1.4
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## STUDENT HEADCOUNT 2015 – 2019

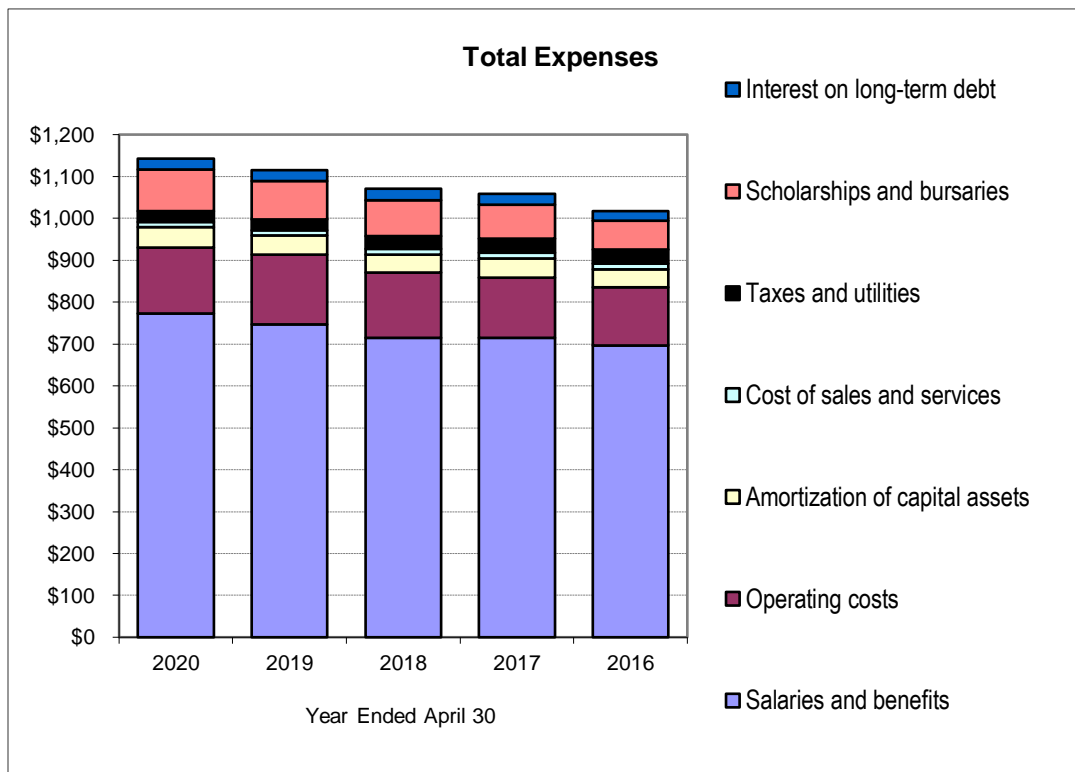
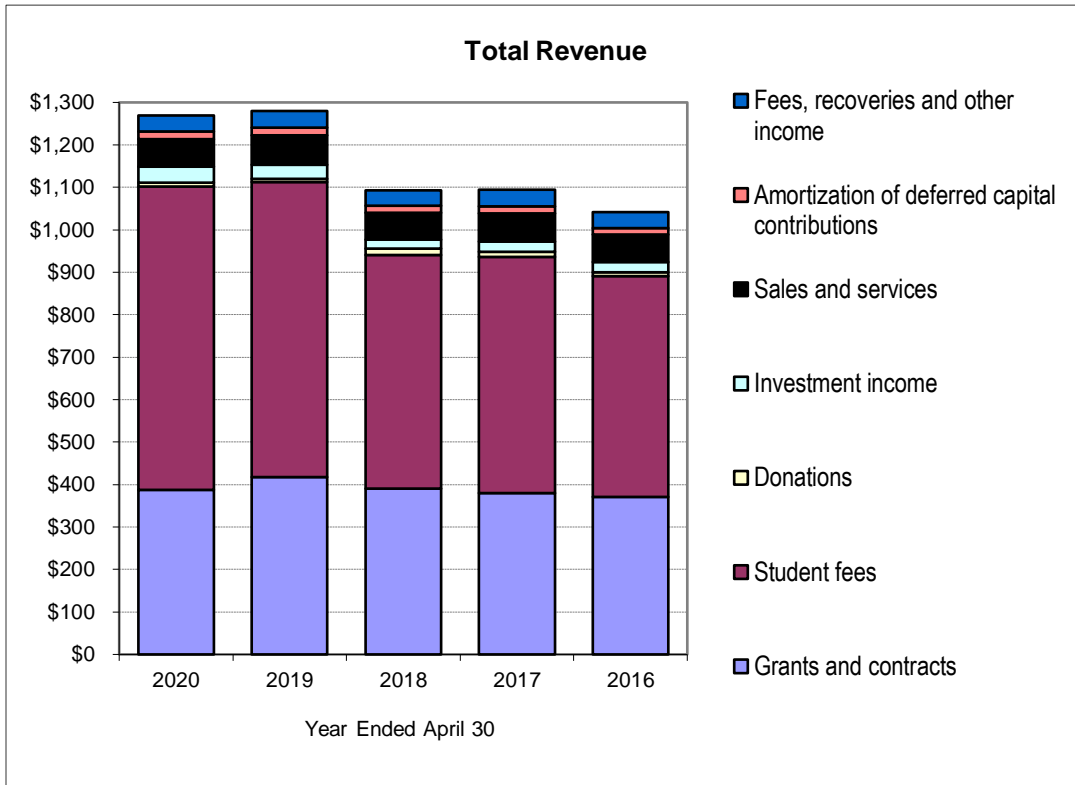


## REVENUE AND EXPENSES Year Ended April 30 2016 – 2020 (Millions of dollars)



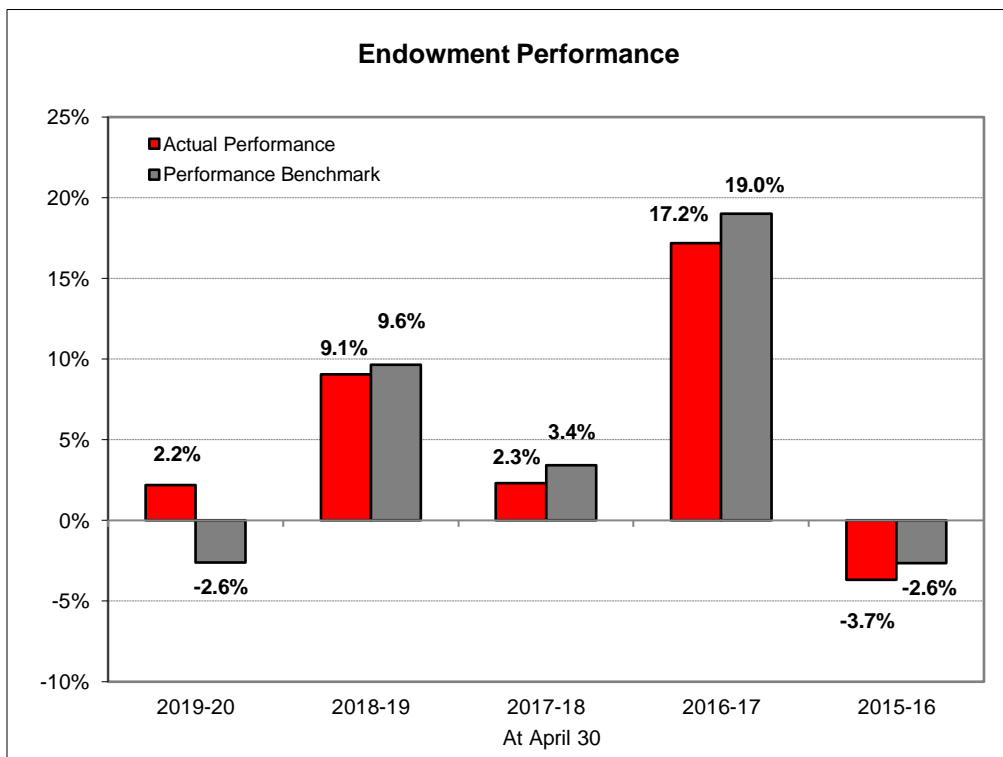
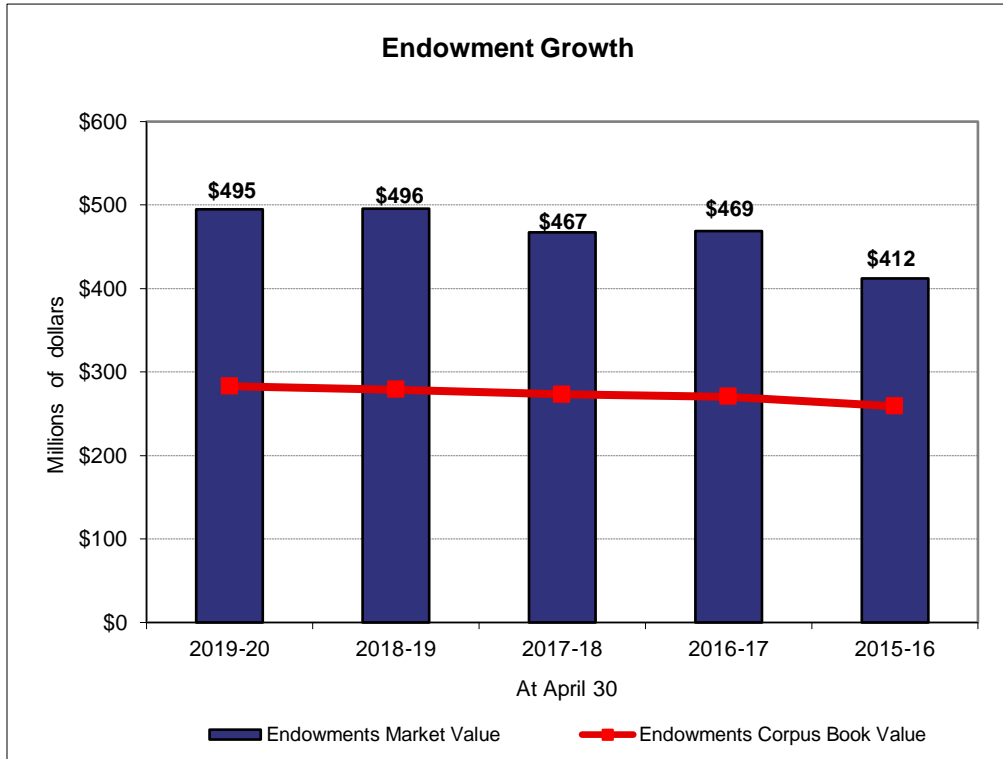
# SUMMARY OF REVENUE AND EXPENSES

2016 – 2020  
(Millions of dollars)



# ENDOWMENT GROWTH AND PERFORMANCE

2016 – 2020





## Independent auditor's report

To the Board of Governors of  
**York University**

### Opinion

We have audited the financial statements of York University [the "University"], which comprise the balance sheet as at April 30, 2020 and the statement of operations and changes in deficit, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2020 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other information

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

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

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

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

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

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

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

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

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

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

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

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

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

Toronto, Canada  
June 23, 2020

Chartered Professional Accountants  
Licensed Public Accountants

**BALANCE SHEET**  
(Thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	159,514	123,959
Accounts receivable (notes 4 and 14)	91,574	85,407
Inventories	3,712	4,435
Prepaid expenses	18,511	18,428
<b>Total current assets</b>	<b>273,311</b>	<b>232,229</b>
Pension plan asset (note 13)	11,970	58,589
Investments (note 3)	1,390,498	1,196,931
Investment in lease (note 4)	41,391	41,887
Capital assets, net (note 5)	1,498,935	1,521,023
	<b>3,216,105</b>	<b>3,050,659</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	125,559	131,567
Current portion of long-term debt (note 9)	498	467
Deferred revenue (note 18)	50,035	58,917
<b>Total current liabilities</b>	<b>176,092</b>	<b>190,951</b>
Deferred contributions (note 6)	179,449	168,602
Long-term liabilities (notes 8 and 13)	152,353	148,447
Long-term debt (note 9)	597,690	498,523
Deferred capital contributions (note 10)	447,324	454,008
<b>Total liabilities</b>	<b>1,552,908</b>	<b>1,460,531</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

See accompanying notes

On behalf of the Board of Governors:

Paul Tsaparis  
Chair

Rhonda L. Lenton  
President and Vice-Chancellor

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

Year ended April 30

	2020 \$	2019 \$
<b>REVENUE</b>		
Student fees (note 18)	714,247	694,215
Grants and contracts (note 6)	387,219	418,075
Sales and services (note 18)	64,692	69,118
Fees, recoveries and other income	37,257	38,615
Investment income (note 3)	37,265	33,141
Amortization of deferred capital contributions (note 10)	18,163	17,467
Donations	9,836	8,496
<b>Total revenue</b>	<b>1,268,679</b>	<b>1,279,127</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)	772,384	746,684
Operating costs	158,629	166,430
Scholarships and bursaries	98,195	91,854
Amortization of capital assets	48,484	46,133
Taxes and utilities	27,034	25,234
Interest on long-term debt (note 9)	27,222	26,110
Cost of sales and services	11,397	12,350
<b>Total expenses</b>	<b>1,143,345</b>	<b>1,114,795</b>
<b>Revenue over expenses for the year</b>	<b>125,334</b>	<b>164,332</b>
Employee benefit plans – remeasurements (note 13)	(48,313)	(53,257)
Net transfers to internally restricted net assets (note 11)	(75,160)	(106,893)
Net transfers to internally restricted endowments (note 12)	(243)	(1,493)
<b>Change in deficit in the year</b>	<b>1,618</b>	<b>2,689</b>
<b>Deficit, beginning of year</b>	<b>(33,047)</b>	<b>(35,736)</b>
<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

See accompanying notes

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

Year ended April 30				2020	2019
	Deficit	Internally restricted	Endowments	Total	Total
	\$	\$	\$	\$	\$
		<i>(note 11)</i>	<i>(note 12)</i>		
<b>Net assets, beginning of year</b>	<b>(33,047)</b>	<b>1,140,048</b>	<b>483,127</b>	<b>1,590,128</b>	1,448,903
Revenue over expenses for the year	125,334	-	-	125,334	164,332
Employee benefit plans – remeasurements <i>(note 13)</i>	(48,313)	-	-	(48,313)	(53,257)
Net transfers to internally restricted net assets <i>(note 11)</i>	(75,160)	75,160	-	-	-
Contribution related to land and artwork	-	-	-	-	47
Investment income (loss) on externally restricted endowments less amounts made available for spending <i>(note 12)</i>	-	-	(8,113)	(8,113)	24,344
Contributions to externally restricted endowments <i>(note 12)</i>	-	-	4,161	4,161	5,759
Net transfers to internally restricted endowments <i>(note 12)</i>	(243)	-	243	-	-
<b>Net assets, end of year</b>	<b>(31,429)</b>	<b>1,215,208</b>	<b>479,418</b>	<b>1,663,197</b>	1,590,128

See accompanying notes

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

Year ended April 30

	2020 \$	2019 \$
<b>OPERATING ACTIVITIES</b>		
Revenue over expenses for the year	125,334	164,332
Add (deduct) non-cash items:		
Amortization of capital assets	48,484	46,133
Amortization of deferred capital contributions	(18,163)	(17,467)
Amortization of transaction costs	50	45
Employee benefit plan expense	50,591	44,300
Net change in non-cash balances related to operations ( <i>note 14</i> )	(9,549)	(803)
Contributions to employee benefit plans	(47,883)	(43,597)
<b>Cash provided by operating activities</b>	<b>148,864</b>	<b>192,943</b>
<b>INVESTING ACTIVITIES</b>		
Purchase of investments, net ( <i>note 14</i> )	(201,680)	(175,115)
Purchase of capital assets ( <i>note 14</i> )	(27,545)	(62,657)
<b>Cash used in investing activities</b>	<b>(229,225)</b>	<b>(237,772)</b>
<b>FINANCING ACTIVITIES</b>		
Issuance of debenture, net of transactions costs	99,615	-
Repayment of long-term debt	(467)	(406)
Contributions restricted for capital purposes ( <i>note 14</i> )	12,607	6,022
Contributions to externally restricted endowments	4,161	5,759
<b>Cash provided by financing activities</b>	<b>115,916</b>	<b>11,375</b>
<b>Net increase (decrease) in cash and cash equivalents during the year</b>	<b>35,555</b>	<b>(33,454)</b>
Cash and cash equivalents, beginning of year	123,959	157,413
<b>Cash and cash equivalents, end of year</b>	<b>159,514</b>	<b>123,959</b>

See accompanying notes

# **NOTES TO FINANCIAL STATEMENTS**

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

**APRIL 30, 2020**

## **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.

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not contribute to the University's ability to provide goods and services. Any impairment results in a write-down of the asset and an expense in the statement of operations. An impairment loss is not reversed if the fair value of the related asset subsequently increases.



### 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.

### i) New accounting standards

During the year, the University adopted the new accounting standards Section 4433, Tangible Capital Assets, and Section 4434, Intangible Capital Assets as of May 1, 2019. Section 4433, Tangible Capital Assets replaces the previous Section 4431, Tangible Capital Assets and provides additional guidance on contributed assets and the write-down (partial impairment) of assets. Section 4434, Intangible Capital Assets replaces the previous Section 4432, Intangible Capital Assets and provides additional guidance on contributed assets and the write-down (partial impairment) of assets. The changes did not have any impact on these financial statements.

## 3. INVESTMENTS

a) Investments consist of the following:

	2020	2019
	\$	\$
Cash	3,653	8,258
Short-term investments	8,881	8,885
Guaranteed investment certificates	568,750	382,127
Canadian government bonds	47,856	74,376
Canadian corporate bonds	194,202	237,631
Foreign bonds	131,243	49,703
Mortgages	74,819	72,914
Canadian and global equities	318,042	326,681
Infrastructure	41,837	35,474
Other	1,215	882
<b>Total</b>	<b>1,390,498</b>	<b>1,196,931</b>

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

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

	2020 \$	2019 \$
Fair value – endowments	494,970	496,040
Amortized cost – operating and sinking funds	895,528	700,891
<b>Total</b>	<b>1,390,498</b>	<b>1,196,931</b>

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

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

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

	2020		2019	
	Notional value (CAD \$)	Fair value of contract (CAD \$)	Notional value (CAD \$)	Fair value of contract (CAD \$)
<b>Currency sold</b>				
USD	29,409	317	26,575	(278)

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:

	2020 \$	2019 \$
Investment income on endowments, net of management fees ( <i>note 12</i> )	8,682	39,577
Remove investment income credited to external endowments ( <i>note 12</i> )	(8,340)	(37,987)
Add allocations for spending on external endowments, net of deferrals	13,996	12,943
<b>Investment income attributable to endowments</b>	<b>14,338</b>	<b>14,533</b>
Other investment income	22,927	18,608
<b>Total</b>	<b>37,265</b>	<b>33,141</b>

#### 4. INVESTMENT IN LEASE

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

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

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

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

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

	2020 \$	2019 \$
Aggregate future minimum lease payments	110,420	115,238
Less unearned finance income	(68,533)	(72,905)
<b>Investment in lease (note 8)</b>	<b>41,887</b>	42,333
Less current portion recorded in accounts receivable	(496)	(446)
<b>Balance, end of year</b>	<b>41,391</b>	41,887

Minimum future lease payments are expected to be as follows:

	\$
2021	4,818
2022	4,818
2023	4,818
2024	4,818
2025	4,818
Thereafter	86,330
<b>Total</b>	<b>110,420</b>

The University has recorded the amounts owed to the consortium under the lease assignment within the liabilities section of the Balance Sheet. The current portion of \$496 (2019 – \$446) is reported within accounts payable and accrued liabilities while the long-term portion is reported in long-term liabilities as \$41,391 (2019 – \$41,887) (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:

	2020			2019		
	Cost \$	Accumulated amortization \$	Net book value \$	Cost \$	Accumulated amortization \$	Net book value \$
Land	590,472	-	590,472	590,472	-	590,472
Buildings, facilities and infrastructure	1,434,325	605,407	828,918	1,421,978	570,884	851,094
Equipment and furnishings	146,367	91,461	54,906	141,774	85,666	56,108
Library books	48,447	48,447	-	52,242	52,242	-
Construction in progress	18,436	-	18,436	17,146	-	17,146
Art collection	6,203	-	6,203	6,203	-	6,203
<b>Total</b>	<b>2,244,250</b>	<b>745,315</b>	<b>1,498,935</b>	<b>2,229,815</b>	<b>708,792</b>	<b>1,521,023</b>

- a) During the year, the total cost of items added to library books was \$1,792 (2019 – \$2,778) and the total cost of items removed was \$5,587 (2019 – \$5,793).
- b) The Glendon campus land and a majority of the Keele campus land were acquired by grants. These grants had restrictive covenants, which have been registered on the title of the property, and which purport to limit use of the properties for educational or research purposes at the University level.

## 6. DEFERRED CONTRIBUTIONS

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

	2020			2019		
	Research and other grants and contracts \$	Donations and expendable balances from endowments \$	Total \$	Research and other grants and contracts \$	Donations and expendable balances from endowments \$	Total \$
<b>Balance, beginning of year</b>	117,898	50,704	168,602	114,973	47,846	162,819
Contributions, grants and investment income	80,039	31,148	111,187	87,711	28,048	115,759
Transfers to revenue	(70,079)	(30,261)	(100,340)	(84,786)	(25,190)	(109,976)
<b>Balance, end of year</b>	<b>127,858</b>	<b>51,591</b>	<b>179,449</b>	<b>117,898</b>	<b>50,704</b>	<b>168,602</b>

## 7. CREDIT FACILITIES

The University has an unsecured demand operating facility in the amount of \$20 million. This facility bears interest at a rate that varies with the balances on deposit, ranging from the bank's prime rate of 2.45% plus or minus 0.5%. Letters of credit in the amount of \$5.4 million (2019 – \$5.0 million) have been utilized against this facility.

## 8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2020	2019
	\$	\$
Obligation under lease assignment ( <i>note 4</i> )	41,887	42,333
Less current portion recorded in accounts payable and accrued liabilities	(496)	(446)
<b>Long-term portion of obligation under lease assignment</b>	<b>41,391</b>	<b>41,887</b>
Employee other benefits ( <i>note 13</i> )	110,962	106,560
<b>Total</b>	<b>152,353</b>	<b>148,447</b>

## 9. LONG-TERM DEBT

Long-term debt consists of the following:

	2020	2019
	\$	\$
<b>Debentures</b>		
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
Senior unsecured debenture bearing interest at 3.39%, maturing on April 1, 2060	100,000	-
Other debentures bearing interest at 6.88% to 7.63%, maturing from 2021 to 2023 Weighted average interest rate is 7.36% (2019 – 7.32%)	1,071	1,435
<b>Term Loans</b>		
Term loan bearing interest at 4.50%, maturing in 2023	466	569
	<b>601,537</b>	502,004
<b>Unamortized transaction costs</b>	<b>(3,349)</b>	(3,014)
	<b>598,188</b>	498,990
<b>Less current portion</b>	<b>(498)</b>	(467)
<b>Total</b>	<b>597,690</b>	498,523

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

	\$
2021	498
2022	345
2023	368
2024	326
Thereafter	600,000
<b>Total</b>	<b>601,537</b>

Certain buildings with an insignificant net book value have been pledged as collateral for certain mortgages and certain term loans. The amount of interest expense during the year on long-term debt was \$27,222 (2019 – \$26,110).

## 10. DEFERRED CAPITAL CONTRIBUTIONS

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

	2020	2019
	\$	\$
<b>Balance, beginning of year</b>	<b>454,008</b>	464,325
Contributions in the year ( <i>note 14</i> )	11,479	7,150
Amortization of deferred capital contributions	<b>(18,163)</b>	(17,467)
<b>Balance, end of year</b>	<b>447,324</b>	454,008
Comprising:		
Capital contributions - expended	442,450	454,008
Capital contributions - unexpended	4,874	-
<b>Balance, end of year</b>	<b>447,324</b>	454,008

## 11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2020	2019
	\$	\$
Departmental carryforwards	194,798	118,200
University fund	33,464	58,448
Computing systems development	11,829	13,012
Contractual commitments to employee groups	5,935	5,984
Research programs	33,605	30,413
Employee pension benefits ( <i>note 13</i> )	11,970	58,589
Sinking fund	78,881	74,425
Investment in capital assets	25,007	36,801
Land appraisal reserve	585,602	585,602
Capital reserve	263,196	183,853
Future funded capital projects	<b>(29,079)</b>	(25,279)
<b>Total</b>	<b>1,215,208</b>	1,140,048

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:

	2020			2019		
	Internally restricted \$	Externally restricted \$	Total \$	Internally restricted \$	Externally restricted \$	Total \$
<b>Balance, beginning of year</b>	<b>18,044</b>	<b>465,083</b>	<b>483,127</b>	17,103	434,428	451,531
Contributions	-	4,161	4,161	-	5,759	5,759
Investment income ( <i>note 3</i> )	342	8,340	8,682	1,590	37,987	39,577
Available for spending	(99)	(16,453)	(16,552)	(97)	(13,643)	(13,740)
Transfers	(1,634)	1,634	-	(552)	552	-
<b>Balance, end of year</b>	<b>16,653</b>	<b>462,765</b>	<b>479,418</b>	18,044	465,083	483,127

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

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

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

<b>For the year ended April 30</b>	<b>OSOTF I</b>	<b>OSOTF II</b>	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Endowment Funds:</b>				
<b>Endowment at book value, beginning and end of year</b>	<b>67,583</b>	<b>10,714</b>	<b>78,297</b>	78,297
<b>Endowment at market value, end of year</b>	<b>110,378</b>	<b>16,539</b>	<b>126,917</b>	129,391
<b>Expendable Funds:</b>				
Balance, beginning of year	27,977	2,213	30,190	28,300
Realized investment gains, net of capital protection	9,034	1,351	10,385	5,875
Bursaries awarded	(3,806)	(633)	(4,439)	(3,985)
<b>Expendable funds available for awards, end of year</b>	<b>33,205</b>	<b>2,931</b>	<b>36,136</b>	30,190
<b>Number of bursaries awarded</b>	<b>2,060</b>	<b>357</b>	<b>2,417</b>	1,990

<b>OTSS</b>	<b>2020</b>	<b>2019</b>
<b>For the year ended March 31*</b>	<b>\$</b>	<b>\$</b>
<b>Endowment Funds:</b>		
<b>Endowment at book value, beginning and end of year</b>	<b>45,764</b>	45,764
<b>Endowment at market value, end of year</b>	<b>65,938</b>	69,985
<b>Expendable Funds:</b>		
Balance, beginning of year	17,503	16,397
Realized investment gains, net of capital protection	6,216	3,052
Bursaries awarded	(2,550)	(1,946)
<b>Expendable funds available for awards, end of year</b>	<b>21,169</b>	17,503
<b>Number of bursaries awarded</b>	<b>1,244</b>	1,003

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

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

### 13. EMPLOYEE BENEFIT PLANS

The University has a number of funded and unfunded benefit plans that provide pension, other retirement and post-employment benefits to most of its employees. The pension plan is a defined contribution plan, which has a defined benefit component that provides a minimum level of pension benefits. The most recent actuarial valuation for funding purposes for the pension plan was performed as at December 31, 2019.

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, 2020.



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

	2020		2019	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	\$	\$	\$	\$
<b>Plan surplus (deficit), beginning of year</b>	<b>58,589</b>	<b>(106,560)</b>	107,201	(101,212)
Employee benefit plan expense	(40,228)	(10,363)	(34,658)	(9,642)
Remeasurements	(48,736)	423	(52,048)	(1,209)
Employer contributions	42,345	5,538	38,094	5,503
<b>Plan surplus (deficit), end of year</b>	<b>11,970</b>	<b>(110,962)</b>	58,589	(106,560)
<b>Additional Information:</b>				
Plan assets	2,819,885	-	2,739,620	-
Plan obligations	(2,807,915)	(110,962)	(2,681,031)	(106,560)
<b>Plan surplus (deficit), end of year</b>	<b>11,970</b>	<b>(110,962)</b>	58,589	(106,560)
Employee contributions	34,097	-	32,772	-
Benefits paid and administrative expenses	129,152	6,237	113,360	5,503

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:

	2020		2019	
	Pension	Other	Pension	Other
	benefit plan	benefit plans	benefit plan	benefit plans
	%	%	%	%
<b>Accrued benefit surplus (deficit)</b>				
Discount rate	5.75	5.75	5.75	5.75
Rate of inflation	2.00	2.00	2.00	2.00
Rate of compensation increase	4.00	4.00	4.00	4.00
<b>Benefit expense</b>				
Discount rate	5.75	5.75	5.75	5.75
Rate of inflation	2.00	2.00	2.00	2.00
Expected long-term rate of return on plan assets	5.75	-	5.75	-
Rate of compensation increase	4.00	4.00	4.00	4.00

For measurement purposes, 4.87% (2019 – 4.89%) and 4.67% (2019 – 4.76%) annual increases in the cost of covered health care benefits were assumed for the post-retirement benefit and post-employment benefit plans, respectively. The rate of increase was assumed to decrease gradually to 4.00% in 2038 and 2029 for post-retirement benefit plan and post-employment benefit plan, respectively; the rate of increase is to remain at that level thereafter.

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

	<b>2020</b>	<b>2019</b>
	<b>%</b>	<b>%</b>
Equities	51	53
Fixed income	32	30
Other	17	17
<b>Total</b>	<b>100</b>	<b>100</b>

#### 14. ADDITIONAL INFORMATION

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

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Accounts receivable	(7,295)	31,186
Inventories	723	(877)
Prepaid expenses	(83)	318
Accounts payable and accrued liabilities	(4,859)	2,046
Deferred revenue	(8,882)	(39,259)
Deferred contributions	10,847	5,783
<b>Net change in non-cash balances related to operations</b>	<b>(9,549)</b>	<b>(803)</b>

The purchase of investments is calculated as follows:

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Change in investments	(193,567)	(199,459)
Investment income (loss) on externally restricted endowments less amounts made available for spending ( <i>note 12</i> )	(8,113)	24,344
<b>Sale (purchase) of investments, net</b>	<b>(201,680)</b>	<b>(175,115)</b>

The purchase of capital assets is calculated as follows:

	<b>2020</b>	<b>2019</b>
	<b>\$</b>	<b>\$</b>
Additions to capital assets	(26,396)	(55,741)
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	(1,149)	(6,963)
Donations of artwork and land	-	47
<b>Purchase of capital assets</b>	<b>(27,545)</b>	<b>(62,657)</b>

Contributions restricted for capital purposes is calculated as follows:

	2020	2019
	\$	\$
Additions to deferred capital contributions ( <i>note 10</i> )	11,479	7,150
Change in current year, from the previous year, in accounts receivable related to capital asset additions	1,128	(1,128)
<b>Contributions restricted for capital purposes</b>	<b>12,607</b>	<b>6,022</b>

As at April 30, 2020, accounts payable and accrued liabilities include government remittances payable of \$17,835 (2019 – \$16,647).

## 15. RELATED ENTITY

The University is a member, with thirteen other universities, of a joint venture called TRIUMF, Canada's national laboratory for particle and nuclear physics located on the University of British Columbia ("UBC") campus. TRIUMF is an unincorporated registered charity, and each university has an undivided 7.14% (2019 – 7.14%) 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.

	2020	2019
	\$	\$
	(Unaudited)	(Audited)
<b>Statement of Financial Position</b>		
Total assets	54,767	54,766
Total liabilities	8,823	9,283
Total fund balances	45,944	45,483
<b>Statement of Combined Funding/Income and Expenses</b>		
Revenue	85,605	87,264
Expenses	85,144	82,832
Surplus of revenue over expenses	461	4,432

## 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, 2020, 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, 2019, 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, 2019, the balance in the fund, \$11.5 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, 2020 is approximately \$78.3 million. These capital projects will be financed by government grants, internal funds, and fundraising.

## **17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT**

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

### **Foreign currency risk**

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

### **Interest rate risk**

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

### **Credit risk**

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

### **Other price risk**

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

## **Liquidity risk**

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

## **18. LABOUR DISRUPTION**

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

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

In addition, certain services provided to students related to housing and parking were extended into fiscal 2018-19.

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

## **19. COVID-19**

In March 2020, the World Health Organization declared the spread of coronavirus ("COVID-19") to constitute a global pandemic. This has resulted in governments worldwide enacting emergency measures to combat the spread of the virus including travel restrictions in and out of and within Canada, barring gathering of people and requirements to stay at home. These restrictions impacted the operations of the University and resulted in the closure of physical premises of all post-secondary institutions. The impact of COVID-19 also adversely impacted global commercial activity and contributed to the significant volatility in certain equity and debt markets. This led to significant volatility and declines in the global public equity markets and it is uncertain how long this volatility will continue.

The extent of such adverse effects on the University's business and financial and operational performance are uncertain and difficult to assess. The financial impacts will depend on future developments, including the duration, spread and severity of the outbreak, physical distancing requirements, the duration and geographic scope of related travel advisories and restrictions, and the extent of disruptions to businesses globally and its related impact on the economy.

Given the outcome and timeframe to a recovery from the current pandemic is highly unpredictable, it is not practicable to estimate and disclose possible impacts on future operations at this time. As at April 30, 2020, the University did not make significant adjustments to reflect the possible future impact of COVID-19 on its long term operations or assets. Investments reported at fair value were valued based on markets as at year-end. The valuation of investments reported at amortized cost, receivables and other estimates within the financial statements were recorded consistent with the University's accounting policies and no additional provisions were deemed necessary by management. Management has assessed the going concern assumption and considers it appropriate, given the University has a strong working capital base and access to liquid resources to support operations in the coming year.

## **20. COMPARATIVE FINANCIAL STATEMENTS**

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

# Fiscal 2019-20 Financial Statement Review Board Finance & Audit Committee

VARI HALL

June 22, 2020

# Agenda

## 2019-2020 Highlights

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

# Financial Statement Overview

## Financial Statements include:

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



Unqualified Opinion

To the Board of Governors of  
**York University**

**Opinion**

We have audited the financial statements of York University [the "University"], which comprise the balance sheet as at April 30, 2020 and the statement of operations and changes in deficit, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2020 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Basis for opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Other information**

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

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

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

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

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

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

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

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

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

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

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

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

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

Toronto, Canada  
June 23, 2020

Chartered Professional Accountants  
Licensed Public Accountants

Toronto, Canada  
To be dated on Board approval



# Financial Highlights: Comparative Analysis - Revenue/Expenses

## % of Total Revenue and Expenses

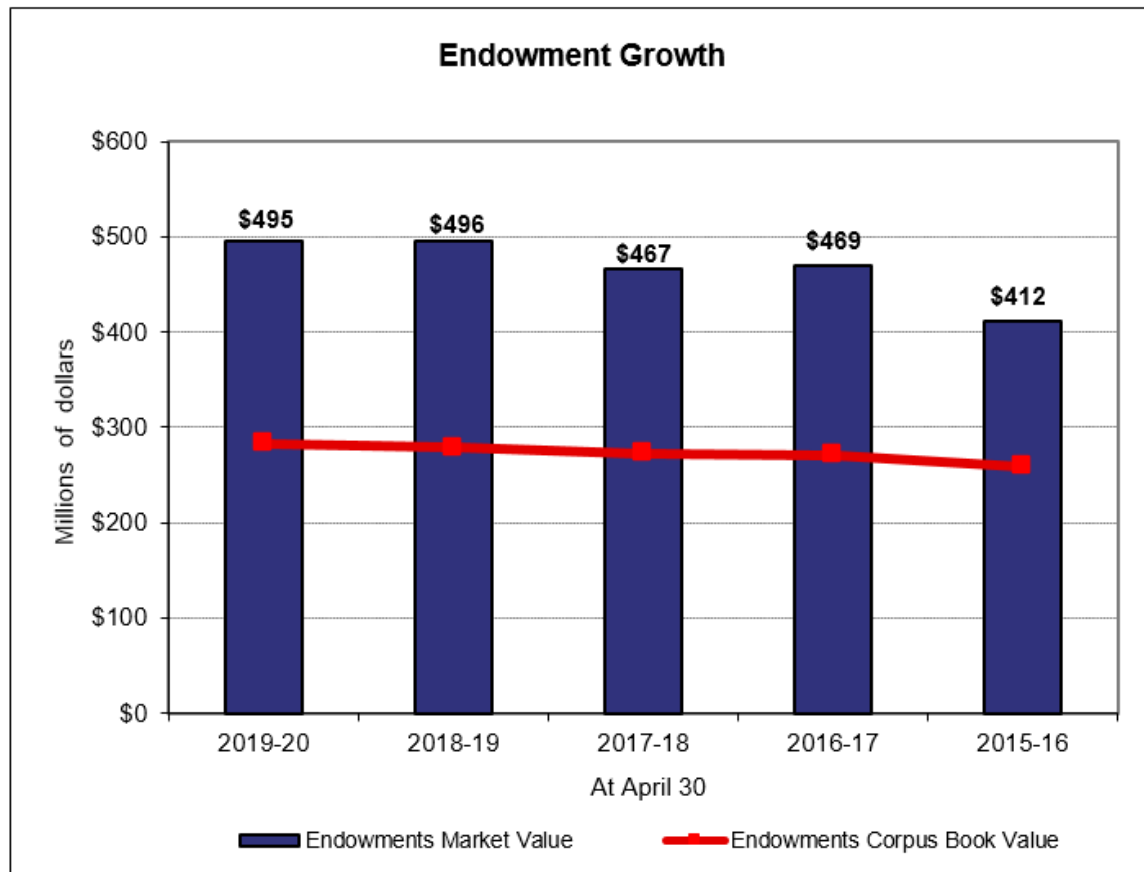
Year ended April 30

	2020	2019	2018	2017	2016
	%	%	%	%	%
<b><u>REVENUE</u></b>					
Student fees	56.4	54.3	50.3	50.7	49.9
Grants and contracts	30.5	32.7	35.7	34.7	35.7
Sales and services	5.1	5.4	5.9	6.0	6.2
Fees, recoveries and other income	2.9	2.9	3.4	3.7	3.6
Investment income	2.9	2.6	1.9	2.3	2.3
Amortization of deferred capital contributions	1.4	1.4	1.4	1.5	1.5
Donations	0.8	0.7	1.4	1.1	0.8
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b><u>EXPENSES</u></b>					
Salaries and benefits	67.5	67.0	66.7	67.6	68.5
Operating costs	13.9	15.0	14.5	13.5	13.6
Scholarships and bursaries	8.6	8.2	8.0	7.6	6.8
Amortization of capital assets	4.2	4.1	4.1	4.3	4.2
Taxes and utilities	2.4	2.3	2.9	3.1	3.2
Interest on long-term debt	2.4	2.3	2.5	2.6	2.3
Cost of sales and services	1.0	1.1	1.3	1.3	1.4
	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

# Financial Highlights: Endowment Growth and Performance

## ENDOWMENT GROWTH AND PERFORMANCE

2016 – 2020



# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	159,514	123,959
Accounts receivable (notes 4 and 14)	91,574	85,407
Inventories	3,712	4,435
Prepaid expenses	18,511	18,428
<b>Total current assets</b>	<b>273,311</b>	<b>232,229</b>
Pension plan asset (note 13)	11,970	58,589
Investments (note 3)	1,390,498	1,196,931
Investment in lease (note 4)	41,391	41,887
Capital assets, net (note 5)	1,498,935	1,521,023
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>	<b>447,324</b>	<b>454,008</b>
Commitments and contingent liabilities (notes 7 and 16)		
<b>Total liabilities</b>	<b>1,552,908</b>	<b>1,460,531</b>
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
<b>Accounts Receivable</b>	<b>\$92 M</b>	<b>\$86 M</b>
<i>Major changes include:</i>		
<b>Increase in Student Accounts Receivable</b>	<b>\$7 M</b>	
<b>Other</b>	<b>(\$1 M)</b>	
<b>Total</b>	<b>\$6 M</b>	

# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	159,514	123,959
Accounts receivable (notes 4 and 14)	91,574	85,407
Inventories	3,712	4,435
Prepaid expenses	18,511	18,428
<b>Total current assets</b>	<b>273,311</b>	<b>232,229</b>
Pension plan asset (note 13)	11,970	58,589
Investments (note 3)	1,390,498	1,196,931
Investment in lease (note 4)	41,391	41,887
Capital assets, net (note 5)	1,498,935	1,521,023
	<b>3,216,105</b>	<b>3,050,659</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>		
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
<b>Pension Plan Asset</b>	<b>\$12 M</b>	<b>\$59 M</b>
<b>Balance consists of:</b>		
	2020	2019
Plan Assets	\$2,820 M	\$2,740 M
Plan Obligations	(\$2,808 M)	(\$2,681 M)
<b>Plan Surplus (Deficit), end of year</b>	<b>\$12 M</b>	<b>\$59 M</b>

# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	159,514	123,959
Accounts receivable (notes 4 and 14)	91,574	85,407
Inventories	3,712	4,435
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Capital assets, net (note 5)	1,498,935	1,521,023
	<b>3,216,105</b>	<b>3,050,659</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>		
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
<b>Investments</b>	<b>\$1,391 M</b>	<b>\$1,197 M</b>
<b>Balance consists of:</b>		
	2020	2019
<b>Endowments</b>	<b>\$495 M</b>	<b>\$496 M</b>
<b>Operating/Sinking Fund</b>	<b>\$896 M</b>	<b>\$701 M</b>
<b>Total</b>	<b>\$1,391 M</b>	<b>\$1,197 M</b>

# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	159,514	123,959
Accounts receivable (notes 4 and 14)	91,574	85,407
Inventories	3,712	4,435
Prepaid expenses	18,511	18,428
<b>Total current assets</b>	<b>273,311</b>	<b>232,229</b>
Pension plan asset (note 13)	11,970	58,589
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Investment in lease (note 4)	41,391	41,887
Capital assets, net (note 5)	1,498,935	1,521,023
	<b>3,216,105</b>	<b>3,050,659</b>

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

### Capital Assets

	2020	2019
	<u>\$1,499 M</u>	<u>\$1,521 M</u>

### Major changes include:

#### Additions/Changes:

Atkinson Tower Renovation	\$6 M
Furniture & Equipment	\$6 M
Markham Campus (Soft Costs)	\$3 M
School of Continuing Studies Building	\$3 M
IT - ICT (Information and Communications Technology Infrastructure) Projects	\$1 M
Science Building Renewal	\$1 M
Cogeneration Plant Renewal	\$1 M
Other (Computers, Vehicles, IT Equip)	\$6 M
Amortization	(\$49 M)
<b>Total</b>	<u><u>(\$22 M)</u></u>

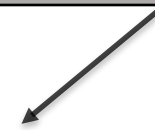
# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
	<b>3,216,105</b>	3,050,659
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)	125,559	131,567
Current portion of long-term debt (note 9)	498	467
Deferred revenue (note 18)	50,035	58,917
<b>Total current liabilities</b>	<b>176,092</b>	190,951
Deferred contributions (note 6)	179,449	168,602
Long-term liabilities (notes 8 and 13)	152,353	148,447
Long-term debt (note 9)	597,690	498,523
Deferred capital contributions (note 10)	447,324	454,008
<b>Total liabilities</b>	<b>1,552,908</b>	1,460,531
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	1,590,128
	<b>3,216,105</b>	3,050,659

	2020	2019
Accounts Payable	<u>\$126 M</u>	<u>\$132 M</u>
<b>Major changes include:</b>		
Increase in Student Account Credit Balances	\$3 M	
Increase in Government Remittance (EI, CPP etc.)	\$1 M	
Decrease in Total Holdbacks	(\$4 M)	
Decrease in Various Capital Projects	(\$4 M)	
Other	(\$2 M)	
<b>Total</b>	<u>(\$6 M)</u>	





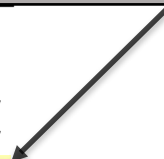
# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
<b>LIABILITIES</b>		
<b>Current</b>		
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<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
	\$	\$
<b>Deferred Revenue</b>	<b>\$50 M</b>	<b>\$59 M</b>
<b>Major changes include:</b>		
Tuition Summer Session	(\$10 M)	
Tuition - School of Continuing Studies	\$2 M	
Other	(\$1 M)	
<b>Total</b>	<b>(\$9 M)</b>	



# Balance Sheet

## (thousands of dollars)

As at April 30

	2020 \$	2019 \$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
<b>LIABILITIES</b>		
<b>Current</b>		
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Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	1,663,197	1,590,128
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
<b>Long Term Debt</b>	<b>\$598 M</b>	<b>\$499 M</b>
<b>Balance consists of:</b>		
	2020	2019
<b>Debenture due</b>		
2042	\$200 M	\$200 M
2044	\$100 M	\$100 M
2054	\$100 M	\$100 M
2056	\$100 M	\$100 M
2060 (Markham)	\$100 M	-
	<b>\$600 M</b>	<b>\$500 M</b>
<b>Unamortized transaction costs</b>	(\$3 M)	(\$3 M)
<b>Other debt</b>	\$1 M	\$2 M
<b>Total</b>	<b>\$598 M</b>	<b>\$499 M</b>

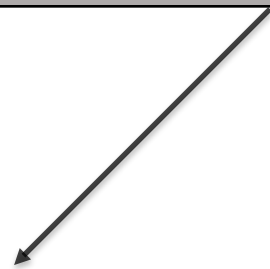
# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
<b>LIABILITIES</b>		
<b>Current</b>		
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Deferred contributions (note 6)	179,449	168,602
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<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
	\$	\$
<b>Deferred Capital Contributions</b>	<b>\$447 M</b>	<b>\$454 M</b>
<b>Major changes include:</b>		
Joan Goldfarb Visual Arts Study Centre	\$5 M	
Rob and Cheryl McEwen Graduate Study & Research Building	\$3 M	
Laboratory Equipment	\$3 M	
Amortization	(\$18 M)	
<b>Total</b>	<b>(\$7 M)</b>	



# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents	159,514	123,959
Accounts receivable (notes 4 and 14)	91,574	85,407
Inventories	3,712	4,435
Prepaid expenses	18,511	18,428
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Capital assets, net (note 5)	1,498,935	1,521,023
	<b>3,216,105</b>	<b>3,050,659</b>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>		
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
Deficit	\$31 M	\$33 M

Small decrease in deficit relates to strong ancillary operations despite being affected by the COVID 19 pandemic.

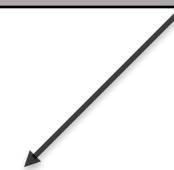
# Balance Sheet

## (thousands of dollars)

As at April 30

	2020	2019
	\$	\$
<b>ASSETS</b>		
<b>Current</b>		
Cash and cash equivalents		
Accounts receivable (notes 4 and 14)		
Inventories		
Prepaid expenses		
<b>Total current assets</b>		
Pension plan asset (note 13)		
Investments (note 3)		
Investment in lease (note 4)		
Capital assets, net (note 5)		
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (notes 8 and 14)		
Current portion of long-term debt (note 9)		
Deferred revenue (note 18)		
<b>Total current liabilities</b>		
Deferred contributions (note 6)		
Long-term liabilities (notes 8 and 13)		
Long-term debt (note 9)		
Deferred capital contributions (note 10)		
<b>Total liabilities</b>		
Commitments and contingent liabilities (notes 7 and 16)		
<b>NET ASSETS</b>		
Deficit	(31,429)	(33,047)
Internally restricted (note 11)	1,215,208	1,140,048
Endowments (note 12)	479,418	483,127
<b>Total net assets</b>	<b>1,663,197</b>	<b>1,590,128</b>
	<b>3,216,105</b>	<b>3,050,659</b>

	2020	2019
<b>Internally Restricted</b>	<b>\$1,215 M</b>	<b>\$1,140 M</b>
<b>Balance consists of:</b>		
	2020	2019
Departmental carryforwards	\$195 M	\$118 M
University fund	\$33 M	\$58 M
Computing systems development	\$12 M	\$13 M
Contractual commitments to employee groups	\$6 M	\$6 M
Research programs	\$33 M	\$30 M
Employee pension benefits	\$12 M	\$59 M
Sinking fund	\$79 M	\$74 M
Investment in capital assets	\$25 M	\$37 M
Land appraisal reserve	\$586 M	\$586 M
Capital reserve (Markham Campus, SIS Reserve etc.)	\$263 M	\$184 M
Future funded capital projects	(\$29 M)	(\$25 M)
<b>Total</b>	<b>\$1,215 M</b>	<b>\$1,140 M</b>



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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	714,247	694,215
Grants and contracts (note 6)	387,219	418,075
Sales and services (note 18)	64,692	69,118
Fees, recoveries and other income	37,257	38,615
Investment income (note 3)	37,265	33,141
Amortization of deferred capital contributions (note 10)		
Donations		
<b>Total revenue</b>		
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
<b>Revenue over expenses for the year</b>		
Employee benefit plans – remeasurements (note 13)		
Net transfers to internally restricted net assets (note 11)		
Net transfers to internally restricted endowments (note 12)		
<b>Change in deficit in the year</b>		
<b>Deficit, beginning of year</b>		
<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Student Fees</b>	<b>\$714 M</b>	<b>\$694 M</b>
<b>Major changes include:</b>		
Student fees - 18-19	\$694 M	
Deferral of student fees into 18-19 as a result of labour disruption	(\$62 M)	
Tuition Credit Opportunity (18-19)	\$16 M	
10% Reduction - domestic fees	(\$37 M)	
Tuition fee increases - International	\$27 M	
Higher Enrolments (partly due to stronger summer in 19-20 compared to 18-19)	\$73 M	
Non Credit Programs	\$3 M	
<b>Total</b>	<b>\$714 M</b>	

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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	714,247	694,215
Grants and contracts (note 6)	387,219	418,075
Sales and services (note 18)	64,692	69,118
Fees, recoveries and other income	37,257	38,615
Investment income (note 3)	37,265	33,141
Amortization of deferred capital contributions (note 10)	18,163	17,467
Donations	9,836	8,496
<b>Total revenue</b>	<b>1,618</b>	<b>2,689</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>	<b>1,618</b>	<b>2,689</b>
<b>Revenue over expenses for the year</b>		
Employee benefit plans – remeasurements (note 13)		
Net transfers to internally restricted net assets (note 11)		
Net transfers to internally restricted endowments (note 12)		
<b>Change in deficit in the year</b>	<b>1,618</b>	<b>2,689</b>
<b>Deficit, beginning of year</b>	<b>(33,047)</b>	<b>(35,736)</b>
<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Grants and contracts</b>	<b>\$387 M</b>	<b>\$418 M</b>
<b>Major changes include:</b>		
Research grants	(\$12 M)	
FY 2019 Reverse of Markham Campus Deferred Capital Contribution	(\$12 M)	
FY2019 One Time Only Green House Gas Retrofit Program Grant	(\$15 M)	
Other	\$8 M	
<b>Total</b>	<b>(\$31 M)</b>	

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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	714,247	694,215
Grants and contracts (note 6)	387,219	418,075
Sales and services (note 18)	64,692	69,118
Fees, recoveries and other income	37,257	38,615
Investment income (note 3)	37,265	33,141
Amortization of deferred capital contributions (note 10)	18,163	17,467
Donations	9,836	8,496
<b>Total revenue</b>	<b>1,268,679</b>	<b>1,279,127</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)	7,111,111	7,111,111
Operating costs	1,111,111	1,111,111
Scholarships and bursaries	1,111,111	1,111,111
Amortization of capital assets	1,111,111	1,111,111
Taxes and utilities	1,111,111	1,111,111
Interest on long-term debt (note 9)	1,111,111	1,111,111
Cost of sales and services	1,111,111	1,111,111
<b>Total expenses</b>	<b>1,111,111</b>	<b>1,111,111</b>
<b>Revenue over expenses for the year</b>	<b>1,111,111</b>	<b>1,111,111</b>
Employee benefit plans – remeasurements (note 13)	(48,313)	(53,257)
Net transfers to internally restricted net assets (note 11)	(75,160)	(106,893)
Net transfers to internally restricted endowments (note 12)	(243)	(1,493)
<b>Change in deficit in the year</b>	<b>1,618</b>	<b>2,689</b>
<b>Deficit, beginning of year</b>	<b>(33,047)</b>	<b>(35,736)</b>
<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Sales and Services</b>	<b>\$65 M</b>	<b>\$69 M</b>
<b>Major changes include:</b>		
Housing, Parking and Transportation	(\$2 M)	
Bookstore	(\$1 M)	
Other	(\$1 M)	
<b>Total</b>	<b>(\$4 M)</b>	



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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	714,247	694,215
Grants and contracts (note 6)	387,219	418,075
Sales and services (note 18)	64,692	69,118
Fees, recoveries and other income	37,257	38,615
Investment income (note 3)	37,265	33,141
Amortization of deferred capital contributions (note 10)	18,163	17,467
Donations	9,836	8,496
<b>Total revenue</b>	<b>1,268,679</b>	<b>1,279,127</b>
<b>EXPENSES</b>		
Salaries and benefits (note 13)		
Operating costs		
Scholarships and bursaries		
Amortization of capital assets		
Taxes and utilities		
Interest on long-term debt (note 9)		
Cost of sales and services		
<b>Total expenses</b>		
<b>Revenue over expenses for the year</b>		
Employee benefit plans – remeasurements (note 13)		
Net transfers to internally restricted net assets (note 11)		
Net transfers to internally restricted endowments (note 12)	(243)	(1,493)
<b>Change in deficit in the year</b>	<b>1,618</b>	<b>2,689</b>
<b>Deficit, beginning of year</b>	<b>(33,047)</b>	<b>(35,736)</b>
<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Investment Income</b>	<b>\$37 M</b>	<b>\$33 M</b>
<b>Balance consists of:</b>		
	2020	2019
<b>Investment Income Attributable to Endowments</b>	<b>\$14 M</b>	<b>\$14 M</b>
<b>Other Investment Income</b>	<b>\$23 M</b>	<b>\$19 M</b>
<b>Total</b>	<b>\$37 M</b>	<b>\$33 M</b>

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

Year ended April 30

	2020 \$	2019 \$
<b>REVENUE</b>		
Student fees (note 18)		
Grants and contracts (note 6)		
Sales and services (note 18)		
Fees, recoveries and other income		
Investment income (note 3)		
Amortization of deferred capital contributions (note 10)		
Donations		
<b>Total revenue</b>		
<b>EXPENSES</b>		
Salaries and benefits (note 13)	772,384	746,684
Operating costs	158,629	166,430
Scholarships and bursaries	98,195	91,854
Amortization of capital assets	48,484	46,133
Taxes and utilities	27,034	25,234
Interest on long-term debt (note 9)	27,222	26,110
Cost of sales and services	11,397	12,350
<b>Total expenses</b>	<b>1,143,345</b>	<b>1,114,795</b>
<b>Revenue over expenses for the year</b>	<b>125,334</b>	<b>164,332</b>
Employee benefit plans – remeasurements (note 13)	(48,313)	(53,257)
Net transfers to internally restricted net assets (note 11)	(75,160)	(106,893)
Net transfers to internally restricted endowments (note 12)	(243)	(1,493)
<b>Change in deficit in the year</b>	<b>1,618</b>	<b>2,689</b>
<b>Deficit, beginning of year</b>	<b>(33,047)</b>	<b>(35,736)</b>
<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Salaries and benefits</b>	<b>\$772 M</b>	<b>\$746 M</b>
<b>Major changes include:</b>		
Salary Increments	\$25 M	
Other	\$1 M	
<b>Total</b>	<b>\$26 M</b>	



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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)		
Grants and contracts (note 6)		
Sales and services (note 18)		
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<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Operating Costs</b>	<b>\$159 M</b>	<b>\$166 M</b>
<b>Major changes include:</b>		
Library Digital Supplies	\$2 M	
Software and IT Supplies	\$2 M	
FY2019 Markham Campus (Soft Costs) not in FY2020	(\$11 M)	
<b>Total</b>	<b>(\$7 M)</b>	

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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)		
Grants and contracts (note 6)		
Sales and services (note 18)		
Fees, recoveries and other income		
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<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Scholarships and Bursaries</b>	<b>\$98 M</b>	<b>\$92 M</b>
<b>Major changes include:</b>		
Increase in Bursaries	\$5 M	
Increase in Scholarships	\$1 M	
<b>Total</b>	<b>\$6 M</b>	

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

Year ended April 30

	2020 \$	2019 \$
<b>REVENUE</b>		
Student fees (note 18)		
Grants and contracts (note 6)		
Sales and services (note 18)		
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Investment income (note 3)		
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<b>Deficit, end of year</b>	<b>(31,429)</b>	<b>(33,047)</b>

	2020	2019
<b>Revenue over expenses</b>	<b>\$125 M</b>	<b>\$164 M</b>
<b>Normalized Revenue over expenses:</b>		
<b>Revenue over expenses</b>	<b>\$125 M</b>	<b>\$164 M</b>
<b>Remove revenue deferral due to labour disruption (Student Fees and Ancillary)</b>		(\$64 M)
<b>Tuition Credit Opportunity</b>		\$16 M
<b>Add back 10% domestic tuition fee reduction</b>	<b>\$37 M</b>	
<b>Normalized</b>	<b>\$162 M</b>	<b>\$116 M</b>

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

Year ended April 30

	2020	2019
	\$	\$
<b>REVENUE</b>		
Student fees (note 18)	714,247	694,215
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Remeasurement of the Pension Asset  
and Other Post Employment Benefits

# Questions



## Board of Governors

### Memorandum

To: Finance and Audit Committee

From: Carol McAulay, Vice-President Finance and Administration

Date: 22 June 2020

Subject: Appointment of External Auditors

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### Recommendation:

**That the Finance and Audit Committee approve and recommend to the Board of Governors the reappointment of Ernst & Young LLP as the auditor for the University for the fiscal year 2020-21.**

### Background

York issued an RFP for audit services in 2018 and Ernst and Young was the successful proponent.

York's administration reviews the service levels annually and is satisfied with the services provided. In addition, the University performs a review of the fees that are charged and compares them with the fees paid by other Ontario universities. The current fees are in line with rates charged to institutions of similar size and are consistent with the RFP issued in 2018.

The University has been assigned Diana Brouwer, CPA, CA, as the lead partner of Ernst and Young. Diana is the Assurance Partner specializing in the and not-for-profit sector and has been with the York account for a number of years.



## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Membership Agreement Between YUGSA and GESSA

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve that Master of Environmental Studies students be assessed the York University Graduate Student Association levy and that the Graduate Environmental Studies Student Association (GESSA) levy be terminated.**

### Background and Rationale:

The York University Graduate Student Association (YUGSA) and the Graduate Environmental Studies Student Association (GESSA) have agreed to terminate their Associate Membership Agreement. This termination agreement will result in Masters of Environmental Studies (MES) students becoming full members of YUGSA. As full members, MES students will be assessed the YUGSA student levy fee and will no longer be required to pay the separate GESSA fee, which will be terminated.

The table below show the existing levy fees per student government, and the difference in the amounts on a per term basis.

Student Government	GESSA	YUGSA	Difference
FT Per Term	\$39.50	\$47.16	\$7.66
PT Per Term	\$19.75	\$23.58	\$3.83

### Governance

[Presidential Regulation 4](#) provides the framework under which the University recognizes student governments and administers student levies. The Regulation permits the creation of Associate Memberships to be negotiated as per the following section:

## Board of Governors

*6.a. Subject to the principles governing these regulations, a central or faculty student government may make constitutional provision for associate membership for categories of students (in addition to the those specified above) who are the beneficiaries of some of its activities, but are unable to participate in its affairs because of the location of their studies or other anomalous conditions.*

Both student governments have gone through their respective approval processes to terminate the agreement.

GESSA will be able to access funding from YUGSA as a Departmental Graduate Student Association (DGSA) which is in line with how other graduate student organizations are funded.

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 May 2020

Subject: Spring 2019 Student Referendum on Affordable Housing

---

### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the following referendum results:**

- 1. Affordable Housing Committee: Implement a new levy of \$2.50 per term for part-time students and \$5.00 per term for full-time students, and to index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**

**Constituency: Graduate students in Faculty of Graduate Studies, Environmental Studies & Urban Change and the Schulich School of Business.**

### Background and Rationale:

The 2019 Spring Referendum took place in March 2019. The following question was asked:

*Are you in favour of establishing a new levy for the Affordable Housing Committee of \$2.50 per term for part-time students and \$5.00 per term for full-time students and to index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index?*

### Voting Results

Eligible voters – 5855; Total Votes - 649  
Yes – 549  
No – 77  
Abstain 23

## **Board of Governors**

The request for implementation was delayed as there were concerns regarding the implementation of the fee. Student Community & Leadership Development did not want to recommend the implementation of a fee that it would not be able to allocate because the project is unfeasible. In consultation with the proponent and other key University offices, these concerns were addressed, and the fee is now being recommended for implementation.

Proposed revisions to the referendum guidelines will proactively address these scenarios in the future.

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Tuition Fees

---

### Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following domestic and international tuition fees for two new programs offered through the School of Administrative Studies (SAS) in the Faculty of Liberal Arts & Professional Studies (LA&PS):

#### 1. Master of Science in Management Practice (MScMP)

- a. That the domestic full-time fee rate for 2020-21 be set at \$4,306.53 for 3 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. The fees are exclusive of centrally collected ancillary and student referenda fees.
- b. That the international full-time fee rate for 2020-21 be set at \$18,825.00 for 3 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. The fees are exclusive of centrally collected ancillary and student referenda fees.

#### 2. Graduate Diploma in Management (GDM)

- a. That the domestic full-time fee rate for 2020-21 be set at \$7,000.20 for 2 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. This fee excludes centrally collected ancillary and student referenda fees.
- b. That the international full-time fee rate for 2020-21 be set at \$10,500.30 for 2 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. This fee excludes centrally collected ancillary and student referenda fees.

## Board of Governors

### **Background and Rationale:**

#### **MCU Tuition Fee Framework**

The Ministry of Colleges and Universities (MCU) current Tuition Fee Framework is in place until the end of 2020-21. In this Framework, tuition fees for eligible students were reduced by 10% in 2019-20 and frozen at that level until the end 2020-21. The Framework does not apply to students paying international fees.

The proposed fees for the MScMP and the GDP are in alignment with the MCU Tuition Fee Framework. The tuition fees for the programs were approved by the MCU in May 2020.

#### **Master of Science in Management Practice (MScMP)**

The MScMP program is designed to provide future leaders with an understanding of management practices. The program focuses on applied research and analysis that informs evidence-based decision making. The program provides a flexible course offering and serves full-time students as well as professionals/part-time students who want to obtain a graduate degree in management, while continuing full-time employment. Prerequisite for admission to the program includes completion of an undergraduate degree in business and adequate quantitative preparation.

The proposed domestic and international fees for the MScMP are consistent with fees for other regular master's programs.

#### **Graduate Diploma in Management (GDM)**

The GDM program will provide students who have a non-business background, with a robust understanding of the field of management and critical skills required for managing an organization. Through a set of modules, students will be introduced to the major areas in management, including organizational theory, marketing, accounting, finance, operations management, management information systems, organizational behavior, and law.

The GDM program is a professional master's program, and the requested 2018-19 domestic fee rate of \$7,778 for two terms was approved by the MCU. The international fee rate is set at 50% above the domestic fee rate. This is consistent with comparable programs at other universities.

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Service Excellence Program Award of Contract

---

## Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve entering into a 3-year contract with NOUS Group Holdings (Canada) Ltd. for the development and execution of a service excellence roadmap. The value of the contract is \$7.8M, exclusive of HST, based on a three-year period from July 1, 2020 to June 30, 2023 with two (2) optional twenty-four (24) month extensions.

## Background

In 2017, York University, using Cubane Consulting's UniForum Program, embarked on a multi-year benchmarking initiative (Project Benchmark) to review user satisfaction with support services and functions, and to collect data related to expenditures on delivery of services/functions across the University. Through the UniForum Program, the University has been collecting and analyzing data that allows for comparison of similar data with several other participating Canadian and international universities. The comparisons enable York to identify and respond to areas for improvement in the quality and efficiency of service delivery. Service areas in the benchmarking program include, human resources, finance, information technology, facilities management, research administration, library services, governance and external relations, academic support services, general administration and student support services.

In March 2019 a Service Transformation (SR) team was assembled, with oversight by a Steering Committee chaired by Dean Lyndon Martin, Faculty of Education. Informed by the Project Benchmark results the SR team undertook reviews of key processes in finance and human resources. The project teams completed their work in the spring 2020 and identified a number of processes that could be re-designed to enhance efficiency and satisfaction. At the same time many service areas began documenting and communicating service levels with a view to supporting improved service.

# Board of Governors

## Setting the Vision for Service Excellence

In early 2020, following broad consultation, the University developed its vision for service excellence:

“York is committed to achieving Service Excellence. We are user-focused, working together with our community to enable outstanding services that result in high satisfaction. We are accountable for providing enhanced value to students, faculty and staff, and deliver simple, efficient and forward-looking services.”



## Current

In April 2020 the University issued a Request for Proposals (RFP) seeking the support and guidance of an experienced and highly qualified firm to assist the University in developing and executing a roadmap that would take the University from its current service delivery model to one that would implement its vision for Service Excellence. Following a bid evaluation, the successful proponent was assessed to be NOUS Group Holdings (Canada) Limited. NOUS Group will assume program direction for Service Excellence, providing overall project leadership, project management, process mapping, change management, and support for the development and implementation of a shared services centre. Their work will complement subject matter experts within the university, and they will be supported by a small project management office (PMO) resource provided by York. The deliverables include capacity building within, and knowledge transfer to, the University.



## Board of Governors

The Service Excellence Program is complementary to the Student Systems Renewal Program (SSRP).

### **Estimated Return on Investment**

It is planned that at the completion of this project the University will be positioned to realize savings in the order of \$30M annually.

### **Contract Term**

The term of the contract is 3-years and will cover the period of 01/07/2020 to 30/06/2023, with two (2) optional twenty-four (24) month extensions.

### **Funding**

Funding for this project will be sourced from a University reserve.

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Cooling Tower 3: Replacement

---

## Recommendation

**The Finance and Audit Committee recommends that the Board of Governors approve a \$3M budget, exclusive of HST, for the replacement of cooling tower 3.**

## Background and Rationale

Cooling tower three (CT3) is a critical component of the system that provides campus cooling. The University requires all cooling towers to be operating during the hottest days of the summer.

In terms of capacity, CT3 is the oldest, tallest, and second largest cooling tower in operation at the University. The circa 1970 CT3 is a 65' tall wooden structure with asbestos paneling. The wood structure is in poor condition, as per the most recent condition assessment report (ICT Inspection Report – February 27, 2020). CT3 has also been targeted by the Ministry of the Environment, Conservation and Parks (MOECP) in the Environmental Compliance Approval (ECA) for excessive noise, and replacement is one of the conditions for operation in York's amended ECA. CT3 was previously slated for replacement in year 22/23 of the 5 Year deferred maintenance (DM) plan, but the replacement now needs to be expedited. Replacing CT3 will ensure that the University can continue to supply reliable chilled water to the campus.

## Project Scope and Schedule

Pending budget approval, the work on CT3 will begin in October 2020, with commissioning by May 15, 2021. Adherence to the May 15, 2020 commissioning timeline is critical and delays cannot occur as campus cooling in the summer requires this equipment. The project schedule is as follows:

## Board of Governors

- Expedite the engineering and procurement of equipment by revising the packages used for replacement of Cooling Towers (CT) 1 and 2 – it is anticipated that savings will be realized through this process versus starting over
- Demolition of the existing cooling tower to commence October 2020
- Remedial concrete work, piping, and electrical rough to be completed by end of February 2021.
- Delivery and installation of the new CT3 to be completed by end of April 2021
- Commissioning of the new CT3 to be completed by May 15, 2021

### Funding

The \$3M proposed budget is an all-inclusive cost for the project. The project budget will straddle the end of fiscal 20/21 and the beginning of fiscal 21/22 and will be funded through the deferred maintenance budget.

The replacement of CT3 is expected to be approximately two-thirds of the cost of the CT1 and CT2 projects. A project cost estimate, based on the recent replacement of CT1 and CT2 (2017/2018) through the Strategic Infrastructure Fund Program (SIF), is provided below, followed by a cost breakdown.

Project	Description	Estimated Cost (\$M)
Fiscal 20/21	<ul style="list-style-type: none"> <li>• Engineering</li> <li>• Demolition and Remediation</li> <li>• Equipment Supply and Construction</li> </ul>	\$ 1.5
Fiscal 21/22	<ul style="list-style-type: none"> <li>• Construction &amp; Installation Completion</li> <li>• Commissioning</li> </ul>	1.5
<b>Total</b>		<b>\$ 3.0</b>

### Cost Breakdown

Description	Cost (\$M)
Engineering	\$ .250
Cooling Tower Supply	.525
Cooling Tower Demolition	.250
Cooling Tower Assembly	.900
Electrical Equipment	.500
Pump and motor	.220
Contingency – 12%	.360
<b>Total</b>	<b>\$3.000</b>

Planning and design work for CT3 will start immediately following Board approval with tender anticipated for summer 2020.

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Dahdaleh Building Exterior Enhancements

---

### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a budget of \$2.0M, inclusive of HST, for additional enhancements to the Victor P. Dahdaleh Building.**

### Background

The Victor P. Dahdaleh Building (DB) was completed on June 30, 2003. Since then two deficiencies have become evident on the exterior façade of the building. In April 2016, the Board approved \$2.025M to replace all the faulty spandrel panels and repair the precast panels. This work has been phased over the past few summers and will be completed this summer (2020).

While the repairs to the precast are necessary, an opportunity to “reimagine” the building presented itself - that being, the precast panels will receive a new colour as part of repairs. The new colour composition will modernize the building and update the overall look of the building.

### New Entrances Enhancements

Discussions with the donor uncovered an interest in further enhancements to the building and resulted in ideas to upgrade the south and northern building entrances. The south entrance, considered the “front door” along Pond Road, will receive a new glass portico enhancing its presence on the street, while modernizing the public face of the building. In addition, the north entrance will have its current entrance canopy enlarged to better punctuate the entrance. Natural stone accents will be added to the base of the building as feature elements and the west ground floor glazing will receive

## Board of Governors

coloured film as an overall building exterior enhancement. York worked with the original Architects, Moriyama and Teshima Architects to bring these enhancements to fruition.

### Funding

The total project budget of \$2.0M includes design fees, construction costs, contingency, allowances and HST. The project will be funded by the donor, Victor Phillip Dahdaleh.

### Schedule

The new enhanced entry scope is targeted for completion by end of summer 2020.

### New Exterior Enhancements (the designs are indicative)

#### New South Entry Portico



Concept 4  
South West Perspective

- New Metal Spandrel Panels in shade "Blue Thunder", over existing glass spandrel panels in seamless band
- New Polyurethane Façade coatings to precast wall panels (Color Harmony B: Nickel, Sea Spray, Roof Slate)
- New Double Storey Glass Entry Volume
- New "Blue Thunder" Fascia to front entry canopy
- New Feature stone to accent walls

MORIYAMA & TESHIMA ARCHITECTS

# Board of Governors

## Extended North Canopy

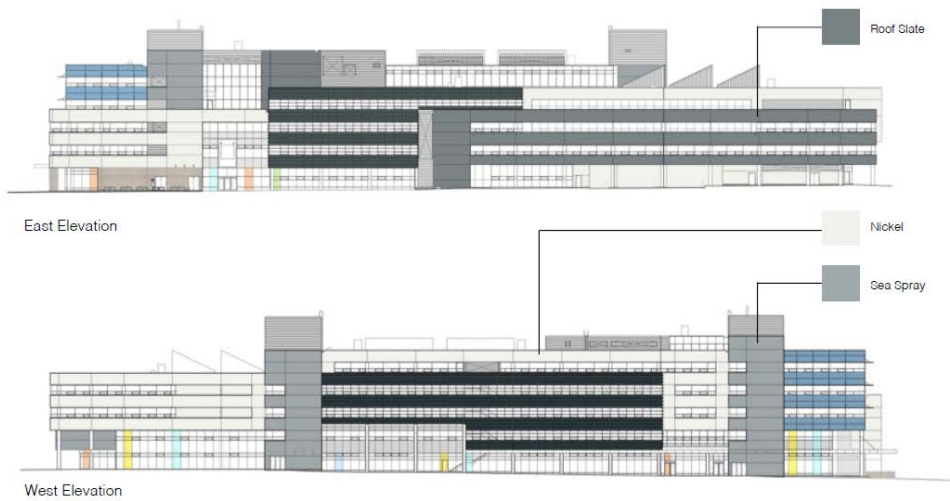


North West Perspective

- Extension of existing entry canopy
- New Colored Film to ground floor entry glazing
- New Accent Stone to North East Corner Wall

MORIYAMA & TESHIMA ARCHITECTS

## Coloured Film Accents



Color Harmony B (shown with Glass Colored Film, not to be included on any option with a glass box addition)

MORIYAMA & TESHIMA ARCHITECTS

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Campus Network Upgrade – Phase I

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## Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve a budget of \$8.15M, inclusive of HST, for the acquisition and implementation of equipment to renew York University’s aging computer network.**

## Background and Rationale

The University’s computer network is a key element to access any application and/or data, and to safeguard systems and confidential information. This key system was last upgraded 10 years ago when it was funded by the Campus Network Upgrade Program (CNUP), with a budget of over \$10M. Since then, it has not received any significant investment. In this context, the network has become less resilient in terms of reliability and redundancy, performance, and security.

Over the past 10 years, the number of devices on the network grew exponentially, including cellphones, tablets, watches, security cameras, door access, parking system, etc. York is already experiencing challenges with new devices on the network, and the limitation of the network hampers the integration of new technologies. These challenges will become more critical as, in addition to keeping up with normal usage growth and introduction of new technology, the University anticipates additional demands on the network in a new post-COVID reality.

With this funding request, York will be modernizing two of the four main components of the network: 1) The datacenter network (which connects all data center resources, including servers, storage, security appliances), and 2) The backbone network (which connects the different buildings).

## Board of Governors

In a subsequent phase, not included in this request, the University intends to upgrade the local and wide area networks, which currently have 7500 wireless access points and 1200 switches.

### **Risk**

The risks of not upgrading the current network includes the following:

#### Technical risks

- The risk of service failure is increasing in a context where most operational activities are mediated through the network (e.g. Office 365 is inoperable without a network connection). Since October 2019, York has experienced four network failures that each took approximately 8 hours to remediate.
- Inefficiencies and risks of error due to manual configurations, resulting in service interruptions
- Many bottlenecks in the network result in slow access to application and data

#### Security risks

- Many network components are no longer being supported and no longer receive security patches necessary to keep up with evolving threats
- The current network can only be reconfigured manually, which makes it less nimble and adaptable to new security threats
- The current network is not capable of utilizing modern threat management best practices

#### Functional risks

- The current network does not support many new services requested by faculty and researchers
- Network instability reduces work inefficiency

For York to meet its reputational, quality and enrolment aspirations, the University must improve its network infrastructure. Having a robust network that allows for quick and seamless Wi-Fi and wired access to all institutional services is now a basic expectation for students and the University community in general. An inadequate network results in the perception of poor service and a negative customer experience.

### **Benefits**

The benefits for upgrading to a new network include the following:

- Enhanced student and faculty experience
  - A more robust, more reliable and faster connection to systems
  - A greater range of technologies supported by a modern network
- Cost efficiencies by reducing lead time for implementing network changes (in the order of magnitude of a few hours vs a few weeks)



## Board of Governors

- Improved security stemming from the replacement of network components that are no longer supported and unable to utilize modern security best practices
- Significant power savings by using more efficient hardware and consolidating different aspects of the network

### Funding

The University will fund the investment from the University Fund, over two years, as per the below table.

<b>Description</b>	<b>Year 1 (\$M)</b>	<b>Year 2 (\$M)</b>
Data Centres	\$ 1.75	\$ 1.70
Core and Distribution	1.30	1.30
Wired Access	0.45	0.45
Wireless Access	0.50	0.70
<b>Total Spend per Phase</b>	<b>\$ 4.00</b>	<b>\$ 4.15</b>
<b>Total Project Spend</b>	<b>\$8.15M</b>	

## York University Board of Governors - Minutes



**Meeting:** Open Session 5 May 2020 at 1:30 pm  
Via Zoom

<b>Present:</b>	<b>Regrets:</b>	<b>Others:</b>
<p>Paul Tsaparis, Chair Kirsten Andersen Jacques Demers Antonio Di Domenico Kate Duncan Jose Etcheverry David Garg Max Gotlieb Vijay Kanwar Konata Lake Loretta Lam Julie Lassonde Ilana Lazar Rhonda Lenton Carole Malo David McFadden Earle Nestmann Dee Patterson Helen Polatajko Anita Ramjattan Eugene Roman Ken Silver Narendra Singh George Turlakis Mary Traversy Bobbi White Randy Williamson</p> <p>Pascal Robichaud, Secretary Cheryl Underhill, Senior Assistant Secretary</p>	<p>Francesca Accinelli Vijay Kanwar</p>	<p>Amir Asif Anthony Barbisan Gary Brewer Mary Condon Sheila Cote Meek Aldo DiMarcantonio Darran Fernandez Lucy Fromowitz Lisa Gleva Jane Goodyer Alice Hovorka Donald Ipperciel Barbara Joy Julie Lafford Tom Loebel Mary Catherine Masciangelo Alex Matos Ijade Maxwell-Rodrigues Carol McAulay JJ McMurtry Jeff O'Hagan Lisa Philipps Alice Pitt Chris Russel Christine Silversides Louise Spencer Graeme Stewart Rui Wang Susan Webb</p> <p>Terry Carter, Assistant Secretary Amanda Wassermuhl, Assistant Secretary Kathryn White, Assistant Secretary Elaine MacRae, Governance Coordinator Michelle Roseman, Administrative Assistant</p>

# York University Board of Governors - Minutes

## I. OPEN SESSION

### 1. Chair's Items

Governors and community members were welcomed to the 464<sup>th</sup> meeting of the Board of Governors of York University. The Chair drew attention to the Virtual Town Hall on York's response to the COVID-19 emergency, which is being held on May 6 from 3:30-4:30 p.m. and is open to all members of the York community. The Chair commended the President, her leadership team, and all members of the York community on their response to the pandemic. He also welcomed the new Vice-President Research & Innovation (VPRI), Amir Asif, and thanked outgoing Interim VPRI, Rui Wang.

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

The Chair reported the items decided in the Closed Session:

- the appointment of David Mochon Senado as the undergraduate student nominee to the Board of Governors for a two-year term, July 1, 2020 to June 30, 2022.

#### b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 3 March 2020
- Annual Review: Occupational Health and Safety Policies

Two items for information were included with the Agenda: the 2020-2021 schedule of Board and Board Committee meetings and the Report of the Joint Sub-Committee on Quality Assurance.

### 2. Executive Committee

Each Board committee has had an opportunity to review the full Enterprise Risk Monitoring Report (ERM) this cycle and to discuss those risks mostly closely aligned with their mandates. At its last meeting, the Executive Committee provided a forum for a cross-Committee discussion of the full spectrum of strategic risks as set out in the ERM. The existing ERM framework, which provides a regular assessment of any risks, has proven to be useful tool in helping to develop the University's response to the COVID-19 pandemic.

### 3. President's Items

President Lenton briefed Governors on York's response to the disruption caused by the COVID-19 pandemic, and ongoing planning. Governors were reminded of the planning context for York's institutional response, including the University Academic Plan (UAP) setting out the University's direction and priorities. Despite the disruption, York has had a

## York University Board of Governors - Minutes

positive 2019-2020 academic year, leaving it in a relatively stronger position than some other universities.

While the University is still managing its response to COVID-19, it has begun looking at mitigation and recovery. At the Special Meeting of the Board, Governors heard about the three scenarios modelling the impact of COVID-19 moving forward, and the anticipated impact of each scenario on enrollment in the 2020-2021 year. The University is now conducting further analysis to confirm the most likely scenario and estimation of budget implications. The President shared the results of student survey data, which are being used as an aid in scenario planning.

Following President Lenton's briefing, Governors engaged in a dialogue about the COVID-19 response and planning, with a particular focus on the student survey data. The need for special consideration of experiential education opportunities as well as the needs of international students was identified. Attention was also drawn to the Kudos report and the incredible work being done by York community members, such as a team of scientists and data analysts at the Schulich School of Business, including Murat Krystal, who have developed the COVID-19 Dynamics Dashboard, which can predict the number of new cases over the next five days in each country around the world, with the added ability to view projected rate increases by region and province or state, where possible.

Governors received a briefing and an update on York's ongoing effort to mitigate the risk to its information systems following a cyber incident detected on Friday evening. Quick and decisive action was taken, and the situation has been ameliorated.

### **a. Kudos Report**

The report as distributed was *noted*.

## **4. Academic Resources Committee**

On behalf of the committee, Mr. DiDomenico provided a summary of key items of business discussed at its meeting. Good news shared by President Lenton was York's recognition by the Times Higher Education Impact Rankings for the second year in a row. York was ranked 33<sup>rd</sup> of 767 universities around the world.

The committee received updates on the status of the draft University Academic Plan 2020-2025, academic continuity in the context of COVID-19, enrolment planning, a publications database corrections project by the Libraries, the decanal searches underway, research and community engagement activities related to COVID-19, the suspension of all on-campus activities with the exception of time-sensitive or critical items, and York's Tri-Council competition results and awards.

## York University Board of Governors - Minutes

The Committee reviewed the Enterprise Risk Monitoring Report and the most recent report of the Joint Sub-Committee on Quality Assurance transmitting a Final Assessment Report from the completed Cyclical Program Review of the undergraduate and graduate programs in Education.

### **a. Establishment of the Dahdaleh Distinguished Chair in Global Governance and Legal Epidemiology**

Documentation was *noted*. Mr. DiDomenico advised the Board that, having been approved by the Senate Academic Policy, Planning and Research Committee and the Board Academic Resources Committee, the Establishment of the Dahdaleh Distinguished Chair in Global Governance and Legal Epidemiology required Board approval. Provost Philipps has confirmed that the Chair is consistent with the University's academic interests as it builds upon York's leadership in Global Health and epidemiology and will create synergies with the Dahdaleh Institute for Global Health Research. The Chair will be funded by an endowment from Mr. Victor Dahdaleh and supplemented by matching funds from York. Professor Steven Hoffman, Professor in Global Health, Law, and Political Science, will be the inaugural chair holder. It was duly *agreed that the Board of Governors approve the establishment of the Dahdaleh Distinguished Chair in Global Governance and Legal Epidemiology*.

### **5. External Relations Committee**

The Chair provided an update on the items discussed by the committee, including York's comprehensive communications strategy in response to COVID-19, 2020 brand reputation tracking and creative platform research results, and the Points of Pride as set out in the materials. The committee received a campaign and alumni engagement update indicating a successful move to online and remote engagement. The emergency York University COVID-19 Student Relief Fund has been launched and more than \$100,000 has been raised so far. The committee also received a detailed report on community relations, summarizing the highlights of the past year as well as the goals moving forward over the next 12 months.

The committee reviewed the Enterprise Risk Monitoring report and had an opportunity to discuss those risks most closely aligned with its mandate.

### **6. Finance and Audit Committee**

On behalf of the committee, Ms. White reported that the primary items of business included an update on both the construction component and the debenture issue of the Markham Centre Campus, an update on the progress made in the first year since approval of the next generation Student Information System (now renamed the Student Systems Renewal Program), the annual report providing 2018-19 audit results of financial statements from student associations that receive levy fee revenue, reports providing

## York University Board of Governors - Minutes

overviews of the University's Ancillary Operations and Executive Learning Centre long-term plans and budgets that were developed prior to the COVID-19 crisis and would be brought back for approval at a future meeting, and the Enterprise Risk Monitoring report.

The committee received a budget update from the Provost and Vice-President Finance and Administration, indicating strong enrolment in 2019-2020. The committee agreed that a pre-COVID-19 Three-year Rolling Budget including the enrolment assumptions would be presented at the June Board cycle and an adjusted post-COVID-19 Three-year Rolling Budget would be brought to Board in September for approval.

The committee approved the 2020-2021 Internal Audit Plan and discussed the Internal Audit Status Report.

### **a. Lab Supplies and Equipment Contract – Vendor of Record**

Noting documentation included with the agenda, it was duly *agreed that the Board of Governors authorize the University to enter into agreements with Fisher Scientific and Life Technologies for the provision of laboratory supplies and equipment, covering the period of May 2020 to April 2023.*

## **7. Governance and Human Resources**

On behalf of the committee, Chair. McFadden reported on its discussions related to human resources in the context of COVID-19, the Health, Safety and Employee Well-Being 2019 Annual Report, labour relations, the Chancellor Search Process, the Vice-Chair/ Chair-Elect Process, and vacancy planning. A discussion of the Enterprise Risk Monitoring Report as applicable to the committee also was held.

There was a brief discussion about the possible impact of the pandemic on upcoming bargaining as well as a request for further details about vacancy planning, which would be brought forward to the next meeting of the Board.

## **8. Investment Committee**

Mr. Demers reported on the key items of business reviewed by the Investment Committee, including: annual investment review; renewable focused infrastructure fund; sustainable investing report; endowment fixed income restructuring update; endowment and pension funds' consultation services; discussion of sustainability planning; and endowment fund performance.

## **9. Land and Property Committee**

On behalf of the Committee, Mr. Williamson advised that the key items of business included an update on both the construction component and the debenture issue of the York University Markham Centre Campus project, the Capital Construction Report, a

## York University Board of Governors - Minutes

Lands for Learning Market Sounding Report from Deloitte, an overview of the next steps for the Lands for Learning strategy, and the Enterprise Risk Monitoring Report.

### 10. Other Business

The Chair thanked Governors for their tremendous support of the University. Fifty percent of Governors have already donated to the COVID-19 Emergency Relief Fund to support York's students at this difficult time, and the Chair was hopeful that 100% participation will be achieved. The Chair was delighted to announce that the Pierre Lasonde Family Foundation has come forward to provide \$150,000 to match contributions and to double the impact of giving.

The Chair conveyed the Board's heartfelt thanks for – and appreciation of – the unwavering support provided by the Secretariat in difficult circumstances.

### 11. In Camera Session

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

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

Pascal Robichaud, Secretary \_\_\_\_\_

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi-Jean White, Chair, Finance and Audit Committee

Date: 22 June 2020

Subject: Banking Resolution Update

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the following signing officers on University bank accounts:**

#### GROUP A

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

Paul Tsaparis  
Rhonda Lenton  
Lisa Philipps  
Carol McAulay  
Pascal Robichaud

#### GROUP B

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

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

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

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 an upcoming personnel change; specifically:

- The retirement of Aldo DiMarcantonio, AVP Finance and CFO, effective June 30, 2020, at which time his name will be removed from the signing officer's list. Search for a new AVP finance and CFO is in progress and the name of the successful candidate will be added to the list upon appointment.

**Joint Sub-Committee on Quality Assurance**  
**Report to the Board Academic Resources Committee**  
**Academic Policy, Planning and Research Committee**  
**Academic Standards, Curriculum and Pedagogy**

*The Sub-Committee met on 7 April 2020 and submits the following report to the full Committees.*

**Members present were as follows:**

Joanne Magee, Chair (Member designated by APPRC)  
Logan Donaldson (Member designated by ASCP)  
Lyse Hébert (Member designated by APPRC)  
Tom Loebel (Dean of Graduate Studies, ex officio)  
Alice Pitt (Vice-Provost Academic, ex officio)

Tom Wesson (member designated by ASCP) sent regrets.

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

**1. Revisions to the York University Quality Assurance Procedures (YUQAP) and York University Quality Assurance Policy**

The Sub-Committee resumed its discussion of proposed revisions to the York University Quality Assurance Procedures begun at its meeting in the fall, and considered companion changes to the York University Quality Assurance Policy as well.

Members provided input on the Procedures, which had been updated to reflect feedback shared at previous Sub-Committee meetings. Key changes to the Procedures include enhanced clarity of processes and requirements for the review and approval of program proposals and the cyclical program review processes, with a focus on simplifying the *Major vs Minor* Modifications framework to reduce the perceived complexity of the Procedures. Following an editorial review, the Sub-Committee will have an opportunity for a final review before the Procedures are forwarded to the Ontario Universities Council on Quality Assurance (Quality Council) for approval.

In tandem with the changes to YUQAP, updates to the York University Quality Assurance Policy have been made to align the two documents. Members reflected on and provided input on the changes, which include a substantive revision to the composition of the Joint Sub-Committee on Quality Assurance because its oversight function would be better served by continuing members with relevant prior experience as well as more frequent meetings. It is proposed that the Sub-Committee will remain under the auspices of the

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

## **Report to the Full Committees**

Senate ASCP and APPRC committees but will include five directly elected faculty members (for a three-year term) rather than two members from each of the two parent committees (who volunteer for a year at a time). There is precedent for this: Senate's Honorary Degrees and Ceremonials Subcommittee is composed of directly elected faculty members rather than members of its parent committee (Senate Executive).

Consultation with the parent committees and other relevant groups within the University on the proposed revisions to the Policy will be the next stage in the review exercise.

### **2. Cyclical Program Reviews (CPRs)**

Vice-Provost Academic Alice Pitt briefed members on the status of the CPRs in progress and adjustments to the schedule necessitated by the current disruption to University business due to the COVID-19 pandemic.

Joanne Magee  
Chair

## Board of Governors

### Memorandum

To: Board of Governors

From: Debbie Hansen, Executive Director, Community Support and Services  
Marian MacGregor, Committee Chair  
Executive Director, Centre for Human Rights, Equity and Inclusion

Date: June 10, 2020

Subject: Annual Reports of the Centre for Sexual Violence Response, Supports and Education and the Sexual Violence Advisory Committee Report

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The Reports of the Sexual Violence Advisory Committee and the Centre for Sexual Violence Response and Education are provided for information.

### Background:

In March 2019 the Province required all Ontario universities to have in place a Sexual Violence Policy Advisory Committee (“Advisory Committee”) and to report on the activities of the Committee on an annual basis to the Board of Governors and to the Ministry of Colleges and Universities. The Advisory Committee’s purpose is to review the Policy on Sexual Violence as required (at least every three years) and to provide opportunities to make and receive recommendations regarding additional steps York University could take to ensure a safe environment.

The Advisory Committee was struck in early 2019 to undertake a review of the York University *Policy on Sexual Violence* (the “Policy”) as required by the *Ministry of Training, Colleges and Universities Act* (the “Act”). That review was completed, and amendments were brought before this Committee in the Fall of 2019. The Advisory Committee is diverse in its membership with staff, faculty and students represented.

The Advisory Committee met again in March 2020 and was additionally tasked with making recommendations, as needed, to ensure a safe environment at York University. The Advisory Committee committed to meeting in person a minimum twice a year and more if deemed necessary.

The Province also requires that the Centre for Sexual Violence Response, Support and Education provide an annual update report on its activities to the Board of Governors.

## Report of York University Sexual Violence Advisory Committee

### Purpose

1. Provide an update on the activities of the York University Sexual Violence Advisory Committee

### Background

1. The Sexual Violence Advisory Committee (“Advisory Committee”) was initially established in early 2019.
2. The Advisory Committee membership reflects a diversity of student representatives as well as Administrators and Faculty.
3. The Advisory Committee was initially established to review the York University Policy on Sexual Violence (“policy”) and to make recommendations on policy amendments.
4. The Advisory Committee reviewed the policy and made recommendations for amendments to the Board of Governors in the Fall of 2019. Those recommendations were accepted, and the policy was revised in October 2019.
5. In addition, the Province requires all colleges and universities to establish a task force that will continue to review policies and procedures be devoted to examining the campus environments broadly and ensuring that we create an environment that promotes a safer space. The Advisory Committee will make and receive recommendations regarding additional steps York University could take to ensure a safe environment
6. The Advisory Committee, whose membership includes diverse student representation as well as Administrators and Faculty, was well placed to take on these additional tasks

### Activities of the Advisory Committee

1. The Advisory Committee met in March 2020 and its Terms of Reference was expanded to include making and receiving recommendations regarding additional steps York University could take to ensure a safe environment.
2. The Centre for Sexual Violence Response, Support and Education (the “Centre”) provided an overview of its activities for the past year including the supports and services offered. The Centre also directed the Advisory Committee to the newly released individual institutional results of the *Student Voices on Sexual Violence Survey* which had been released by the Province in February 2020.
3. The Advisory Committee committed to meeting at a minimum bi-annually.

## **Report of York University Sexual Violence Advisory Committee**

### **Recommendations**

1. The Advisory Committee recommended the following:
  - a. The Centre review the current training videos, and where possible, have French subtitles inserted
  - b. Consider using additional training scenarios/vignettes that involve the role of Teaching Assistants
  - c. Review best practices on how to implement client satisfaction surveys effectively and meaningfully

Dated: June 10, 2020

Prepared by: Marian MacGregor, Committee Chair

**HIGHLIGHTS DURING FROM  
MAY 1, 2019 TO APRIL 30, 2020**



**Consent Play** partnered with Vanier College Productions

WE'RE HERE FOR YOU.

Nous sommes là pour vous.

**Consent Week (At Keele and Glendon)** both for the Fall semester and the Winter Semester



**Panel Discussion:** Restorative Approaches to Sexual Violence on Campus: Exploring the Issues



**Transgender Awareness Week Event** - "When We Are Visible" with Stef Sanjati



**Healthy Relationships Presentation** on November 25, 2020



**Launched the Active Bystander Program** for Faculty and Staff in January 2020



**Shades of Our Sisters** featuring Feathers for Our Women opened March 9, 2020



**3rd Annual Transgathering** Event on March 11, 2020 for trans and non-binary students at York

**UPCOMING EVENTS FOR  
SUMMER 2020**

- **IT STARTS WITH YOU:** A new campaign we are launching for Fall 2020 to help mobilize the community around The Centre initiatives and also to enlist students, staff and faculty to become ambassadors for the Centre by taking the Active Bystander Training. This campaign will impact all of our events, partnerships and our approach to addressing sexual violence as a community.
- **DIY:** Mask Making to build connection across the community during the COVID-19 pandemic.
- **Building Safer Spaces Toolkit** for all student organizations to implement in all student activities
- **Pride Event**
- **Canada Day Event**
- **Peer Support Team virtual initiatives**
- **GEL initiatives (Gender Equity Lab formerly the Male Identified Group)**
- **Consent Play virtual delivery**

**WE'RE HERE FOR YOU**



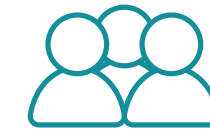
◀ Established Sexual Violence Response Office in 2017.

**H.E.R.E**

◀ H.E.R.E to Help, Educate, Respond to and Empower survivors and the York community at large.



◀ Established The Centre in 2018.



◀ Staffed with qualified subject matter experts who operate with the highest levels of confidentiality and deep empathy.



◀ York U's Sexual Violence Advisory Committee provides advice and recommendations.



◀ Provide supports for survivors and at their own pace.

**TRAINING AND EDUCATION**



We offer two training modules, focusing on policies and procedures pertaining to sexual violence response at York, for students and staff and faculty.



**854** certificates have been generated.

▲ Step one, Sexual Violence Response & Awareness, is an introductory course that provides information about policies and procedures.



**108** certificates have been generated.

▲ Step two, Responding to Disclosures of Sexual Violence, uses scenario-based interactive learning to evaluate effective response to disclosures of sexual violence.

**BUILDING AWARENESS FOR  
FACULTY, STAFF AND STUDENTS**



◀ The Division of Students (OSCR/Counselling) developed a Guide for faculty and staff entitled "Identifying and Responding to Students in Distress."

**25** staff/faculty sessions  
**1,623** students trained in the Active Bystander Training program  
**2,078** total amount of participants



◀ To date we have met with Deans, Associate Deans, Faculty Councils, Departments and the JCOAA to share resources and gain input on ways we can provide additional support.



◀ Consultation with York Federation of Students, York University Graduate Students Association and the Glendon College Students Union (GCSU).

**LEGEND**



Support



Education



Aid and Advocacy



**OVERVIEW**

York University created the Sexual Violence Response Office in 2017 to provide sexual violence prevention support and resources to our whole community of staff, students and faculty. In 2018, in response to feedback from community consultations, the University created a standalone centre as a single point of contact for integrated and holistic sexual assault response, support, advising, counselling, advocacy and case management services.

The Centre for Sexual Violence Response, Support & Education ("The Centre") opened in July 2018. Guided by the York University Policy on Sexual Violence, our main principle is to provide support for survivors and that this support should be provided at their own pace, in the ways they wish to proceed, in a way that that enables them to make informed decisions. All our supports and educational/training initiatives operate from a feminist and anti-oppressive lens.

York U's Sexual Violence Advisory Committee provides advice and recommendations to the Vice-President Academic & Provost (VPAP) and the Vice-President Finance & Administration (VPFA) with respect to York University's efforts to prevent sexual violence, support survivors and address reports of sexual violence.

The Centre is staffed with qualified subject matter experts who operate with the highest levels of confidentiality and deep empathy. Supports offered through our office include the coordination of academic accommodations, medical services, workplace accommodations, information about reporting options, safety planning, emergency financial assistance and access to our safe house for those escaping imminent situations.



**STAFFING MODEL**

Director  
Receptionist  
Services & Supports Coordinators  
Training & Education Specialist



**TRAINING & EDUCATION**

We offer two training modules, focusing on policies and procedures pertaining to sexual violence response at York, for students and staff and faculty.

**STEP ONE: SEXUAL VIOLENCE  
RESPONSE & AWARENESS**

Is an introductory course that provides information about policies and procedures. This module, called Sexual Violence Response & Awareness is accessible through The Centre's website.

**854**  
certificates  
have been  
generated

**STEP TWO: RESPONDING TO  
DISCLOSURES OF SEXUAL VIOLENCE**

Uses scenario-based interactive learning, engaging the participant in identifying and evaluating effective responses to disclosures of sexual violence.

**108**  
certificates  
have been  
generated

Certificates of completion are provided to participants. The team also delivered presentations within the York Community that reached 10000+ staff, students and faculty. Specifically, The Centre held 68 events and conducted 43 unique training sessions.

**STATISTICAL INFORMATION**

**DISCLOSURES**

**354** Individual cases of care and support\*\*

\*\* Predominantly historical cases (pre-dates survivor being a University community member). In most cases, the other party is a non-community member.

**COMPLAINTS**

**25** Formal Complaints

**17** Total number resolved

**8** Total number still active

The number of unique individuals supported by The Centre does not represent the frequency of services offered. On average, we meet with the same individual 5 to 6 times and provide a number of services and supports; this can occur over a number of months or years.

**BREAKDOWN OF COMPLAINTS**

**17** Resolved Complaints

<b>11</b> Student Complainants	<b>3</b> Staff Complainants
<b>1</b> Faculty Complainants	<b>2</b> Non-community Complainants
<b>8</b> Student Respondents	<b>1</b> Staff Respondents
<b>3</b> Faculty Respondents	<b>0</b> Non-community Respondents

**5** Not enough information/dismissed

**8** On going complaints

<b>7</b> Student Complainants	<b>1</b> Staff Complainants
<b>0</b> Faculty Complainants	<b>0</b> Non-community Complainants
<b>7</b> Student Respondents	<b>0</b> Staff Respondents
<b>0</b> Faculty Respondents	<b>1</b> Non-community Respondents



**STUDENT VOICES ON SEXUAL VIOLENCE CLIMATE SURVEY**

The Student Voices on Sexual Violence Survey was conducted with postsecondary education students to gather information about perceptions and experiences of sexual violence that can be used to inform and enhance the sexual violence response and prevention efforts of publicly-assisted colleges, publicly-assisted universities, and private career colleges. Specifically, this study was intended to provide information about how students perceive, understand and respond to sexual violence, as well as how institutions address sexual violence.

We are grateful to the 11,000 York University students who participated in the survey and to the many faculty, staff and students who work to support our community. We welcome input from our community and the valuable information revealed in this data will help us build a better system of support to everyone. The Survey was administered between February 16, 2018 and April 2, 2018. York opened the Centre for Sexual Violence Response, Support & Education in July 2018. The survey results for all institutions were released in February 2020. The Office of Institutional Planning & Analysis provided support in analyzing the results for York.

The Centre team have focused on building trust and building awareness of the existence, services and training that York provides. In addition, the Centre has been able to shape the programming, communication as well as the education/training across the entire institution. We are engaging our Sexual Violence Policy Advisory Committee to review the survey results to incorporate feedback from the survey into our programming for the F/W 2020.

York University is committed to finding innovative ways to educate our community through campaigns, while also focusing on adapting newer best practices when it comes to supporting survivors on our campus and through partnerships with community organizations.





**Health, Safety and Employee Well-Being  
Annual Report 2019**

**Governance & Human Resources Committee**

**27 April 2020**

**Vice-President  
Equity, People and Culture**

# I. Introduction

This report summarizes the Health, Safety and Employee Well-Being (HSEWB) activities at the University in 2019 and presents some indicators of the University's performance. Also included are 2019 outcomes and 2020 priorities.

## i. Background

To ensure that the University meets its obligations under the *Occupational Health and Safety Act* and the University's Occupational Health and Safety Policy (i.e. Healthy Workplace Policy) the Board, through the Governance and Human Resources Committee, annually reviews and approves the policy, evaluates performance indicators of key areas, and reviews annual health and safety goals and objectives. The annual policy review is covered under a separate memorandum to this Committee.

The University is required to comply with regulatory requirements and direction received from the following bodies:

- Ministry of Labour, Training and Skills Development
- Workplace Safety and Insurance Board
- Ministry of the Environment, Conservation and Parks
- Canadian Nuclear Safety Commission
- Public Health Agency of Canada
- Canadian Food Inspection Agency
- Ministry of Foreign Affairs, Trade and Development
- City of Toronto

In 2019, consultations and inspections were conducted, and annual reports were filed with the appropriate bodies, as/where required.

The University develops programs to support health, safety and employee well-being with the goal of preventing or mitigating illness and injury and supporting legislative compliance.

University activities are guided by the following health, safety, and well-being mission, vision, and priorities:

## ii. Mission

To be an organizational leader promoting a healthy and safe workplace through participation, engagement and shared responsibility.

### **iii. Vision**

To develop, gather and provide credible and relevant information, services and tools to prevent illness and injury, promote good health, support employee recovery, mitigate disability and optimize workplace participation, which serves the needs of the York University community.

### **iv. 2019 Highlights**

In 2019, the University focused on change management and service delivery. Highlights include:

- Implementing a new operating structure for York's Joint Health and Safety Committees (JHSC) and the introduction of the Health and Safety Executive Council
- Continuing the re-framing of the occupational health and safety management system, including baseline reviews
- Consultation on, and development of, the Disability Support Program
- Managing 805 employee disability and workplace incident claims; a 5% increase from 2018
- Developing a proposal on building a Culture of Well-Being, which was granted partial funding beginning May 2020

## **II. Legislative Change**

The following legislative change has impacted the University this year.

### **i. WSIB Rate Framework**

As of January 2020, the New Experimental Experience Rating (NEER) has been replaced by a new WSIB rate framework, and York University has received a new individualized premium rate for 2020 of \$0.37 per \$100 of payroll. In this new rate framework, there will no longer be surcharges/refunds and the rate will be set each year based on performance. The final surcharge/refund based on past performance will be levied at the end 2020. Due to the University's performance in the past six-year review period, the University can expect that the premium rate will increase in 2021 by one step on the scale (the maximum allowed in the phase-in of the new program) and up to two steps in 2022. WSIB has published that each risk band step represents about 5%. The University anticipates that the 2021 rate will be approximately \$0.39 per \$100 of payroll. Ultimately, the rate framework will help to stabilize WSIB related costs and the University anticipates reduced costs over time, through prevention initiatives and active case management.

### **III. 2019 HSEWB Program Overview and Outcomes**

This section provides a detailed overview on the activities and outcomes of HSEWB, including:

- Occupational Health and Safety Management System
- Health and Safety Assessments and Guidance
- Occupational Health and Disease Prevention
- Workplace Incident Statistics and Costs
- Employee Disability Support

#### **i. Occupational Health and Safety (OHS) Management System**

The OHS management system guides all health and safety work occurring at York. As there have been targeted priority areas within the management system, this section includes the following:

- a. Modernization of the management system
- b. Occupational Health and safety audits
- c. Area Health and Safety Officers
- d. Health and Safety Committees

##### ***a. Modernization of the management system***

The University is working to modernize and expand the OHS management system to increase focus on prevention and leadership, which are essential components of a culture that supports health, safety and well-being. A framework has been drafted and several baseline reviews have been completed, including the beginning of a faculty review, to assess suitability in a pilot-style scenario. The updated framework is based on Canadian/international occupational health and safety management system standards. Additionally, the Canadian psychological health and safety standard will be integrated, which aligns with the University's focus on mental health as well as a holistic model of healthy workplace. It is also based on the philosophy of continuous improvement, which means that implementation will be an iterative and continuous process.

##### ***b. Occupational Health and Safety Audits***

After review and planning for changes to the OHS management system outlined above, Health and Safety audits will continue to be an integral part of measuring compliance, providing a forum for hazard identification and correction, and be a visible sign of a culture that values employees' health, safety and well-being. Audits fall into the following three categories:

- **Health and Safety Officer Annual Checklist.**
- Referenced earlier, this process measures compliance-based items such as first aid kits and required posting of health and safety information.
- **Management system audits.** A faculty-based review commenced to trial the framework in an academic unit. Department and faculty reviews will be conducted on a cyclical basis and support continuous improvement.
- **Workplace inspections.** Regular workplace inspections help to identify hazards and opportunities for correction, supporting prevention. JHSCs play a vital role in conducting inspections, and they are required to do this monthly. Managers and others also conduct inspections on a regular basis; this is an important component of the management system.

### ***c. Area Health and Safety Officers***

There is a network of over 75 HSOs representing all areas of the University. HSOs submit an annual report to HSEWB, providing information relating to workplace safety and hazard control issues arising over the course of the previous 12 months and actions taken or planned. The area HSOs provide a link between HSEWB and the University community to disseminate health and safety information and contribute to the advancement and maintenance of a safe and healthy workplace. A review of this program was conducted in 2019, which brought to light necessary enhancements to role clarity, and orientation and ongoing education of HSOs.

### ***d. Health and Safety Committees***

#### ***1. Joint Health and Safety Committees***

JHSCs assist in the creation and maintenance of a safe and healthy work environment and are an integral part of the University's OHS Management System and Internal Responsibility System. In April of 2019, the University expanded from five union-based JHSCs to 27 hazard/location-based JHSCs.

The purpose of the University's JHSCs is to:

- Identify workplace hazards
- Make recommendations to the employer to control those hazards

JHSCs are consulted in the review of the University's Healthy Workplace Policy, and in the development and review of existing and proposed health and safety policies and programs. The JHSCs conduct regular workplace inspections, ensuring that the workplace is inspected at least once annually, with parts of the workplace being inspected each month. JHSCs are also involved in incident investigations and participate in Ministry of Labour visits and inspections. As part of their responsibilities under the *Occupational Health and Safety Act*, JHSCs make recommendations to supervisors/managers to address health and safety concerns, including findings from workplace inspections. This transformation also included the formation of an over-arching committee to support decision-making and dispute

resolution, the Health and Safety Executive Council (HSEC). This council includes members of each employee/faculty union along with a cross-section of administrators from relevant areas (e.g. Facilities).

As reported previously to this committee, the transformation of the JHSC system at York took two years as it was a consultative process. In 2019, the University moved into the implementation stage, and have completed, or are continuing with the following activities:

- Meeting with the JHSC Change Team, made up of representatives of departments/faculties and staff/faculty unions
- Transitioned the JHSC structure to foster improved compliance and local involvement by members knowledgeable about the hazards in their areas
- Releasing a new onboarding training module for new members
- Providing JHSC Certification training to 26 new JHSC members
- Developing new Terms of Reference for the JHSCs and HSEC
- Creating a tool kit which includes templates, forms and educational/reference tools for JHSCs
- Launching a website with a tool kit and a page for each JHSC where member contact information, meeting minutes, inspection reports and recommendations are located and accessible to all staff/faculty
- Hands-on support from a designated member of HSEWB to be a point of contact to support JHSC functioning and act as a resource for ongoing development of members

The 27 JHSCs are at various stages of development, with recruitment for members still ongoing. The University continues to market using a short video produced in 2018 where individuals can see their peers talk about the JHSC. As a refresher, the video can be viewed on York's YouTube channel at:

[https://www.youtube.com/watch?v=SbFvy6vaH\\_4&feature=youtu.be](https://www.youtube.com/watch?v=SbFvy6vaH_4&feature=youtu.be).

## **2. Biosafety Committee**

The Biosafety Committee is led by the University's Biosafety Officer (BSO) who works with committee members to inspect, commission and decommission labs, develop procedures and guidelines for safe handling, emergency/spill response, disinfection and bio-hazardous waste disposal, and administer the permit/certification system for all biological research. As of December 2019, there are 63 Biosafety permit holders, 3 of which were new issued as outlined in Table 1. The BSO also provides expert advice to the University community regarding exposure to bio-hazardous materials, including reportable, communicable diseases, by liaising with the medical consultant (as needed) and regulatory agencies.

Table 1: Summary of biosafety activities

	2016	2017	2018	2019
Biosafety Certificate Approval - New	33	2	3	3
Biosafety Certificate - Renewal	25	23	13	19
Bio-containment Cabinets and Laminar Flow Hood Certification	41	43	44	46

In July 2019, the Public Health Agency of Canada assessed the University's Biosecurity Plan within the Biosafety Program. The overall compliance was rated as Minor Non-Compliance. The Biosecurity plan was subsequently updated with clarifications addressing Physical Security, Pathogen Accountability, Incident/Emergency Responses, Information Management, and Security of materials on University property. The Biosecurity Plan was re-submitted to PHAC for approval in December 2019, and changes were accepted in 2020.

Processes continue to remain in place to streamline the administrative burden on researchers. Increased number of inspections have allowed for more interaction between the Biosafety Officer and researchers, allowing discussions regarding biosafety and lab practices.

### **3. Radiation Safety Committee**

The Radiation Safety Program is led by the University Radiation Safety Officer (RSO) who works with the University's Radiation Safety Committee to establish criteria for the use of nuclear substances at the University, within the licensing conditions established by the Canadian Nuclear Safety Commission (CNSC). The committee also inspects, commissions and decommissions radioisotope laboratories, as well as develops procedures and guidelines for the safe handling and disposal of radioisotopes, and emergency response protocols. The RSO administers the permit system for use of all radioisotopes, provides radiation safety training to staff and students, and manages the dosimetry program (which measures individuals' radiation exposures). The Radiation Safety Program is reviewed by the Committee once every three years and was last reviewed in March 2019. The Committee meets quarterly and inspects all areas of radioisotope use at least once a year. An annual compliance report for 2019 was submitted by the Committee to the CNSC in January 2020.

The University complied with all CNSC requirements and issued 14 internal radioisotope permits in 2019. One lab was decommissioned, and one lab was commissioned in 2019. Fifty-eight personal radiation doses were monitored in 2019; maximum dose received by any one user was 0.5 mSv for body and 0.45 mSv for extremity (finger), which were well below the regulatory limit of an annual effective dose of 1 mSv for non-nuclear energy workers. Six radioisotope lab inspections were conducted in 2019, the majority of which were in full compliance; all non-compliance items were corrected within a week. No reportable events occurred in 2019.

## ii. Health and Safety Assessments and Guidance

The University provided support to the community for health and safety issues and concerns, to assist decision-making and support activities to ensure due diligence, including:

- Ergonomics
- Occupational Hygiene Assessment and Health and Safety Guidance

HSEWB also provided health and safety training for over 2000 staff and students in 2019.

### a. Ergonomics

The University continues to encourage completion of ergonomics training as well as self-help tools for ergonomics and manual material handling, to minimize repetitive strain risks. The Ergonomics Program has been updated and is in the final stages of review/consultation, and a new e-learning module will be utilized going forward. Table 2 below outlines the number of assessments for the past four years.

*Table 2: Ergonomic assessments*

	2016	2017	2018	2019
Ergonomic assessments conducted	146	117	139	140

Ergonomic assessments may be done as part of an accommodation plan or those for whom self-learning was insufficient to address their ergonomic concerns; one-on-one assessments are conducted and include an educational component (including wellness tips), and equipment adjustments that may include recommendations for specialized equipment.

### b. Occupational Hygiene Assessment and Health and Safety Guidance

HSWEB conducts or arranges selected environmental testing, respirator fit testing, testing of equipment, and laboratory inspections.

Assessments such as air quality, mould and asbestos are conducted as pre-move or post-construction checks, response to concerns from individuals, or follow up actions to water leaks and other incidents. These assessments lead to verification of suitability of the environment, modifications to ventilation systems and/or repairs or remediation. Table 3 below summarizes the testing and assessments conducted by HSEWB.



Table 3: Testing and other assessments

Tests Conducted	2016	2017	2018	2019
Bio-containment Cabinets/Laminar Flow Hoods	41	43	44	46
Radioactive Sealed Sources Leak Testing	7	0	3	4
Radioisotope Laboratories Monitoring	20	10	7	6
X-RAY Machine Quality Assurance Testing	2	1	0	3
Biosafety Laboratory Inspection and Commissioning	26	13	26	18
Indoor Air Quality	22	43	24	32
Indoor Mould Assessment	5	12	32	26
Asbestos testing	23	43	6	16
Chemical/Biological/Radiation spill	2	27	2	0
Other Hygiene and general safety	34	53	74	96
Workplace Noise Testing of Areas > 85 dBA	3	3	0	2

### iii. Occupational Health and Disease Prevention

HSEWB administers several occupational health and disease prevention programs, designed to establish fitness to work in settings such as biological labs as well as monitor exposures over time. This section provides an overview of:

- Medical Surveillance Program
- Hearing Conservation Program

#### a. Medical Surveillance Program

Medical surveillance programs establish the initial health status (baseline) of a person and ensure adequate safety measures are enacted for the hazards present in the workplace. York University's medical surveillance program includes medical surveillance for those working with biological hazards, lasers as a baseline assessment to determine suitability to work with specific substances, and audiometric testing to monitor employees over time who are exposed to occupational noise. Table 4 below provides an overview of participation in medical surveillance activities.

Table 4: Number of participants in medical surveillance activities

	2016	2017	2018	2019
Animal Care Workers and other biohazards	24	64	51	42
Vision Screening for New Laser Workers	8	22	32	20

Workers who may be exposed to biological hazards are required to complete a medical questionnaire and to be assessed by a medical practitioner, to ensure that various

immunizations and medical tests (e.g. TB tests) are completed, before work begins and annually for specific work activities.

**b. Hearing Conservation Program**

Audiometric or hearing tests are conducted annually for employees occupationally exposed to high noise levels, to monitor the effectiveness of the hearing conservation program in preventing and reducing hearing loss (See Table 5).

Figure 1: Standard Threshold Shift

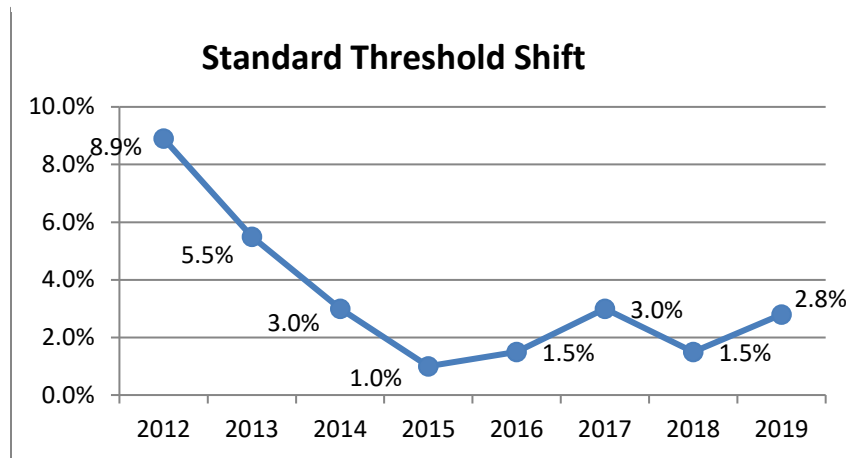


Table 5: Number of participants in audiometric testing

	2016	2017	2018	2019
Audiometric Testing	87	59	83	71

The Standard Threshold Shift (STS) shows the number of employees who have had a shift or change in their hearing levels when compared to prior testing. The STS level in 2019 was 2.8% (Figure 1).

Results from 2012 onwards continue to indicate an overall decreasing trend in hearing loss. The Standard Threshold Shift (STS) for last year was 2.8%. The upward shift can be explained by the following:

- A Temporary Threshold Shift, which usually happens when people are exposed to higher than normal noise levels before the test (whether over the weekend or on the same day prior to the test). This is temporary and is typically corrected in the year after, as can be seen for 2017.
- Number of people tested and age groups, which changes from year-to-year.

Workplaces with an STS level in the range of 0-5% are considered to have a successful hearing conservation program.

#### iv. Workplace Incident Statistics and Costs

The following sections provide information on categories of workplace incidents. Management of injuries and tracking of injury trends enable the identification of causes, corrective actions, and management of costs, as well as provide information to inform programs, procedures and training initiatives. Specifically, included below is an overview of:

- 2019 WSIB Claims
- Comparisons to Ontario University WSIB data
- WSIB Costs
- WSIB Performance Index
- Causes of Workplace injuries/illnesses

##### **a. 2019 WSIB Claims**

WSIB claims arise from workplace injuries requiring lost time or health care. Table 6 summarizes the University's WSIB claims year over year. Data as of December 31, 2019 show the following:

- 102 approved claims (37 lost time and 61 health care)
- 787.7 days lost
- 20.24 average days lost per claim
- 0.43 LTI frequency rate
- Severity rate: 19.71

*Table 6: WSIB Claim History*

Year	Approved Claims		Lost Days	Average # of lost days per claim	Frequency	Severity
	Lost Time	Health Care				
2019	37	61	787.7	20.24	0.43	19.71
2018	49	71	596.82	12.18	0.56	8.25
2017	46	47	401.2	8.72	0.55	8.12
2016	43	52	575.2	13.37	0.51	7.71
2015	30	60	499.1	16.64	0.38	6.97
2014	39	60	617.3	15.83	0.46	7.33
2013	45	38	865.8	19.24	0.51	9.86
2012	44	52	838.9	19.07	0.51	9.71
2011	40	51	991.5	24.79	0.46	11.46
2010	50	63	1342	26.84	0.62	16.66

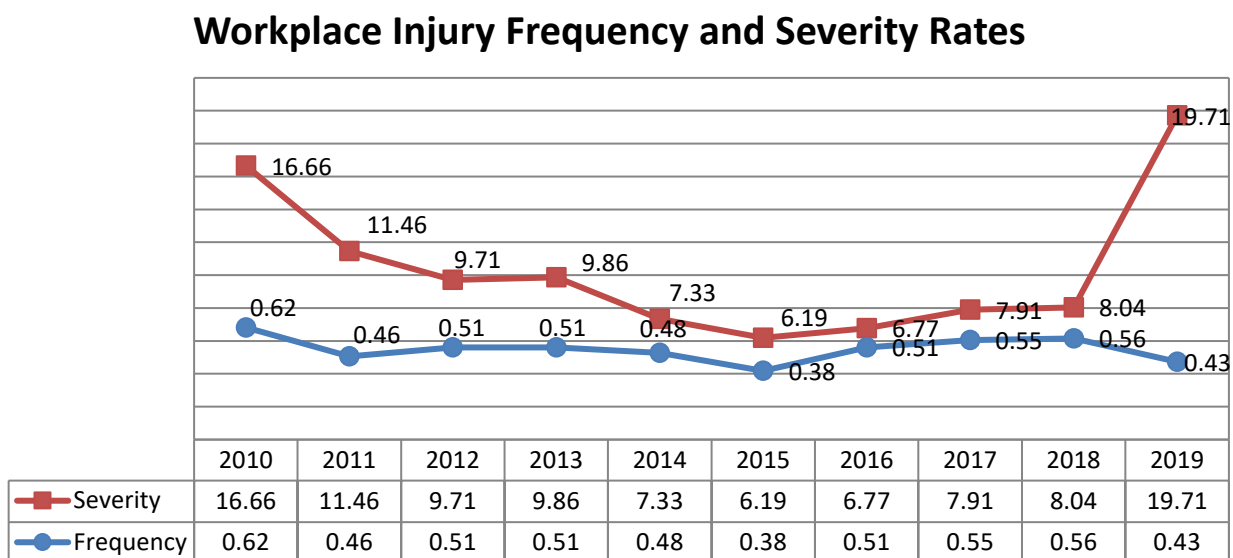
\*Data as of December 31, 2019

Frequency and severity<sup>1</sup> are measures that show the impact of work-related injuries and illness on the University. These measures normalize injury statistics based on the number of workers and hours worked, allowing for better comparison of the measures between years as well as with other organizations as they are industry-standard measures.

Frequency is a measure of the number of lost-time injuries per 100 full-time equivalent workers (or 200,000 hours worked). Severity, a measure of the year-to-date days lost per 100 full-time equivalent workers (or 200,000 hours worked) has been impacted by significant injury claims, a number of which have been unable to return to work and therefore have resulted in maximum NEER costs. Overall, severity rates have been rising in the past four years with frequency remaining relatively consistent (see Figure 2). The increase in severity rates can be explained by longer wait times for treatment, an aging population and the challenges with return to work into the physical jobs where most severe incidents occur. Increased resources in HSEWB, combined with culture improvements, can help prevent incidents and facilitate early and safe return to work, which would lower frequency and severity rates over time.

The University continues to strive to reduce injuries through proactive measures such as health and safety training, inspections and workplace hazard assessments.

Figure 2: Workplace injury frequency and severity rates



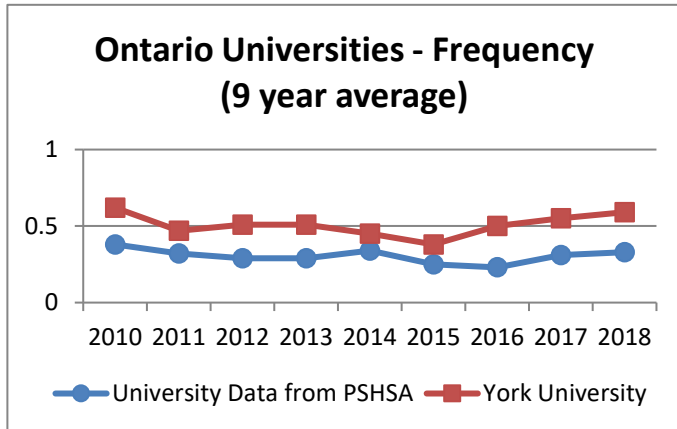
<sup>1</sup>Frequency – the number of lost-time injuries per 100 full-time equivalent workers or 200,000 hours worked

Severity – the year-to-date days lost per 100 full-time equivalent workers or 200,000 hours worked

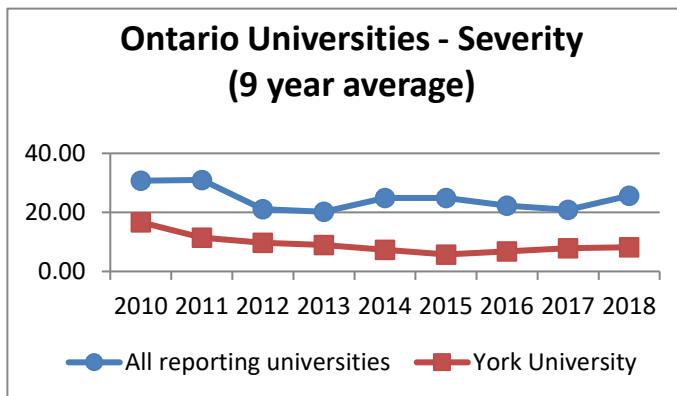
### ***b. Comparison to Ontario University WSIB Data***

The following charts illustrate York University's WSIB injury frequency and severity rates compared to the Ontario university sector 2010-2018 (2019 data is not yet available). Frequency data is provided by the Public Services Health and Safety Association (PSHSA) and reflects statistics for all Ontario universities. Severity data presented is provided by Ontario universities that reported their annual data to CEHSO. Figure 3 illustrates that York's frequency rate is higher than the university data; this could be explained by the difference in types of services provided in-house, verses contracted out, as at various universities. For example, many universities contract out higher risk services such as food service and security, whereas York does not. York's severity rate, illustrated in Figure 4, has been consistently lower than the university benchmark, which could point to higher access to treatment and/or earlier return to work.

*Figure 3: Ontario Universities - frequency rates*



*Figure 4: Ontario Universities - severity rates*



### c. WSIB Costs

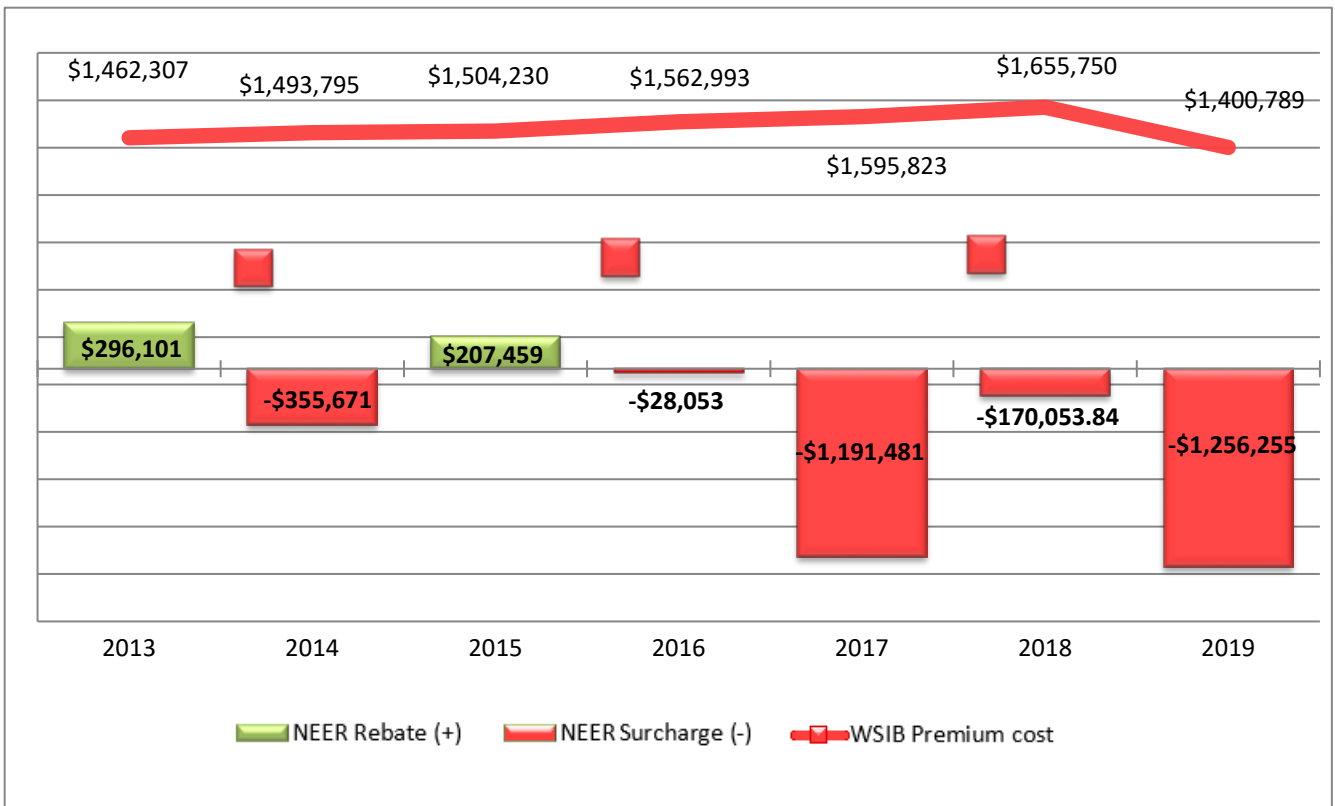
The most recent update of WSIB costs are presented in the April 2020 WSIB Board of Governance and Human Resources report.

The WSIB premium rate of \$0.36 per hundred dollars of payroll remained static from 2011 to 2016. In 2017 it increased to \$0.37, and in 2019 was reduced to \$0.29. In the new rate framework referenced above, York has been assigned a starting premium rate of \$0.37 per hundred dollars of payroll.

The following summarizes the University's WSIB costs up to 2019 as at December 31, 2019 as illustrated in Figure 5:

- WSIB Premium: \$1,400,789.14
- NEER Overall Surcharge for the period of 2016-2018\*: \$2.6M (\$1.3M surcharge paid in December 2019 for 2015 to 2018 period).
- Performance Index: 2.46

Figure 5: Net WSIB Costs 2013-2019



\* Note 2019 costs not finalized until March 2020 NEER due in June 2020 from WSIB

#### **d. WSIB Performance Index**

The WSIB Performance Index is a comparison between the NEER cost and the WSIB's forecasted cost for the rate group. A performance index of less than 1.0 indicates a better-than-average performance and potential rebate, whereas a performance index of greater than 1.0 indicates a potential surcharge. As indicated in Table 8, the average performance index, as of December 31, 2019 is 2.46; however, this is subject to change as case management activities continue throughout 2020 for long term claims from 2016, 2017, 2018 and 2019. The index for 2018 is inflated currently due to open claims continuing to carry forward significant future costs. As these are resolved, and costs reduced for the prior year claims, the index will reduce. Efforts to further reduce costs will continue through ensuring effective claims management, return to work, maximizing cost recovery through WSIB's Second Injury Enhancement Fund (SIEF) and third-party transfer opportunities whenever possible. In addition, WSIB cost statements are reviewed for errors to effect retroactive cost claim adjustments.

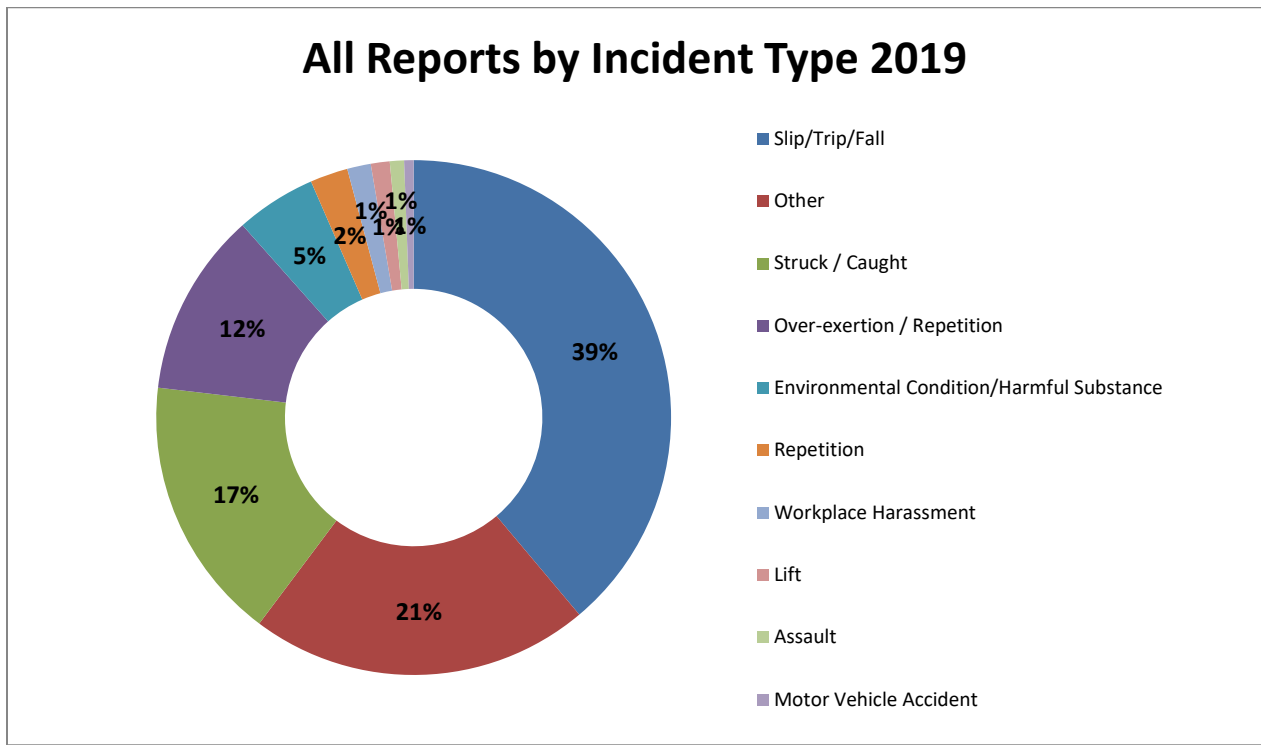
*Table 8: WSIB Performance Index by year*

<b>Year</b>	2013	2014	2015	2016	2017	2018	2019
<b>Performance Index</b>	1.20	1.16	0.85	2.18	2.04	1.64	2.46

#### **e. Causes of Workplace Injuries/Illness**

Figure 6 illustrates that the largest cause of all reported workplace injuries, illnesses and near misses in 2019 was Slip/Trip/Falls, which accounted for 38.87% of all reports. This is followed by Struck/ Caught (16.6%), and Over-exertion (8.3%). As a category generally intended to capture anomaly incidents, the placement of the 'Other' category as the second highest incident cause may be an indication that there is room for improvement in managers' incident investigations with respect to identifying root causes and contributing factors.

Figure 6: Incidents by type



The leading cause of workplace injuries involving lost time in 2019 continues to be Slips/Trips/Falls, accounting for 48.6% of allowed claims (Figure 7). The largest cause of lost days due to injury is also Slips/Trips/Falls, accounting for 70% of costs and 50.5% of lost time (Figure 8). Slips/Trips/Falls have been identified as a priority in 2020 HSEWB planning.

Figure 7: lost time accidents by type

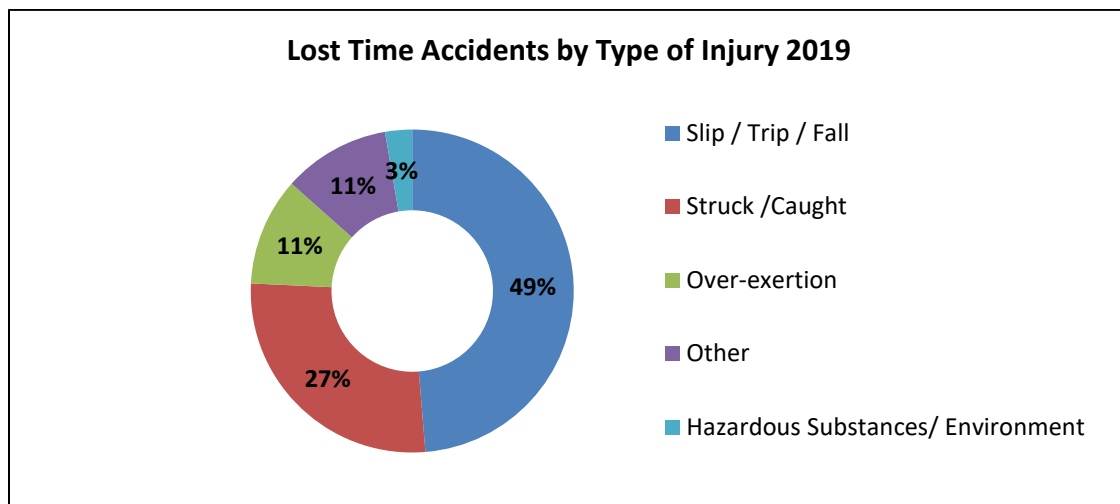
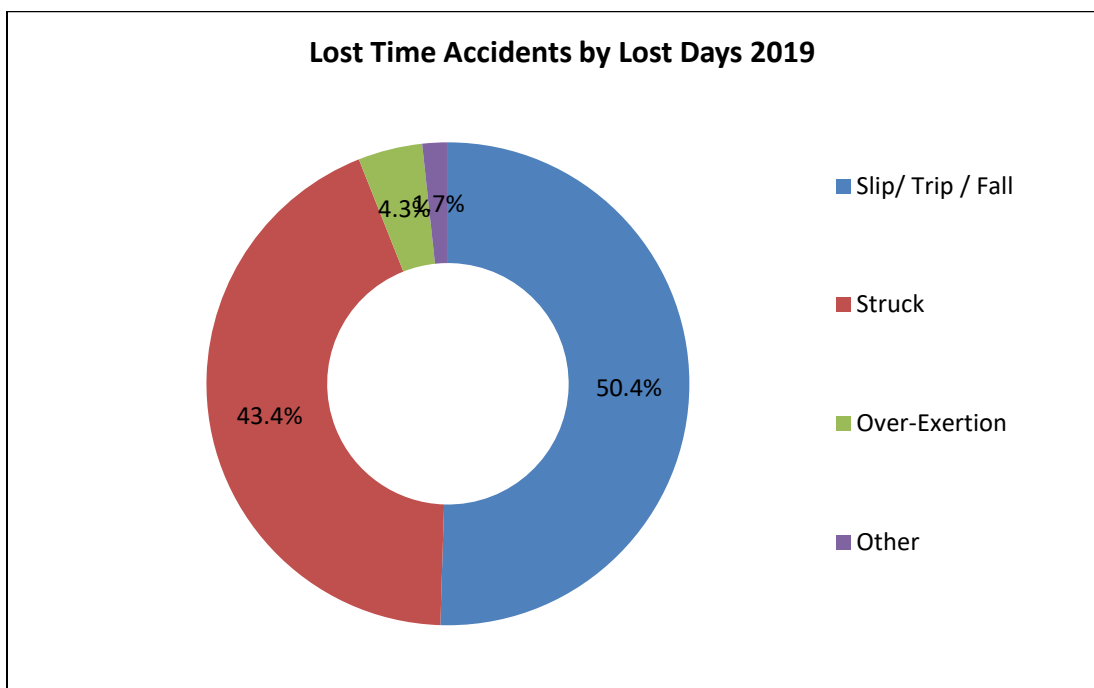




Figure 8: Lost time accidents by days lost



## v. Employee Disability Support

The University case-manages short-term absences greater than 10 days, supports medical accommodation requests, assists with transition from Short Term Disability (STD) to Long Term Disability (LTD), ensures appropriate case management, and is involved in planning for return to work. LTD claims are adjudicated and managed by Sun Life, once approved. This section provides an overview of:

- Disability Support Program Updates
- Accommodation in Employment for Persons with Disabilities
- LTD in 2019

### a. Disability Support Program Updates

In 2020, the University will recommence the project to develop the Disability Support Program and processes in collaboration and consultation with various stakeholders. The goal of the program is to decrease the impact of illness and injury to the employee and workplace through the prevention and mitigation of absences and disability. The Disability Support Program will provide clear process and role information with on-time tools for stakeholders to support employees with disabilities during absence/injury; to support employees to stay at work and be productive; or, to transition employees to LTD.

### ***b. Accommodation in Employment for Persons with Disabilities***

Employers have an obligation to accommodate workers who have a disability, either temporary or permanent. York University is committed to meeting the needs of any faculty or staff member with a disability, requiring a medically supported accommodation, to enable them to perform their work and to fully participate in the workplace. The University applies the principles stated in the *Ontario Human Rights Code* and the *Workplace Safety and Insurance Act*, in the development of accommodation and early and safe return to work programs and strategies.

The University is responsible for the administration and implementation of accommodation guidelines and procedures. In WSIB, and both short and long-term disability processes, HSEWB works collaboratively with faculty, staff, unions, academic administrators, non-academic managers and external insurers, to assist employees with disabilities to remain at work, or return to work after recovering from an illness or injury.

### ***c. LTD in 2019***

#### ***1. Summary of 2019***

Table 9 shows the LTD claims history for the period 2013-2019.

The following is a summary of York University's LTD claims for 2019:

- 35 claims approved in 2019
- average duration of active LTD claims is 12.9 months
- 101 active LTD cases (as of February 5, 2018), 63 of which are deemed to be permanently disabled
- In 2019, 82% of LTD cases that closed were resolved through return to work

*Table 9: LTD Claims History*

Year	Submitted Claims	Approved Claims	Resolved Claims - status by % of claims resolved in year		
			Return to Work	No Longer Disabled	Change of Definition
2019	53	35	82%	9%	9%
2018	42	37	75%	20%	5%
2017	50	20	73%	9%	18%
2016	34	30	55%	36%	9%
2015	39	37	79%	16%	5%
2014	28	25	62%	31%	8%
2013	42	30	76%	14%	10%

## **2. LTD Claim Trends**

LTD claim trends for 2019 indicate that mental health is the largest contributor of claims (31%), followed by cancer (26%) and accident (9%). These trends differ compared to previous years with higher representation of cancer and musculoskeletal claims dropping from 14% in 2018 to 3% in 2019. As with all health indicators, there are many contributing factors to mental health; it is anticipated that culture change which supports employees' well-being will positively impact, or prevent, LTD performance over time.

## **IV. 2020 Priorities**

In 2020, the University will be better positioned to enhance the focus on planning, prevention and culture-based initiatives toward a Culture of Well-Being. The primary focus will be the development of a long-term plan to improve culture with deliverables in 2020 as outlined below. A shift in our safety culture is a multi-year endeavour with the long-term plan being developed in 2020 and released in 2021. This plan will include milestones and identification of success indicators for the coming years.

Some additional shorter-term activities are planned, serving as foundational items, including:

- Building the HSEWB team by filling 4 vacant/new positions and re-visiting the Mission and Vision
- Conducting root cause analysis of the incidents from the past 5 years and embarking on community engagement processes to understand the current state of our culture, and to define and envision the desired future
- Drafting and beginning implementation of a new Disability Support Program
- A process to establish the “current state” of the University’s health, safety and well-being culture, including a detailed compliance and management system examination, incident root cause analysis and community engagement process
- Developing and implementing a hazard reporting program to formalize early reporting and improve near miss reporting, both of which are critical to prevention initiatives and improved safety performance
- Making changes to the employee health and safety orientation training
- Continuing to strengthen the University’s Internal Responsibility System through continued change management to the JHSCs and an updated Area Health and Safety Officer Program
- In partnership with the Council of Universities (COU), Council of Environmental Health and Safety Officers (CEHSO), begin participating in the new WSIB Health and Safety Excellence program to collaborate on program development and realize financial rebates from WSIB.

Further information will be included in forthcoming quarterly reports to the Governance and Human Resources Committee of the Board of Governors.

# Board of Governors

## Memorandum

To: Governance and Human Resources Committee

From: Sheila Cote-Meek, Vice-President, Equity, People & Culture

Date: 22 June 2020

Subject: 2019 Annual Employment Equity Statistical Report

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## Report

The purpose of this report is to provide a summary of the University's progress in achieving representation amongst five groups: Women, Visible Minorities (Racialized), Aboriginal (Indigenous) Peoples, Persons with Disabilities and the [LGBTQ2+](#) community. The equity representation data reflected in the report is compared to the 2016 [external availability](#) data provided by Statistics Canada. Representation rates for [Employment Equity Occupational Groups \(EEOG\)](#) institutionally, as well as, Divisions and Faculties at York, are analyzed. The Report is attached.

## Report Highlights

As of December 31, 2019, the following designated groups have exceeded the 2016 [external availability](#) data provided by Statistics Canada, in the following [EEOGs](#):

- **Women** - Senior Managers, Middle and other Managers, and Professionals
- **Aboriginal (Indigenous) Persons** - Supervisors Craft and Trades, and Semi-Skilled Manual Workers
- **Visible Minority (Racialized)** - Middle and Other Managers
- **Persons with Disabilities** - Supervisors Crafts and Trades, and Other Manual Workers

Some significant areas of under-representation are Visible Minorities (Racialized) among [non-academic](#) employees in areas that include supervisors, professionals, and skilled crafts and trades. There is also significant underrepresentation of persons with disabilities in areas that include senior manager, middle and other managers, and professionals.

## Board of Governors - Governance and Human Resources Committee

The return rates for CUPE 3903 units range from 24% to 71%, representing a steady increase over the years.

### **Key Achievements in 2019**

- Training and Engagement: Over 100 workshops on equity, diversity and inclusion (EDI) provided to University community members
- Social Media: Increased EDI education and awareness under #YUBelong Campaign, on Twitter and Facebook platforms.
  - Over 1700 followers on Twitter
  - #YUBelong Campaign reached approximately 59K accounts with 63K impressions
  - Centre for Human Rights, Equity & Inclusion (CHREI) had over 230K “tweet” impressions
- Continued guidance and support to University community members

### **Planned Initiatives for 2020-21**

- Creation and implementation of an institutional EDI plan
- Undertake a comprehensive, global environmental scan EDI work across post-secondary institutions in Canada
- Undertake an internal scan of EDI, to support senior level decision making



# **2019 Annual Employment Equity Statistical Report**

**Governance & Human Resources Committee  
June 2020**

**Division of Equity, People and Culture**

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## 1.0 Introduction

This report provides a statistical summary of York University's progress in achieving representation amongst five groups: Women, Visible Minorities (Racialized), Aboriginal (Indigenous) Peoples, Persons with Disabilities and the [LGBTQ2+](#) community. The equity representation data used within the report is compared to the 2016 [external availability](#) data provided by Statistics Canada. Representation rates for [Employment Equity Occupational Groups \(EEOG\)](#) institutionally, as well as, divisions and Faculties at York are analyzed.

As of December 31, 2019, the following designated groups have exceeded the 2016 [external availability](#) data provided by Statistics Canada in the following [EEOGs](#):

- Women - Senior Managers, Middle and other Managers and Professionals
- Aboriginal (Indigenous) Persons - Supervisors Craft and Trades and Semi-skilled Manual Workers.
- Visible Minority (Racialized) groups - Middle and Other Managers
- Persons with Disabilities- Supervisor Crafts and Trades and Other Manual Workers.

Some of the significant areas of under-representation are Visible Minorities (Racialized) among [non-academic](#) employees in areas that include supervisors, professionals and skilled crafts and trades. There are also significant areas of underrepresentation of Persons with Disabilities in areas that include senior manager, middle and other managers and professionals.

It is important to also note that the return rates for CUPE 3903 units range from 24% to 71%. As we have seen a steady increase in representation rates over the years (for example the CUPE 3903 unit return rate has steadily increased from 2012 when the highest unit return rate ranged from 10% to 53%) the CUPE 3903 representation rates are included in the University's overall statistics in the 2019 Annual Employment Equity Statistical report.

The 2019 return rates for all CUPE 3903 units range from 24% to 71%, in comparison to 2012 when the return rates for all CUPE 3903 units ranged from 10% to 53%. This represents a steady increase over the years.

## 2019 Key Achievements

The following highlights several key accomplishments in the advancement of employment equity, diversity and inclusion (EDI):

### Training and Engagement

The Division of Equity, People & Culture extends learning opportunities to [Faculty](#) and [Staff](#) on issues related to human rights, equity, diversity and inclusion, to drive excellence throughout the institution's [academic](#) priorities. Learning opportunities include:

- **Equity, Diversity & Inclusion Workshops and Training Modules**  
([Staff](#): 692, [Faculty](#) 66)



- **REDI (Respect, Equity, Diversity and Inclusion) Series:** Certificates offered for completion of three REDI sessions
  - Fostering Positive Space
  - Inclusive Leadership
  - Unconscious Bias workshops for **academic** Staff (20 sessions)
- **Inclusion Day** - an opportunity for York University community members to engage in conversation on EDI
  - Over 100 participants and 20 speakers, including York Faculty, on topics related to Pronoun use, Access, Race, and AI Impacts on human rights/justice
- **Social Media:** Increased EDI education and awareness under *#YUBelong Campaign*, on Twitter and Facebook platforms
  - Over 1700 followers on Twitter
  - #YUBelong Campaign reached approximately 59K accounts with 63K impressions
  - Centre for Human Rights, Equity & Inclusion (CHREI) had over 230K “tweet” impressions

### **Case Resolution Services**

Fostering work environments free from harassment and discrimination, and risk mitigation

- The Centre for Human Rights, Equity & Inclusion (The Centre) receives and processes human rights concerns and complaints forwarded by **Faculty** and **Staff**; the Centre uses case resolution data and trends to identify service needs of the community and adjust its education programming

### **Organizational Change, Program and Policy Support**

Supporting the development and enhancement of EDI systems and practices

- Continue to provide York University **Faculty** Association **disaggregated Visible Minority (Racialized) employment equity data** so that they have an enhanced picture of York’s **Faculty** demographics
- **Rolled-out applicant tracking system for non-academic hires** to allow for a more robust method of tracking diverse applicants from point of application to hire/onboarding
- **Ongoing Guidance: Staff and Faculty Training & Initiative Analysis and Advice**
- Develop skills and responses to equity, diversity & inclusion concerns through multi-stage tailored trainings and discussions on issues of race, privilege, power, micro-aggressions, and supporting students through challenging conversations
- Worked with CUPE 303 to complete their **employment equity plan**

## **Governance Support**

Comprehensive support to institutional EDI committees

- 3 PACHR (President's Advisory Committee on Human Rights) Subcommittees (RISE, Enable York, SexGen York), including all governance for monthly meetings of each Sub-committee, annual events (Trans Day of Remembrance, Inclusion Day), community engagement, and special projects/reports/strategies. Highlights include:
  - RISE: Support ongoing decision-making and strategic approaches to implementation at [Staff](#)-level of York Student Identity Census (YSIC)
  - SexGen: Support [Staff](#)-level implementation of Name Change Protocol, currently being implemented across University; close collaboration and ongoing engagement with key partners (Registrar, IT, community stakeholders)
  - Enable York: Developed Enable York website, which provides advice to [Faculty](#), [Staff](#) and students on accessibility issues

## **Canada Research Chairs program**

The Canada Research Chairs program has, for a number of years, imposed equity and diversity targets on participating institutions to ensure that the program benefits from equity, diversity and inclusion, and that individuals from the four federally designated groups (women, Persons with Disabilities, Indigenous Peoples and members of Visible Minorities) participate in the program.

- York has a total allocation of 39 Canada Research Chairs, of which 30 are currently filled through focused efforts, including:
  - met with all search committees at the outset of their process to review program recruiting requirements and expectations and to provide relevant supports
  - analysis of self-identification information for CRC searches
- December 2019 Equity Target Results<sup>1</sup>
  - York has met the equity targets for women, Persons with Disabilities and Racialized groups

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<sup>1</sup> The program's targets are set using an availability approach. Availability is determined by estimating the representation of a designated group within the pool of potential nominees. The percentage of the estimated representation becomes the target to be met. The difference between this target and the percentage of current Chairs who are members of that designated group becomes the equity gap to be addressed.

## 2020/2021 New initiatives for 2020-21

### Organizational Change, Program and Policy Support

Supporting the development and enhancement of equity, diversity & inclusion systems, policies & practices

- **Employment Systems Review** – the University will continue activities to assess recruitment practices and policies to identify possible barriers to employment
  - **Self- Identification Form:** Review and amend the [academic](#) application forms so that they align and include disaggregated data
  - Review and update of the Affirmative Action Plan for [Non-academic](#) Hiring to Achieve Employment Equity
  - Completion of a comprehensive **environmental scan of equity, diversity & inclusion work** across post-secondary education and an internal scan at York University to support organizational perspectives/decision-making at VP level
- **Community Outreach** – continue to maintain professional networks with candidate communities to build and enhance the diversity of the talent pool with top priority being Visible Minority (Racialized) and Indigenous applicants
  - Facilitate recruitment sessions with local employment agencies to share information on the acquisition process, for example, Next Steps and the Jane Finch Community and Family Centre
- Review, update and explore the expansion of the **Unconscious Bias Workshops**
- **Identify Equity Gaps** – work with individual departments with the goal of closing existing gaps; [academic](#) departments have targets for women (40% representation) and targets for Visible Minority (Racialized) groups (25% representation)
  - Ensure that Affirmative Action plans are created by [academic](#) search committees in an effort to close gaps and/or increase diversity

## 2.0 2019 Employment Equity Figures

The representation data used within the report is compared to the 2016 [external availability](#) data provided by Statistics Canada. Representation rates for [EEOGs](#) institutionally, as well as, divisions and Faculties at York are analyzed.

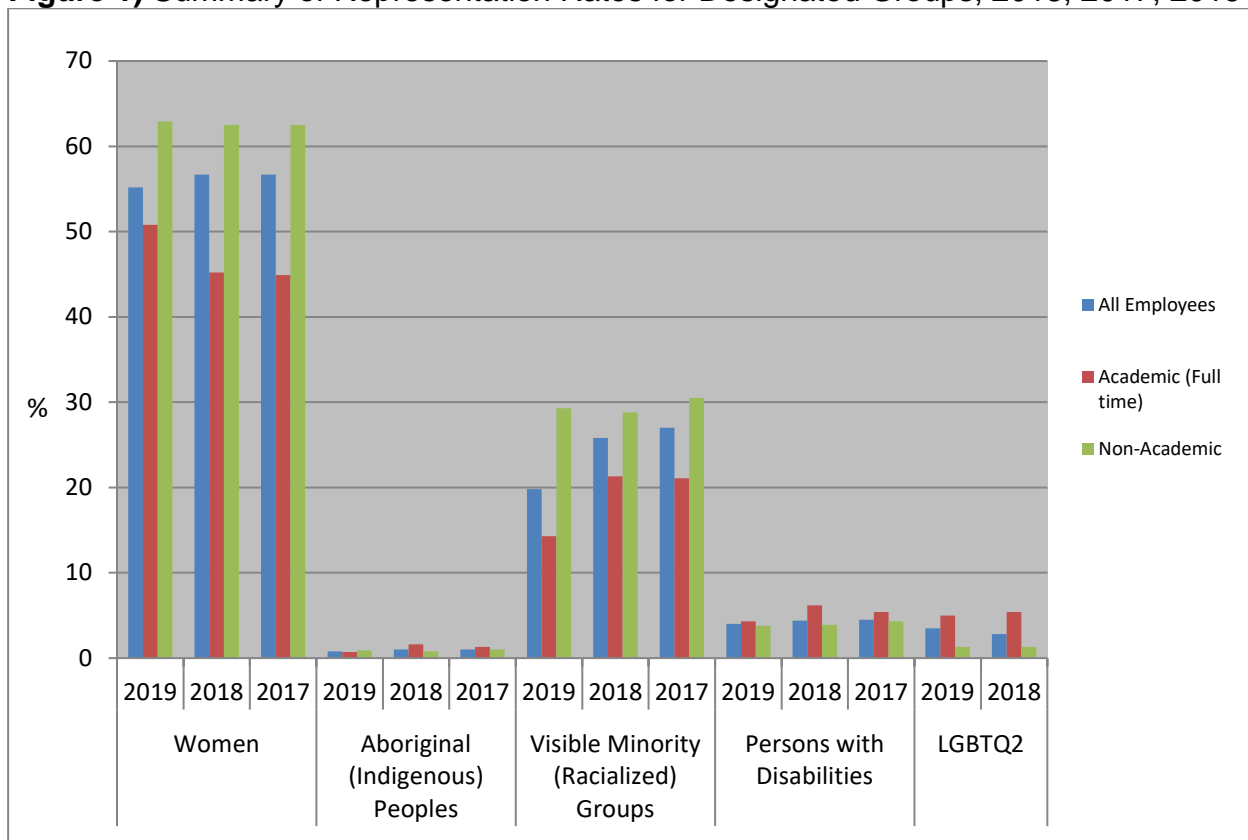
### 2.1 Employment Equity Survey Return Rate

The average survey return rate in 2019 for employees across all divisions was 63%.<sup>2</sup> (see [Appendix C](#) for further details). Return rates varied across divisions from 60% to just over 80%.

### 2.2 Overall Representation Rates<sup>3</sup>

Figure 1 below provides a summary of Representation Rates for Designated Groups across a 3-year period - 2019, 2018, 2017. An analysis follows in sections 2.3 to 2.7.

**Figure 1) Summary of Representation Rates for Designated Groups, 2018, 2017, 2016**



### 2.3 Women

Based on the data in [Figure 1](#), 55.2% of the employees at York are women. This compares to an aggregated [external availability](#) figure of 51.7%. [Internal representation](#) figures continue to be relatively stable when compared to figures from 2018.

<sup>2</sup> 63% return rate includes CUPE 3903 units. The return rate is 76% when CUPE 3903 units are excluded,

<sup>3</sup> For this report the total employee count in 2019 was 7248.

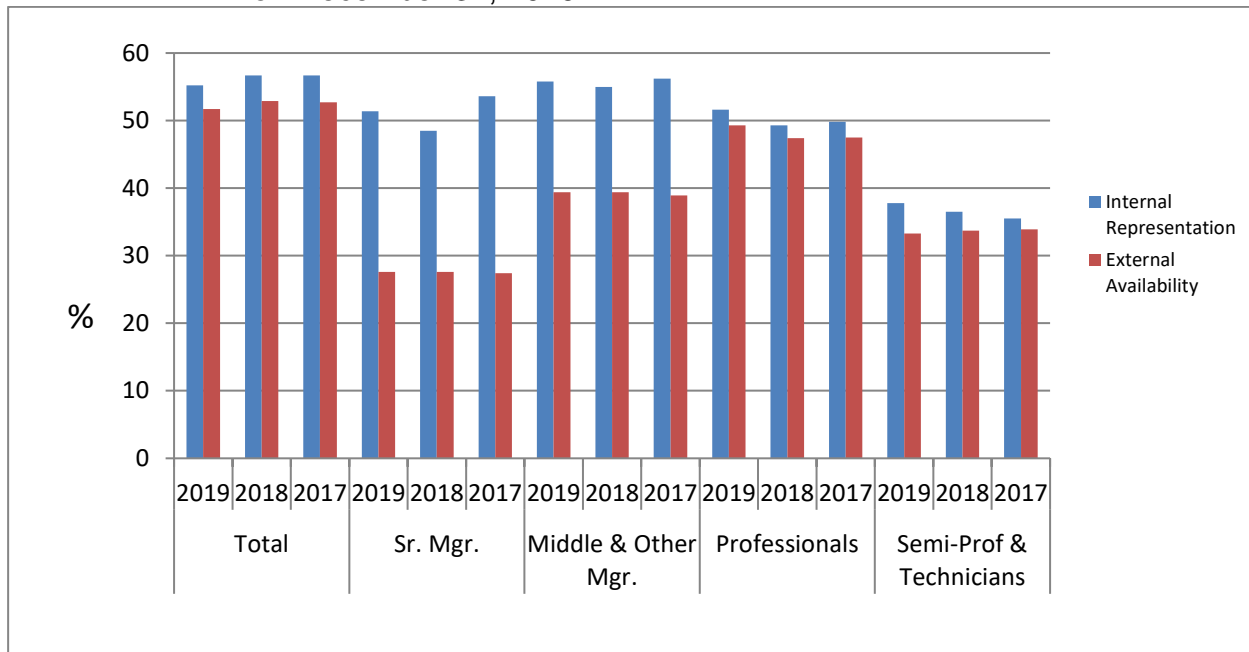
Within both the [academic](#) and [non-academic](#) groups, the overall [internal representation](#) of women exceeded the [external availability](#) figures. For example, the [internal representation](#) of women for the [academic](#) group was 50.8% and the external availability was 48.8%<sup>4</sup>.

Within the [non-academic](#) group, the [internal representation](#) of women is 62.9% and the [external availability](#) was 56.4%. The external availability figures originate from the 2016 [external availability](#) data provided by Statistics Canada.

Based on the data in Figures 2a), 2b) and 2c) that follow, women are highly represented in a number of [EEOGs](#) such as Senior Managers, Middle and other Managers and Professionals (Figure 2a). There is significant underrepresentation of women in the following [EEOGs](#) Supervisors Crafts and Trades, Intermediate Sales and Service Personnel and Other Manual Workers (Figures 2b & 2c) (see Appendix D for the full list of Significant Gaps).

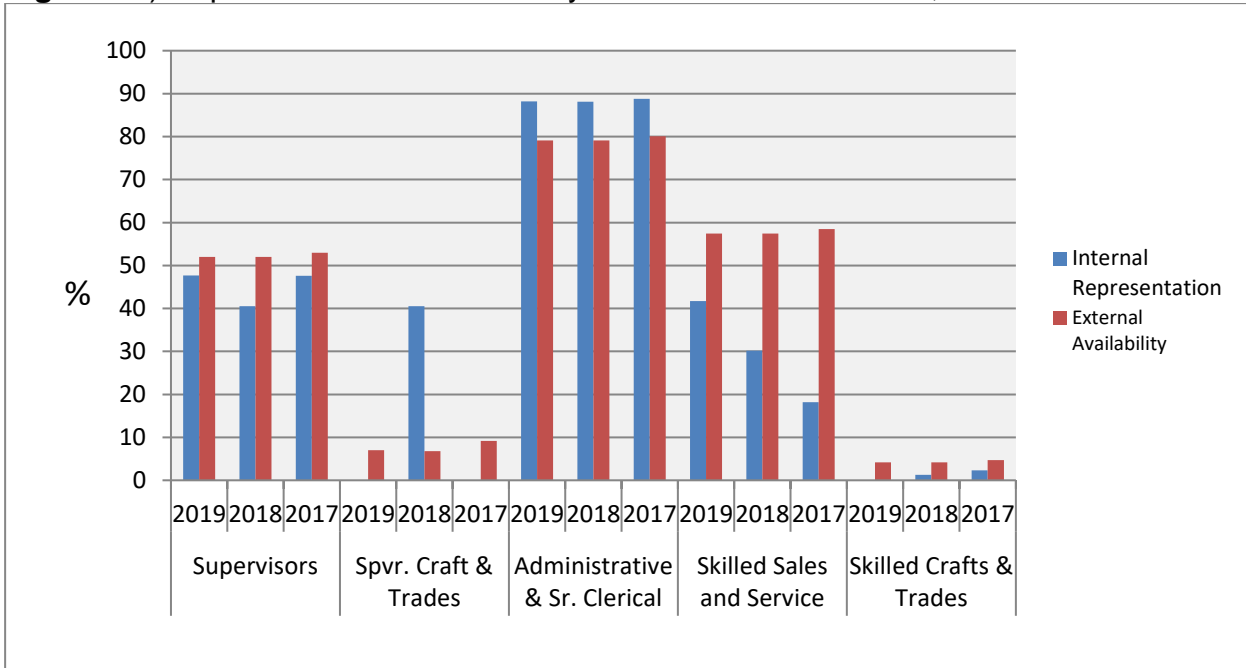
When the [academic](#) and [non-academic](#) groups are split apart, the [non-academic](#) group has significant underrepresentation in Skilled Crafts and Trades Workers, Intermediate Sales and Service Personnel and Other Manual Workers groups. The [academic](#) group does not have underrepresentation in any of the [EEOGs](#) (see Appendix D for the full list of Significant Gaps).

**Figure 2a) Representation of Women by Employment Equity Occupational Group (“EEOG”) on December 31, 2019**

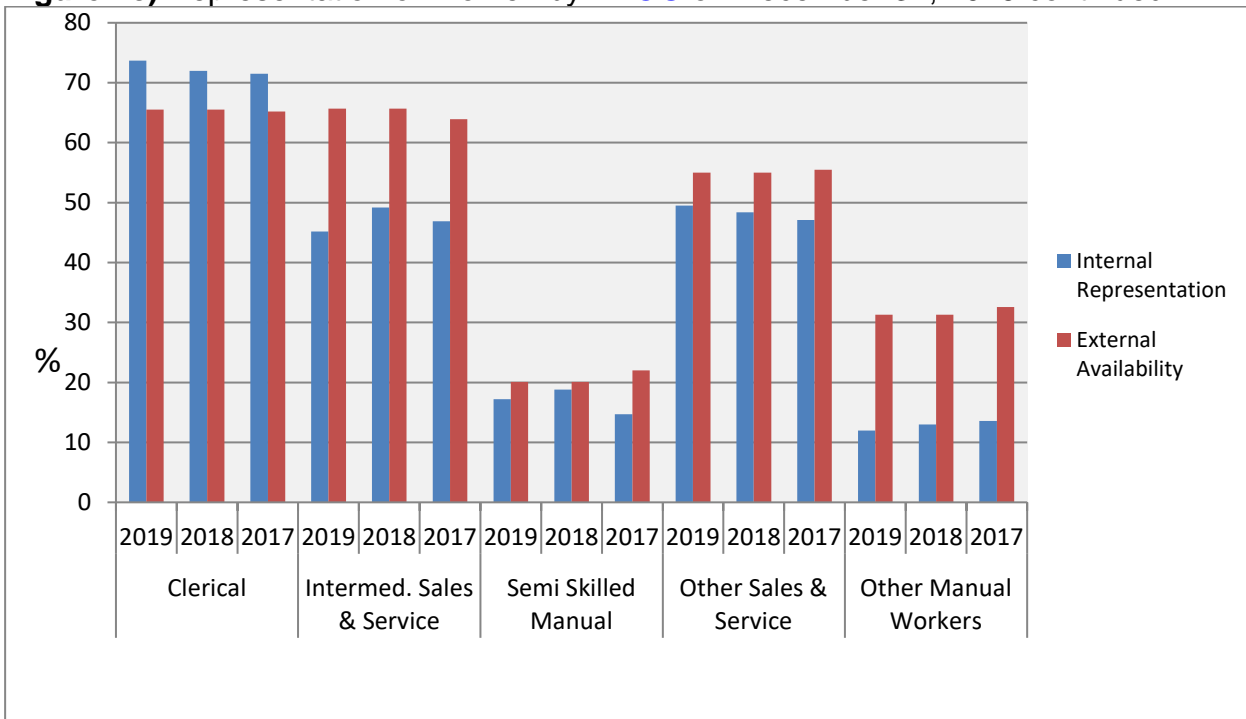


<sup>4</sup> When CUPE 3903 units are excluded, the [internal representation](#) of [academic](#) Women is 45.2% . 45.2% is similar to the representation figures in 2018 (45.2%) and 2017 (44.9%) when CUPE 3903 units were also excluded (due to lower return rates).

**Figure 2b) Representation of Women by EEOG on December 31, 2019 continued**



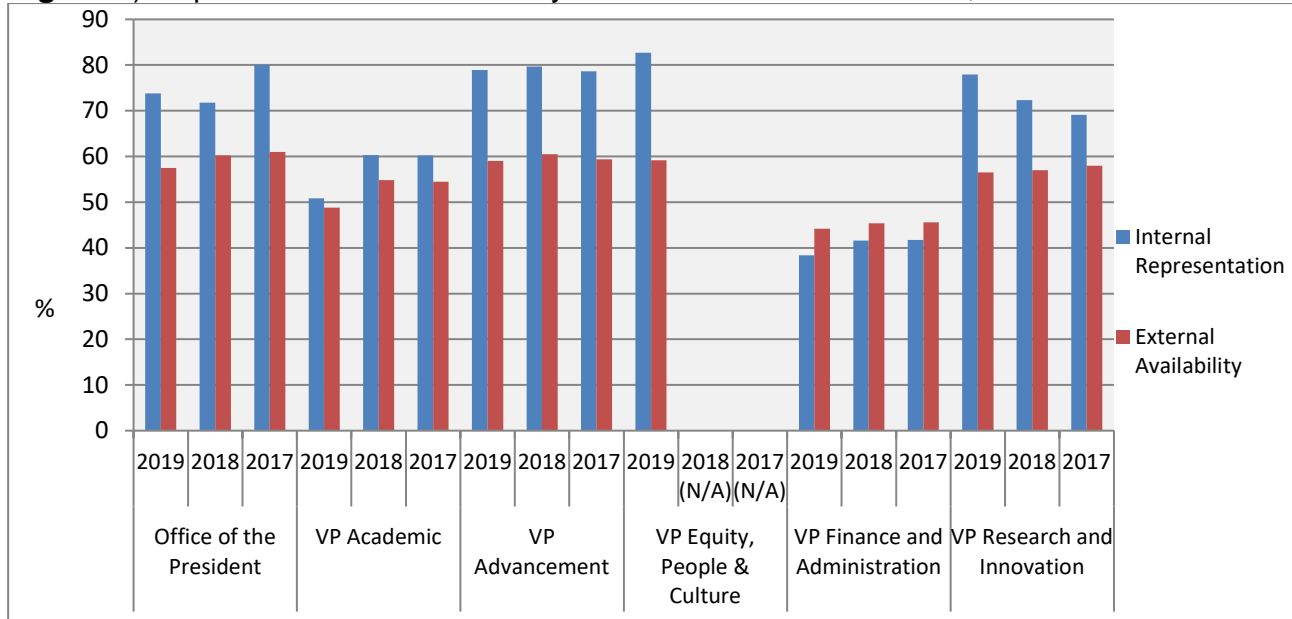
**Figure 2c) Representation of Women by EEOG on December 31, 2019 continued**



### 2.3.1 Analysis of Division and Faculty Representation of Women

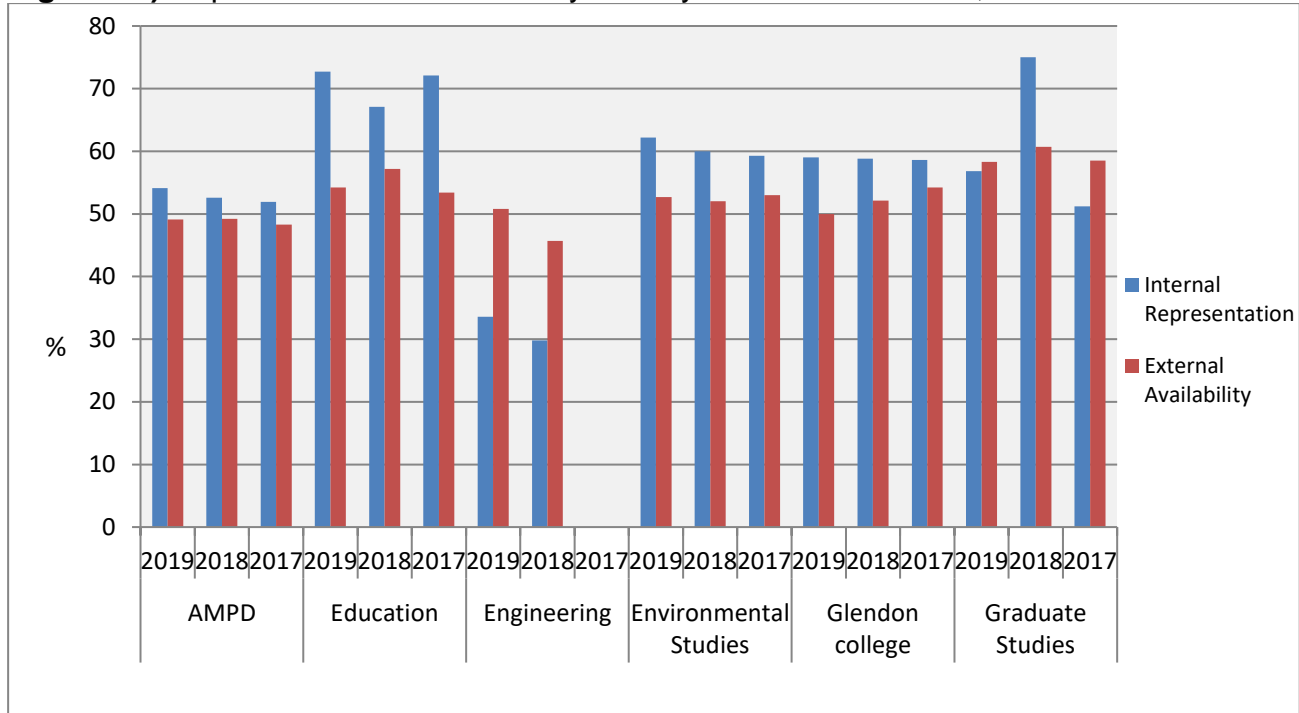
Figure 3 below illustrates the representation of women on December 31, 2019 for the six divisions. Vice President Division, Equity, People & Culture was created in 2019. The figures include all [academic](#) and [non-academic](#) employee groups who work within the division, excluding casual [staff](#). Women exceed the [external availability](#) in five out of six divisions. The exception is in the VP Finance and Administration division where the representation of women fall slightly below the [external availability](#) figures. Three-year trend analysis demonstrates that the representation of women exceeds the external availability figures consistently.

**Figure 3) Representation of Women by Division as at December 31, 2019**

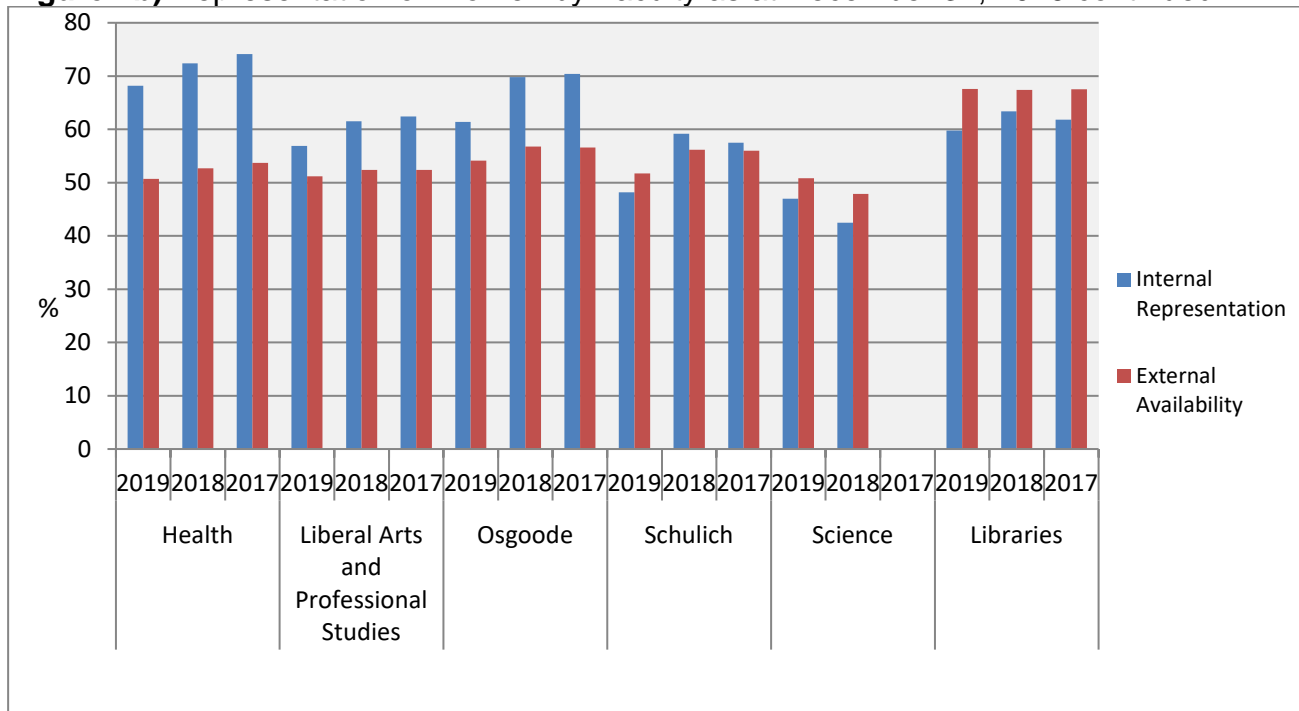


Representation for women in each of the eleven Faculties and the libraries is provided in Figures 4a) and 4b) below. The figures include all employees supporting the business of that [Faculty](#), excluding casual staff. [Internal representation](#) for women exceed in seven out of eleven Faculties. Three-year trend analysis for Arts, Media, Performance and Design (AMPD), and Environmental Studies indicates a small but steady increase (Figure 4a). Three-year trend analysis for Engineering (Figure 4a) and Science (Figure 4b) reflects a small increase in female representation. With the addition of CUPE 3903 units, the 2019 figures for Osgoode indicates a decline in female representation when compared to 2018 (Figure 4b).

**Figure 4a) Representation of Women by Faculty as at December 31, 2019**



**Figure 4b) Representation of Women by Faculty as at December 31, 2019 continued**



### 2.3.2 Hires, Promotions<sup>5</sup> and Exits<sup>6</sup> Analysis

<sup>5</sup> For fulltime [Faculty](#), for FCP purposes, a “promotion” means that: A professor receives an appointment at the dean level or above with full-time administrative function (does not retain teaching responsibilities); and, a professor moves up in rank which may or may not result in a salary increase for a period of



Female representation rate of total employee new hires, total employee promotions and total employee exits.

	2019	2018
New Hires	54%	59%
Promotions	43%	57%
Exits	54%	59%

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

## 2.4 Aboriginal (Indigenous) Persons

Based on [Figure 1](#), as of December 31, 2019, 0.8% of the employee base identified themselves as Aboriginal (Indigenous) Persons. This compares to an [external availability](#) figure of 1.6%.

The [academic](#) group has an internal Indigenous representation figure of 0.7% versus an [external availability](#) figure of 1.6%.

The [non-academic](#) group has an [internal representation](#) rate of 0.9% compared to the [external availability](#) rate of 1.7%.

Based on Figures 5a), 5b) and 5c) that follow, Aboriginal (Indigenous) Persons are underrepresented within several [EEOGs](#). Aboriginal (Indigenous) employees are highly represented in the following occupational groups, Supervisors Craft and Trades, and Semi-skilled Manual Workers (Figure 5c). There continues to be significant underrepresentation of Aboriginal (Indigenous) Persons in the Middle and other Managers, Professionals and Semi-Professionals and Technicians [EEOGs](#) (Figure 5a) (see Appendix D for the full list of Significant Gaps).

When the [academic](#) and [non-academic](#) areas are split apart (see Appendix D), the [non-academic](#) group has significant [gaps](#) in the Middle and Other Manager, Professional and Semi-Professionals and Technicians [EEOGs](#). The [academic](#) group has significant [gaps](#) in the Professionals [EEOGs](#) category.

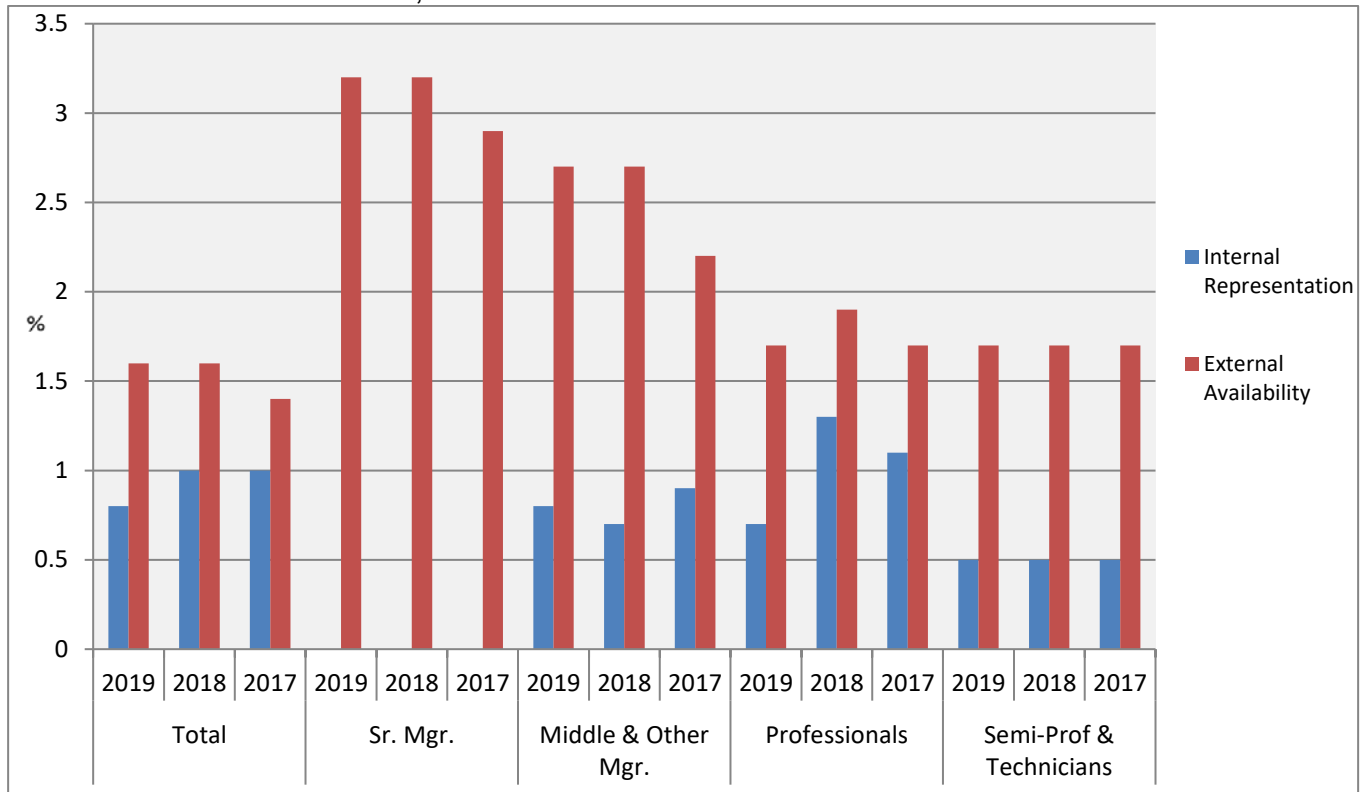
Engagement strategies exist in partnership with the Centre for Aboriginal Student Services on campus, Senior Advisor to the President on Indigenous Initiatives, and the Indigenous Advisory Council i.e. outreach to external communities to increase applications and support retention.

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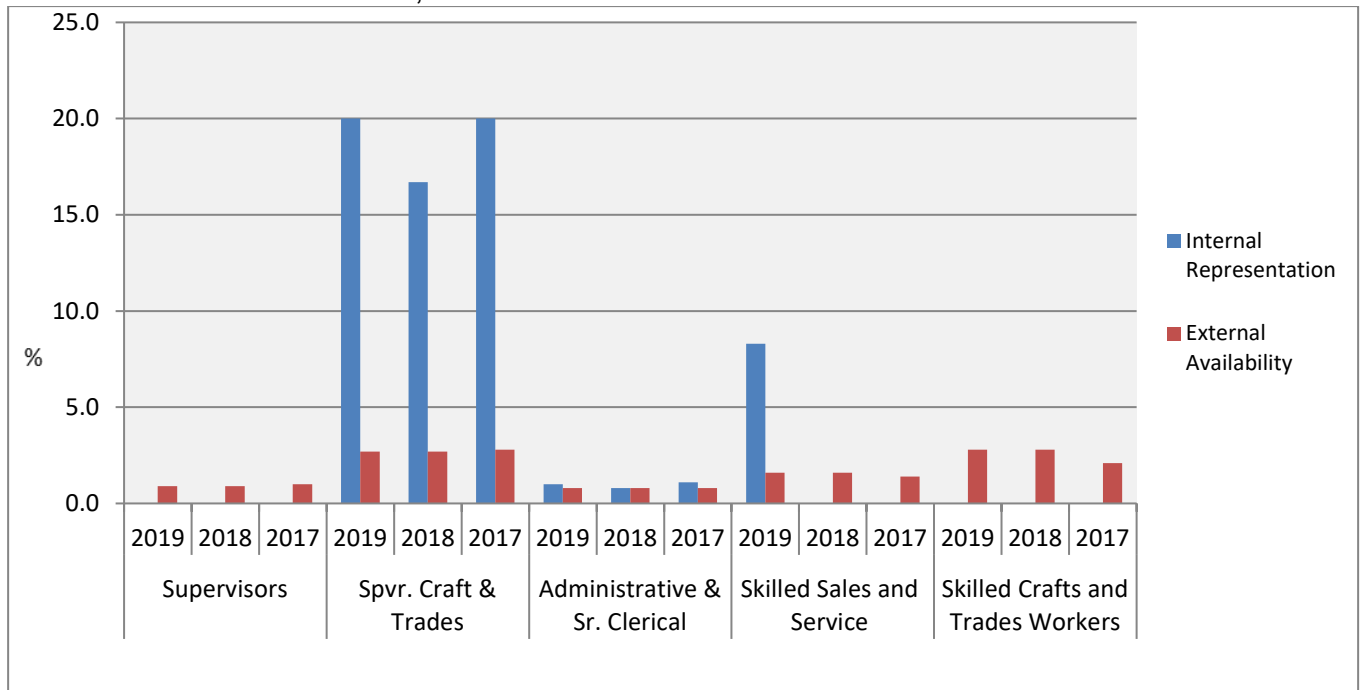
12 weeks or more. Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>6</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

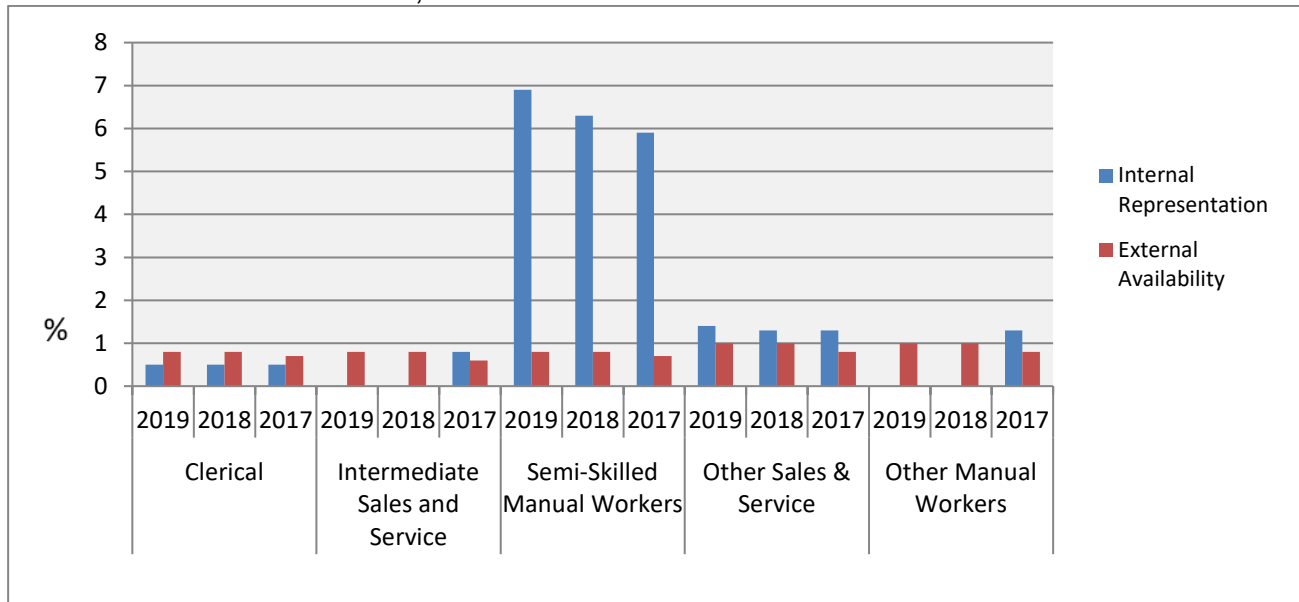
**Figure 5a) Representation of Aboriginal (Indigenous) Persons by EEOGs on December 31, 2019**



**Figure 5b) Representation of Aboriginal (Indigenous) Persons by EEOGs on December 31, 2019 continued**



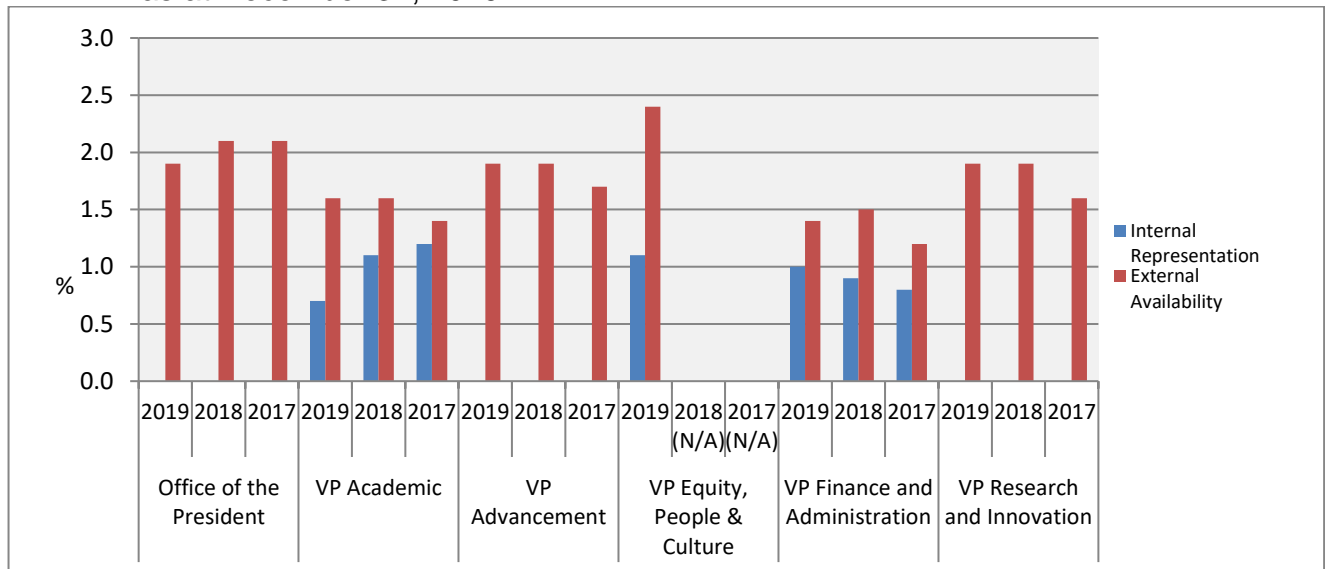
**Figure 5c) Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2019 continued**



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

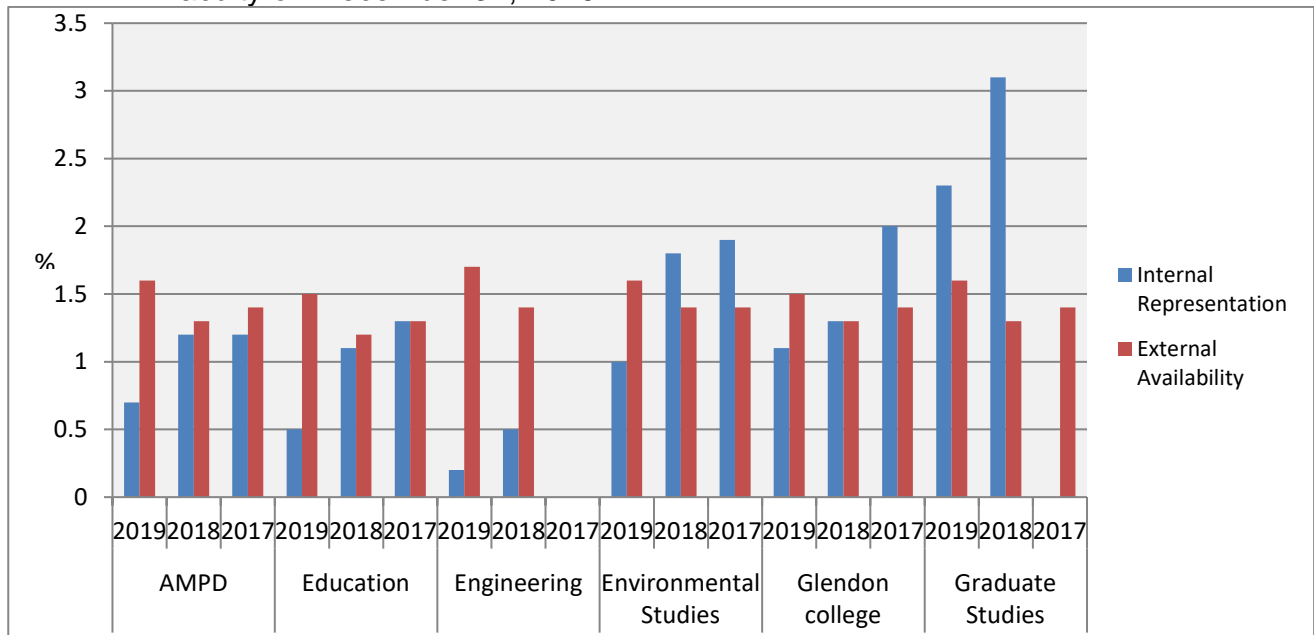
Figure 6 below shows the representation of Aboriginal (Indigenous) persons on December 31, 2019 for the six divisions within the University (Vice President Division, Equity, People & Culture was created in 2019). The figures include all academic and non-academic employee groups who work within the division, excluding casual staff. The figure indicates an increase in the representation of Aboriginal (Indigenous) persons in the Vice President Division, Finance and Administration.

**Figure 6: Summary of Representation Rates of Aboriginal (Indigenous) Persons by Division as at December 31, 2019**

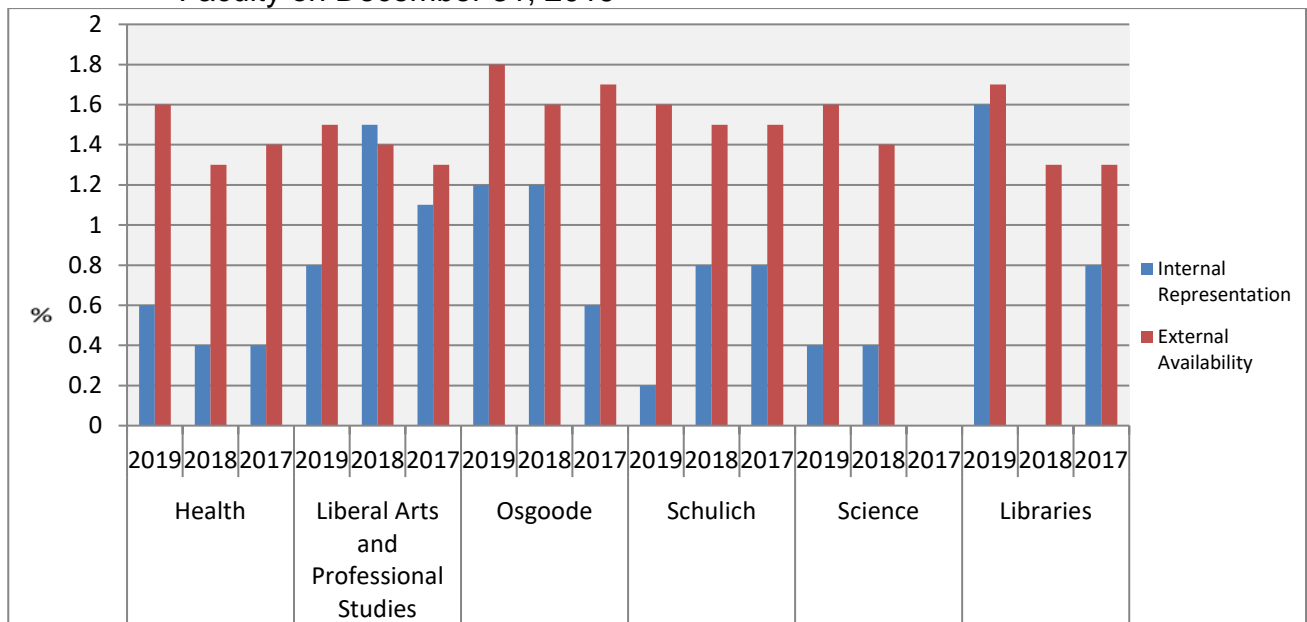


Representation for Aboriginal (Indigenous) persons for each of the eleven Faculties and the libraries are provided in Figures 7a) and b) that follow. The figures include all employees supporting the business of that Faculty, excluding casual [staff](#). [Internal representation](#) for Aboriginal (Indigenous) Persons exceeds in only one out of eleven Faculties, that being Graduate Studies (Figure 7a). Three-year trend analysis for Osgoode and Science indicate steady representation rates over the last two years in comparison to three years prior (Figure 7b).

**Figure 7a)** Summary of Representation Rates of Aboriginal (Indigenous) Persons by Faculty on December 31, 2019



**Figure 7b)** Summary of Representation Rates of Aboriginal (Indigenous) Persons by Faculty on December 31, 2019



### 2.4.2 Hires, Promotions<sup>7</sup> and Exits<sup>8</sup> Analysis

Aboriginal (Indigenous) representation rate of total employee new hires, total employee promotions and total employee exits.

	2019	2018
New Hires	0%	0%
Promotions	0%	0%
Exits	0%	0%

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

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<sup>7</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>8</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

## 2.5 Visible Minorities (Racialized)

Based on [Figure 1](#), at the end of 2019, the University had an [internal representation](#) for Visible Minorities (Racialized) of 19.8%, compared to an [external availability](#) of 30.3%. The [academic](#) group had an [internal representation](#) of 14.3% ([Figure 1](#)) versus an [external availability](#) of 27.5%. The [non-academic](#) group had an [internal representation](#) of 29.3% versus an [external availability](#) of 35.3%. The [external availability](#) figures originate from the 2016 [external availability](#) data provided by Statistics Canada.

Based on [Figure 8a](#)) below, the analysis of desegregated Visible Minority (Racialized) data for York University [Faculty](#) Association reflects the highest representation of Visible Minority (Racialized) [Faculty](#) disaggregated groups who have self-identified is Chinese at 17.8%. The lowest representation of Visible Minority (Racialized) [Faculty](#) disaggregated groups who have self-identified is Filipino at 0.9%.

**Figure 8a)**

Total Visible Minority (Racialized) <sup>9</sup> (23.1%) <sup>10</sup>	Desegregated % of Visible Minority (Racialized) Group (Includes Contractually Limited Appointments)	Desegregated % of Total York University Faculty Association (Includes Contractually Limited Appointments)
Arab	5.9	1.4
Black (e.g. African, American, Canadian, Caribbean)	10.1	2.3
Chinese	17.8	4.1
Filipino	0.9	0.2
Japanese	2.4	0.5
Korean	3.8	0.9
Non-White Latin American (including Indigenous persons from Central and South America)	1.5	0.3
South Asian/West Indian (e.g., Bangladeshi, Pakistani, Indian, Guyanese, Trinidadian, Sri Lankan, East African)	14.8	3.4
Non-White West Asian (e.g., Iranian, Lebanese, Afghan)	2.7	0.6
South East Asian (e.g., Burmese, Cambodian/Kampuchean, Laotian, Malaysian, Thai, Vietnamese, Indonesian)	2.7	0.6
Persons with Mixed Origin	7.1	1.6

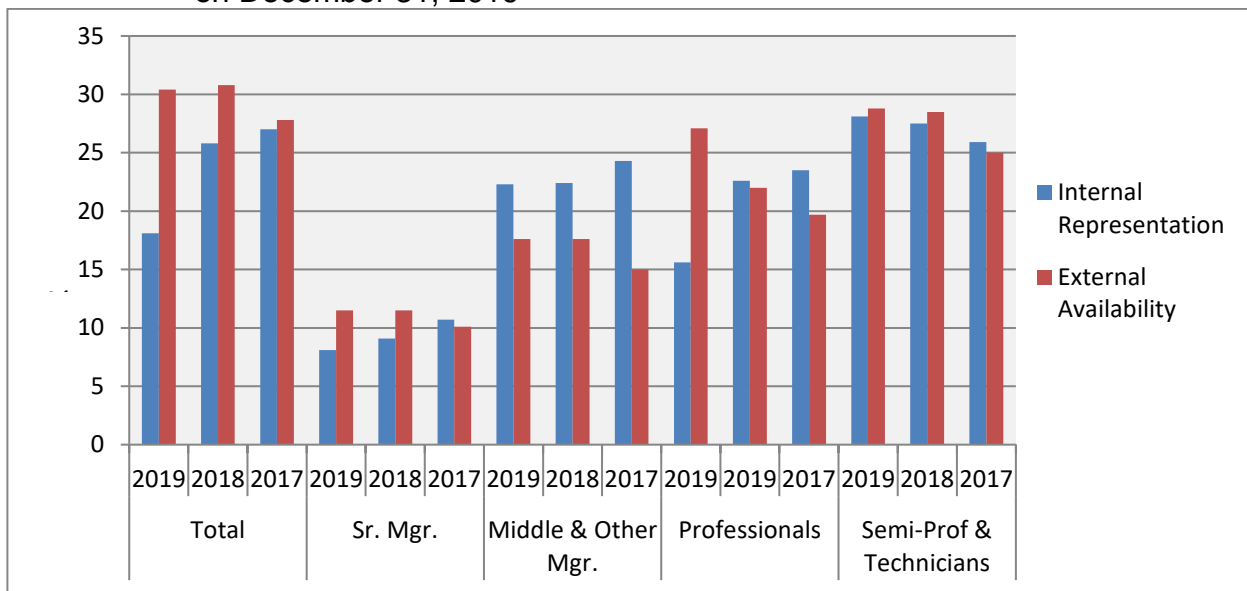
<sup>9</sup> Visible Minority (Racialized) sub-categories are provided by [Statistics Canada](#) with the exception of Persons with Mixed Origin.

<sup>10</sup> 23.1% does not include CUPE 3903 units

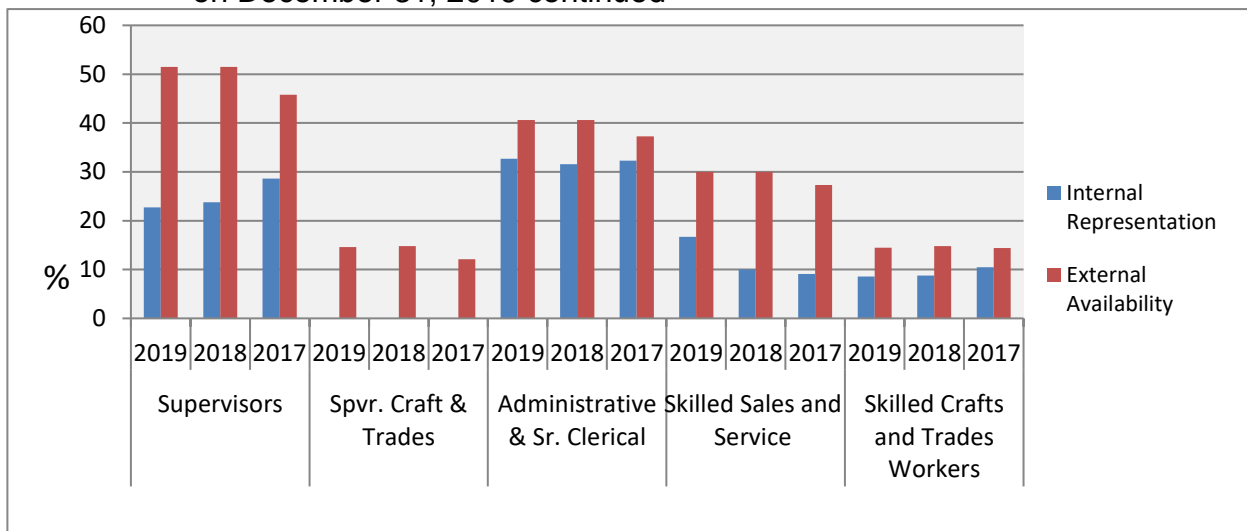
Based on Figures 8b), 8c) and 8d) below, Visible minority (Racialized) groups are highly represented in the occupational group Middle and Other Managers (Figure 8b). There continues to be significant underrepresentation in the following EEOGs, some examples – Professionals (Figure 8b), Supervisors, Supervisors Crafts and Trades (Figure 8c), and Intermediate Sales and Service Personnel (Figure 8d).

When the academic and non-academic groups are split apart (see Appendix D), the non-academic group has significant underrepresentation in numerous EEOGs, for example Supervisors, Administrative and Senior Clerical Personnel, Skilled Crafts and Trades Workers and Clerical EEOGs. The academic group has significant underrepresentation in the Professionals EEOG (see Appendix D for the full list of Significant Gaps) (see Appendix D for the full list of Significant Gaps).

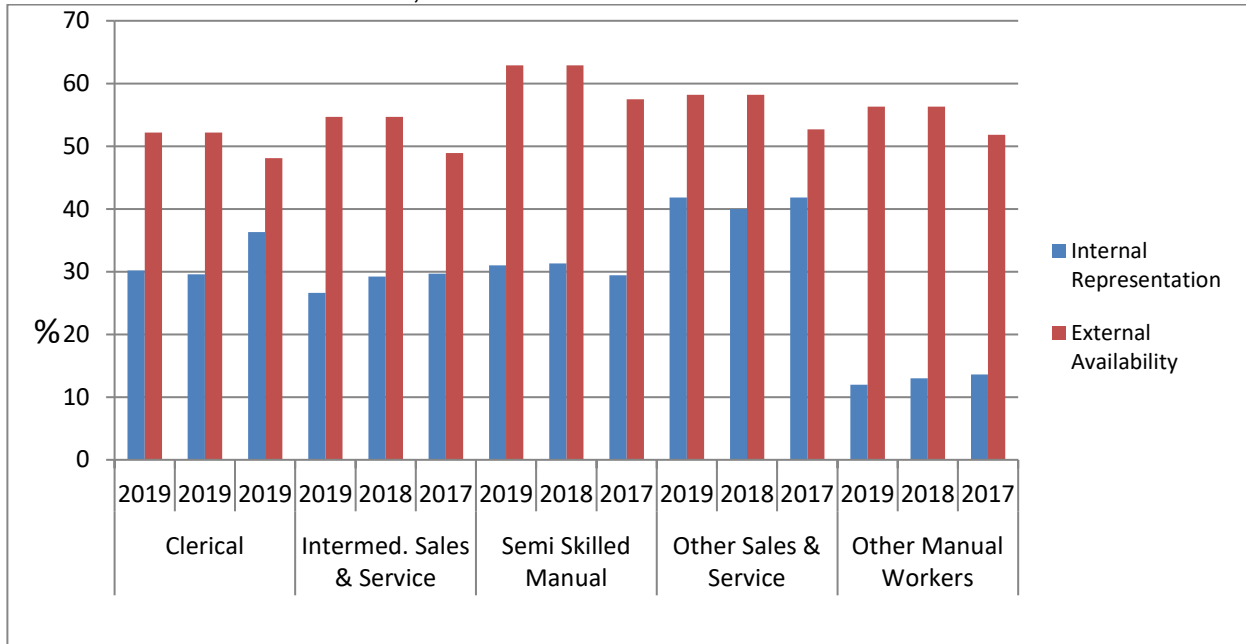
**Figure 8b):** York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2019



**Figure 8c):** York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2019 continued



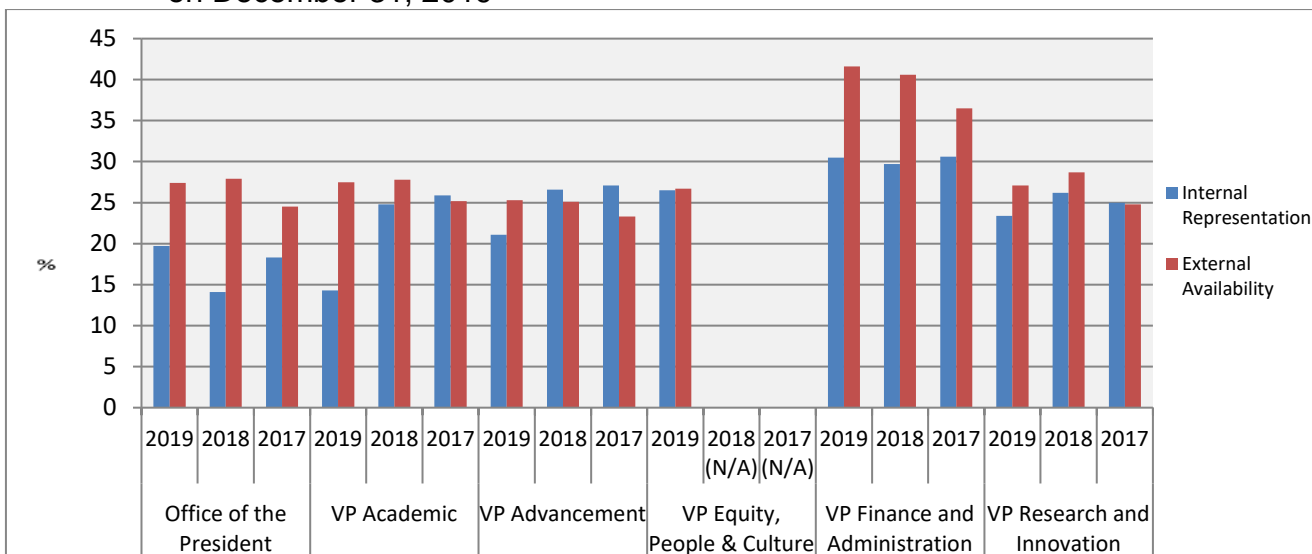
**Figure 8d):** York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2019 continued



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

Figure 9 below shows the representation of Visible Minorities (Racialized) on December 31, 2019, for the six divisions within the University (Vice President Division, Equity, People & Culture was created in 2019). The figures include all academic and non-academic employee groups who work within the division, excluding casual staff. Internal representation for Visible Minorities (Racialized) groups does not exceed the external availability in each division.

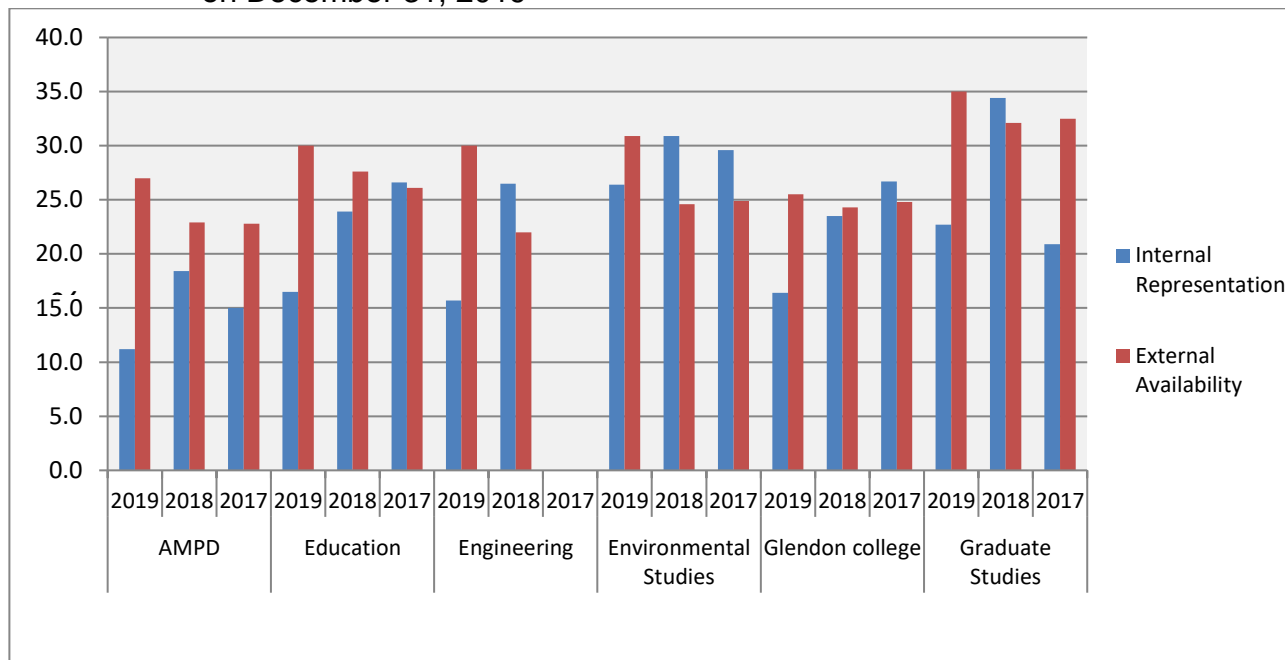
**Figure 9):** York University: Representation of Visible Minorities (Racialized) by Division on December 31, 2019



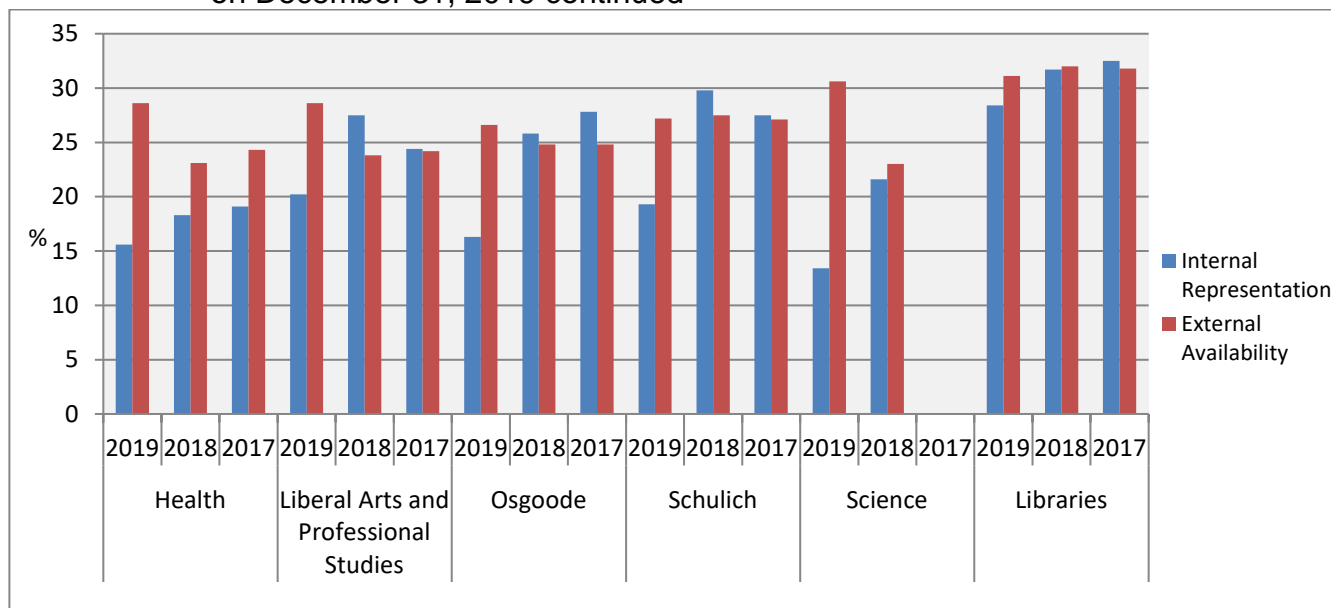


Representation for Visible Minorities (Racialized) for each of the eleven Faculties and the libraries has been provided in Figure 10a) and 10b) below. The figures include all employees supporting the business of that Faculty, excluding casual Staff. [Internal representation](#) for Visible Minorities (Racialized) groups does not exceed the [external availability](#) in each Faculty.

**Figure 10a):** York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2019



**Figure 10b):** York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2019 continued



### 2.5.2. Hires, Promotions<sup>11</sup> and Exits<sup>12</sup> Analysis

Visible Minorities (Racialized) representation rate of total employee new hires, total employee promotions and total employee exits.

	2019	2018
New Hires	11%	9%
Promotions	29%	10%
Exits	11%	12%

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

### 2.6 Persons with Disabilities

Based on [Figure 1](#), as of December 31, 2019, 4.0% of the employee base identified themselves as Persons with Disabilities. This compares to an [external availability](#) figure of 8.9%.

Internal representation of Persons with Disabilities for the [academic](#) group is 4.3% versus an [external availability](#) of 8.9%. The [non-academic](#) group has an [internal representation](#) of 3.8% versus an [external availability](#) of 9.0%. The external availability figures originate from the 2016 [external availability](#) data provided by Statistics Canada.

Based on Figures 11a), 11b) and 11c) that follow, on a University-wide level, Persons with Disabilities are highly represented in the following occupational groups, Supervisor Crafts and Trades (Figure 11b) and Other Manual Workers (Figure 11c). There is significant underrepresentation of Persons with Disabilities in the Senior Managers, Supervisors, Professionals, Semi-Professionals and Technicians, Intermediate Sales and Service Personnel, and Other Sales and Service Personnel EEOGs.

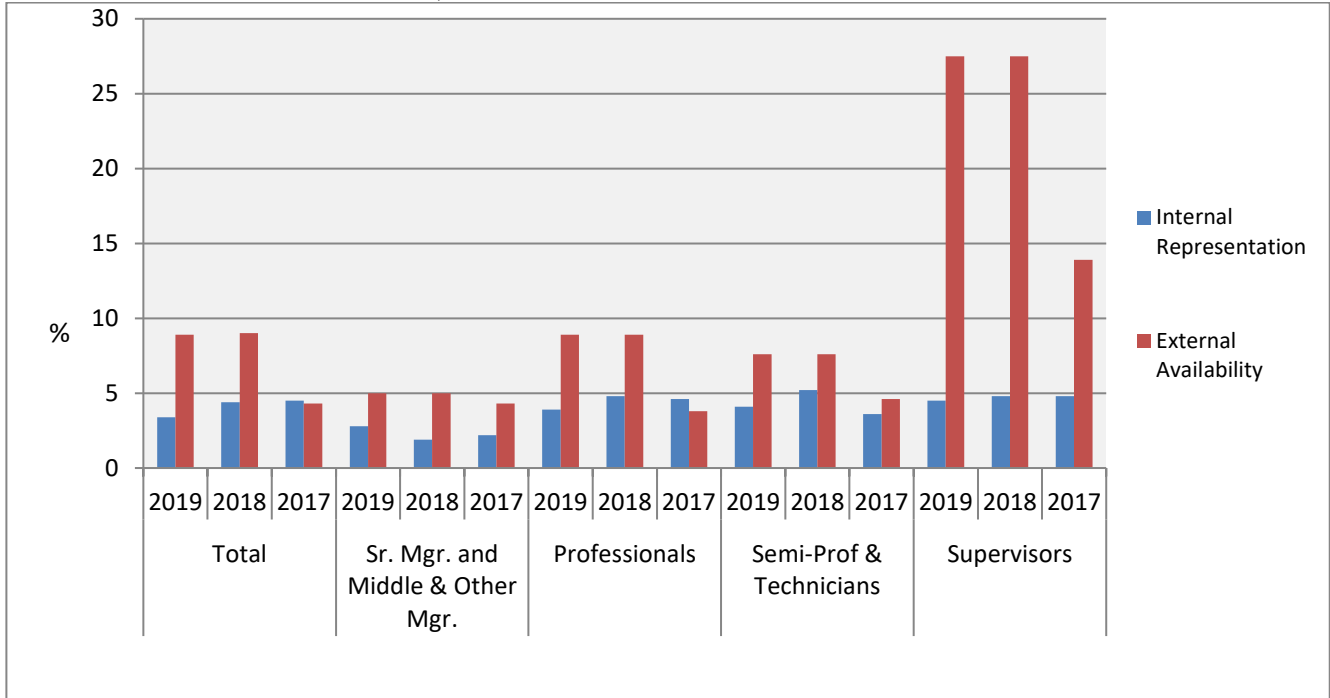
When the [academic](#) and [non-academic](#) groups are split apart (see Appendix D), the [non-academic](#) group has significant underrepresentation in the Managers, Supervisors, Professionals, Semi-Professionals and Technicians, Intermediate Sales and Service Personnel and Other Sales and Service Personnel EEOG. The [academic](#) group has significant underrepresentation in the Professionals EEOG (see Appendix D for the full list of Significant Gaps).

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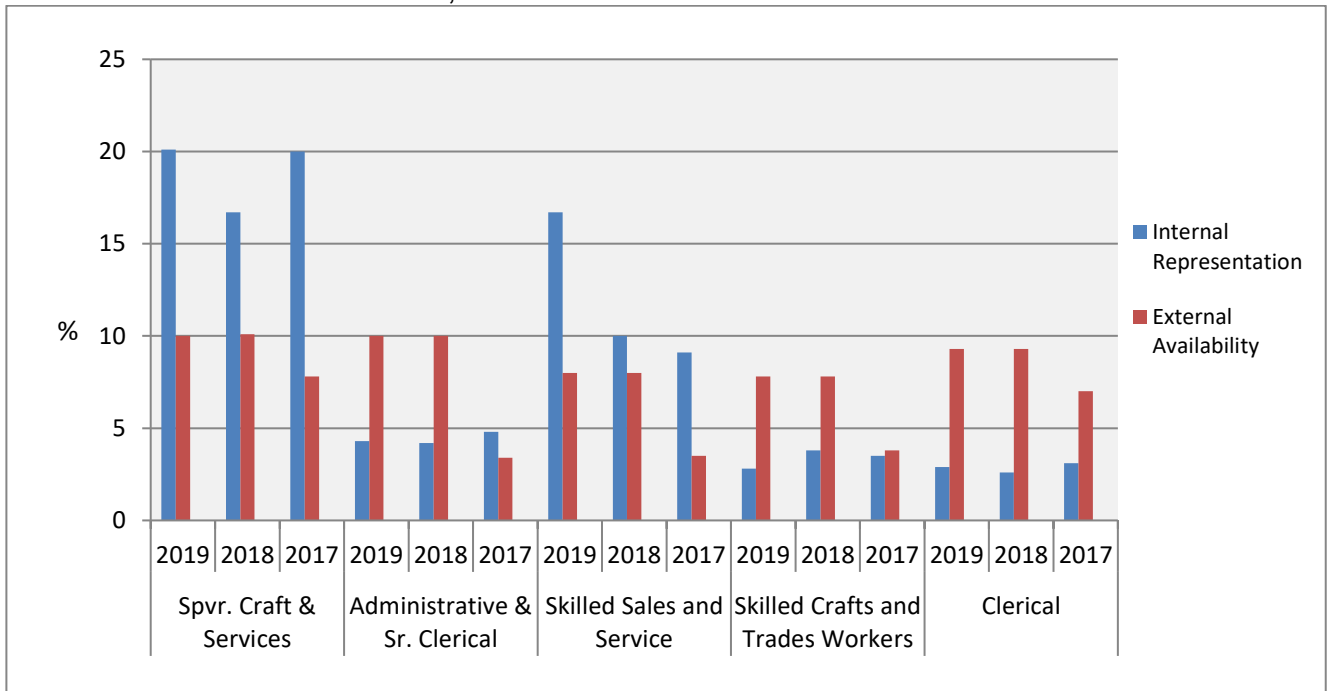
<sup>11</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

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

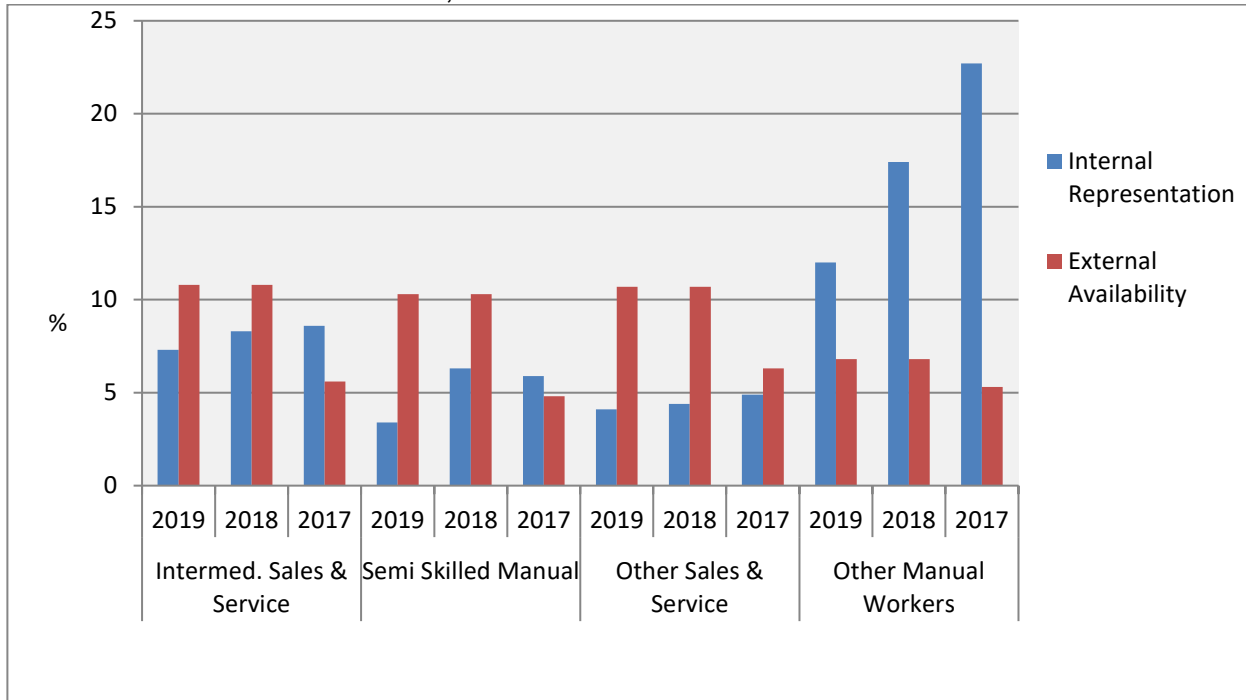
**Figure 11a):** York University: Representation of Persons with Disabilities by EEOG on December 31, 2019



**Figure 11b):** York University: Representation of Persons with Disabilities by EEOG on December 31, 2019 continued



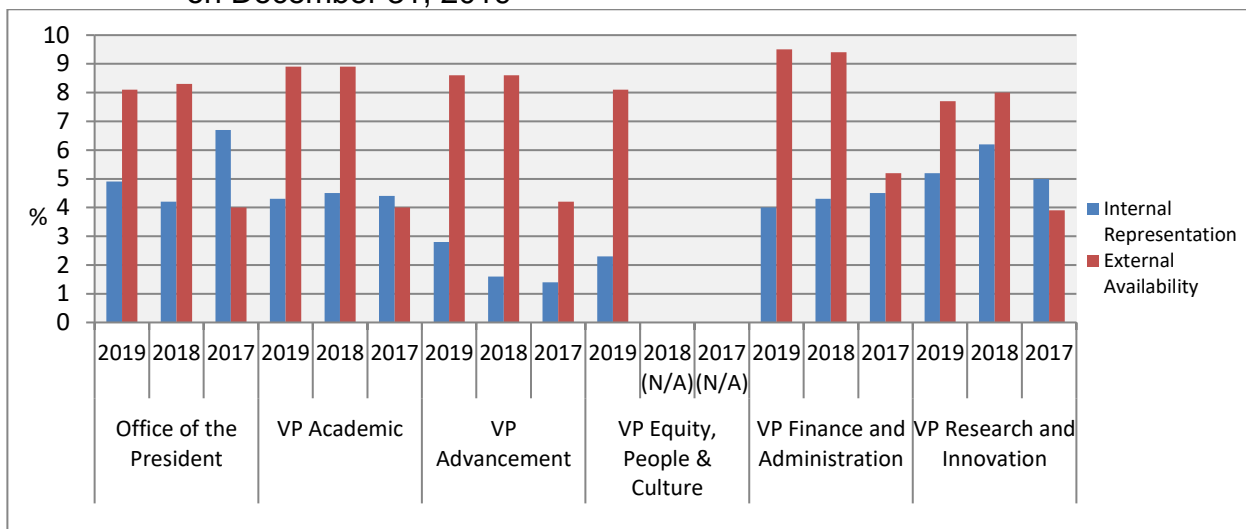
**Figure 11c):** York University: Representation of Persons with Disabilities by EEOG on December 31, 2019 continued



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

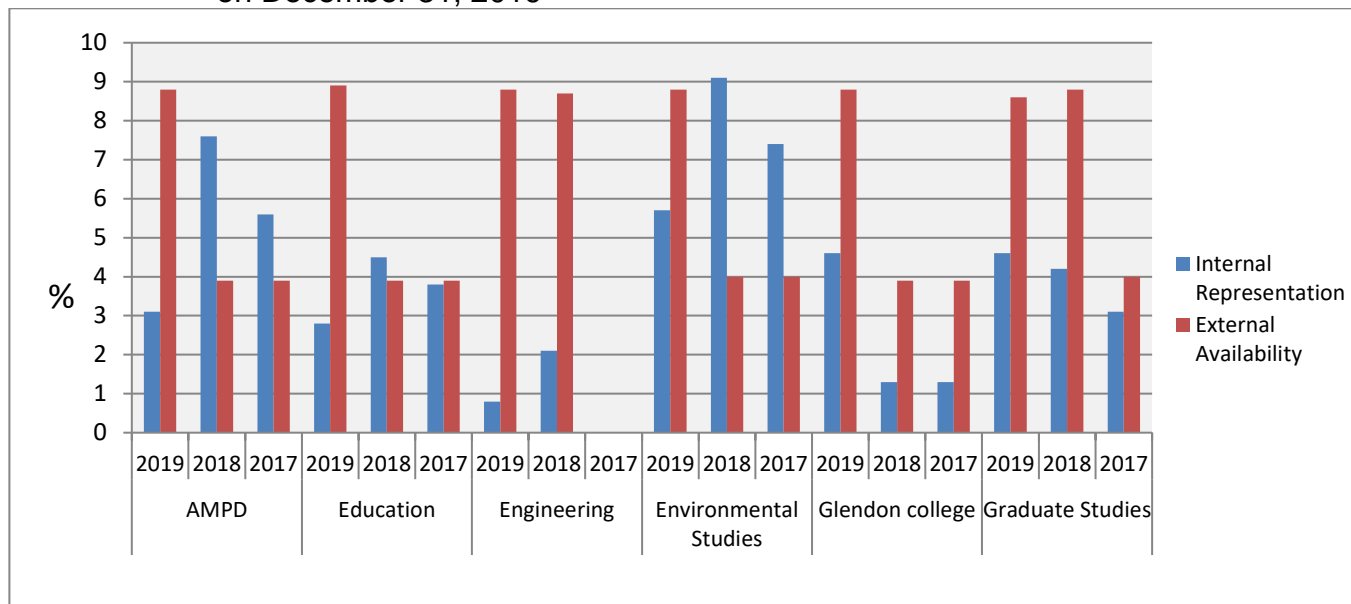
Figure 12) below shows the representation of Persons with Disabilities on December 31, 2019 for the six Divisions within the University (Vice President Division, Equity, People & Culture was created in 2019). The figures include all academic and non-academic employee groups who work within the division, excluding casual staff. Internal representation for Persons with Disabilities does not exceed the external availability in each division.

**Figure 12):** York University: Representation of Persons with Disabilities by Division on December 31, 2019

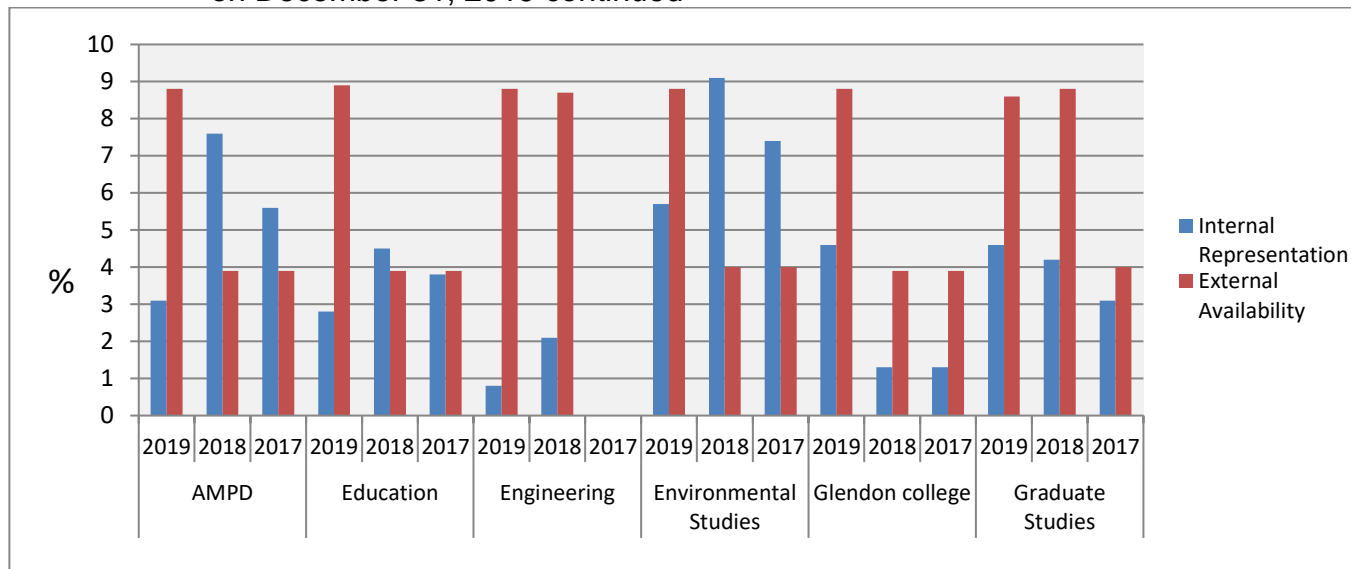


Representation for Persons with Disabilities for each of the eleven Faculties and the libraries has been provided in Figure 13a) and 13 b) below. The figures include all employees supporting the business of that Faculty, excluding casual staff. Internal representation for Persons with Disabilities does not exceed the external availability in each Faculty.

**Figure 13a):** York University: Representation of Persons with Disabilities by Faculty on December 31, 2019



**Figure 13b):** York University: Representation of Persons with Disabilities by Faculty on December 31, 2019 continued



## 2.6.2 Hires, Promotions<sup>13</sup> and Exits<sup>14</sup> Analysis

Persons with Disabilities representation rate of total employee new hires, total employee promotions and total employee exits.

	2019	2018
New Hires	2%	2%
Promotions	5%	14%
Exits	5%	2%

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

## 2.7 LGBTQ2+

LGBTQ2+ is an acronym for persons who identify, for example as, lesbian, gay, bisexual, transgender, two-spirited, genderqueer, questioning, or who otherwise express gender or sexual diversity. Based on [Figure 1](#), 2.8% of employees self-identified as LGBTQ2+. The [internal representation](#) of LGBTQ2+ for the [academic](#) group was 5.0%. Within the [non-academic](#) group, the [internal representation](#) of LGBTQ2+ was 1.3%. [External availability](#) figures from Statistics Canada are not available at this time for the LGBTQ2+ community..

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<sup>13</sup> Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>14</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

### 3.0 Summary

At York we boast a culture of respect, equity, diversity and inclusivity, where we value each others' differences and exercise our strengths. Demonstrated by the many achievements noted in the section [2019 Key Achievements](#) and in the section [New Initiatives for 2020 – 2021](#). York continues to be committed to equity, diversity and inclusion.

The detailed analysis found in [Section 2.0 Employment Equity Figures](#) of this report gives us information on where to focus our efforts to increase the representation rates of certain groups, in particular, Aboriginal (Indigenous) Persons, Visible Minorities (Racialized) groups and Persons with Disabilities where the overall representation rates fall below the [external availability](#) data provided by Statistics Canada ([Figure 1](#)). The overall representation rates for women continue to exceed the [external availability data](#).

With the creation of the new VP Division, Equity, People & Culture, we look forward to the work ahead and continue to strive towards inclusion.

## Contact Information:

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416-736-2100 ext. 22771

For previous Employment Equity Statistical Reports:  
[2018 Annual Statistical Employment Equity Report](#)

For Additional Readings:

York's policies and guidelines:

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



## Glossary of Terms

### **Academic/Faculty:**

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

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

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

### **External Availability:**

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

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

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

### **Gap:**

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

### **Internal Representation:**

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

### **LGBTQ2+:**

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

**NOC:**

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

**Non-academic:**

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

**Staff:**

Another term for [non-academic](#) employees. Staff may or may not be unionized.

## **APPENDIX A –**

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

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

#### **Communication**

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

#### **Workforce Information Collection**

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

#### **Workforce Analysis**

Understanding the current composition of the designated groups at York allows the University to focus its employment equity initiatives towards designated groups with significant underrepresentation, with the aim of removing employment barriers that may be preventing them from entering an occupational group.

#### **Employment Systems Review**

Review of University policies and practices for potential employment barriers to the four designated groups under the Employment Equity Act and the [LGBTQ2+](#) community.

#### **Identification and Removal of Barriers**

To remove barriers that have a negative impact on designated group members.

#### **Implementation**

Implement changes to reduce barriers that have been identified.

#### **Monitoring**

Establishment of mechanisms to monitor the effectiveness of the University's employment equity program.

## **APPENDIX B – Employment Equity Occupational Group (“EEOG”) Definitions**

### **1. Senior Managers**

Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.

Examples: President; Vice-President; Assistant Vice President; Executive Director

### **2. Middle and Other Managers**

Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.

Examples: Director, Talent Acquisition & Development; Dean, Faculty of Liberal Arts & Professional Studies; University Librarian

### **3. Professionals**

Professionals usually need either a university degree or prolonged formal training, and sometimes must be members of a professional organization.

Examples: Diversity & Inclusion Consultant; Information Specialist; New Student Advisor

### **4. Semi-Professionals and Technicians**

Workers in these occupations must possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Engineering Technician; Lab Technologist

### **5. Supervisors**

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may also perform the duties of the employees under their supervision.

Examples: Supervisor, Document Processing; Control Room Supervisor; Security Supervisor

### **6. Supervisors: Crafts and Trades**

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They coordinate the workflow of skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may perform the duties of the employees under their supervision.

Examples: Loading Dock Supervisor; Production Supervisor;

## **7. Administrative and Senior Clerical Personnel**

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

## **8. Skilled Sales and Service Personnel**

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually has received an extensive period of training involving some post-secondary education, part or all an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Textbook Buyer; Buyer

## **9. Skilled Crafts and Trades Workers**

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.

Examples: Plumber; Plasterer; Carpenter

## **10. Clerical Personnel**

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

## **11. Intermediate Sales and Service Personnel**

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience. Generally, these are workers whose skill level is less than that of Skilled Sales and Service Personnel.

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

## **12. Semi-Skilled Manual Workers**

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of Skilled Crafts and Trades Workers.

Examples: Operator (Machine and Equipment); Bus Driver

## **13. Other Sales and Service Personnel**

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

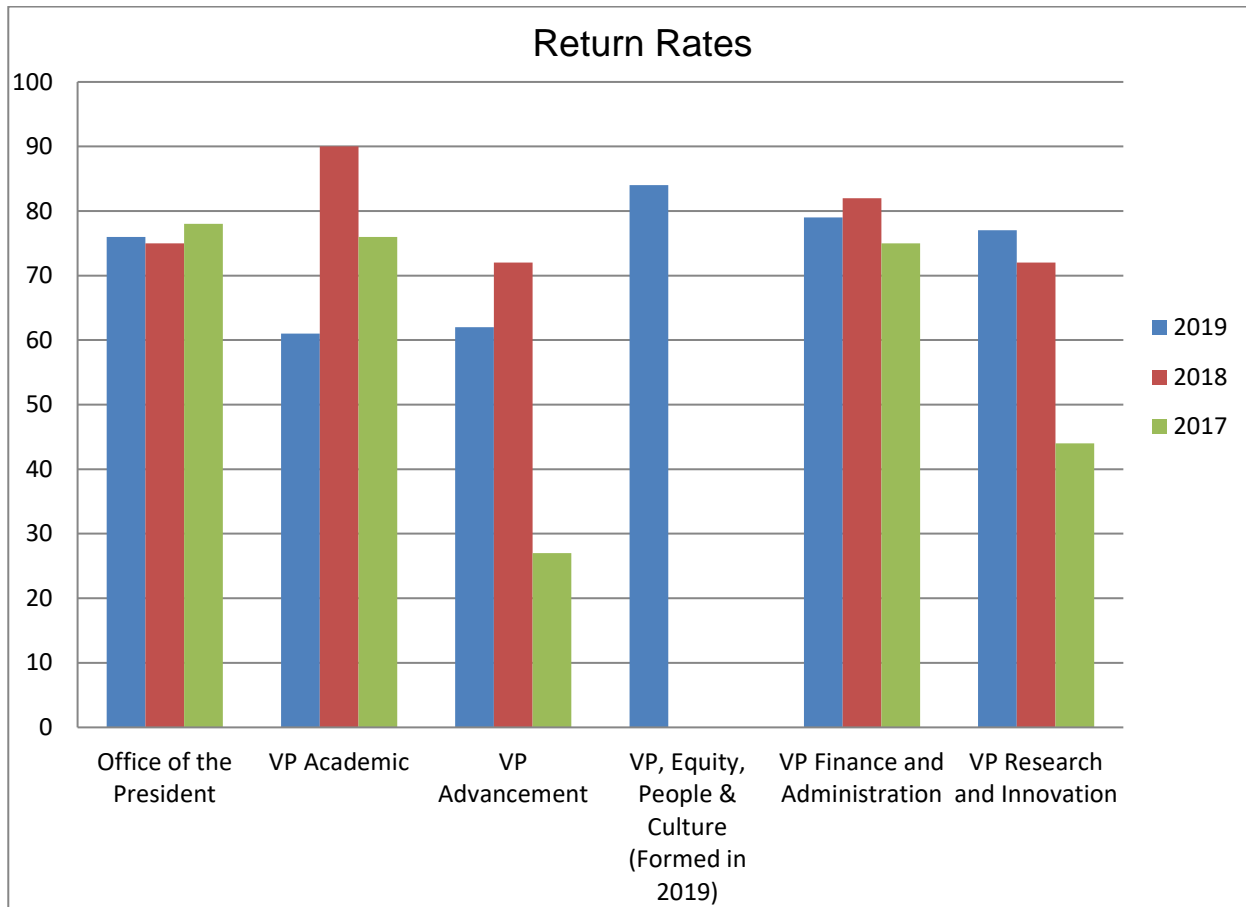
Examples: Housekeeping Attendant; Custodian; Cashier

#### **14. Other Manual Workers**

Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Groundskeeper, Ground Maintenance Person

**APPENDIX C – Employment Equity Survey Return Rate, by Division<sup>15</sup>**



<sup>15</sup> Total number of completed surveys by divisional head count based on the 2019 organizational structure. CUPE 3903 Units and CUPE Exempt results are included. VP Academic return rates decreased in comparison to the 2018 annual statistical report with the addition of CUPE 3903 Units. Further steps will be taken to increase return rates for VP Advancement.

## APPENDIX D – Significant Gaps

The concept and calculations related to significant [gaps](#) will be described, followed by a chart on the following pages which outlined the significant [gaps](#) at York University.

If a gap is “significant”, then an employment systems review must be undertaken to understand what employment barriers may be present to cause the underrepresentation. A significant gap is determined by utilizing the three-filter test<sup>16</sup>:

To determine if a gap in representation is significant apply filters 1 and 2 (in combination), and filter 3. Gaps that are identified as significant will become the focus of the employment systems review.

First filter: If the number gap is -3 or greater (note that while the gap is referred to as -3 or greater, the actual numerical value is -3 or less, i.e., -3, -4, -5, etc.), then the gap may be significant; must be recorded; and the second filter must be applied.

Second filter: If the percentage representation is 80 percent or less, then the organization must investigate the underrepresentation further.

For example, if your organization has 7 accountants who are women, but the expected availability indicates that you should have 10, then your organization has only 70 percent of what is expected and a numerical gap of -3, and thus a significant gap exists.

Calculating the percentage representation:

$$\frac{\text{Internal representation}}{\text{external availability}} \times 100 = \text{percentage representation}$$

Third filter<sup>17</sup>: If there are gaps of -3 or less (note that while the gaps is referred to as -3 or less, the actual numerical **value** is -3 up to and including -1, i.e., -3, -2, -1) for a designated group in **several** EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

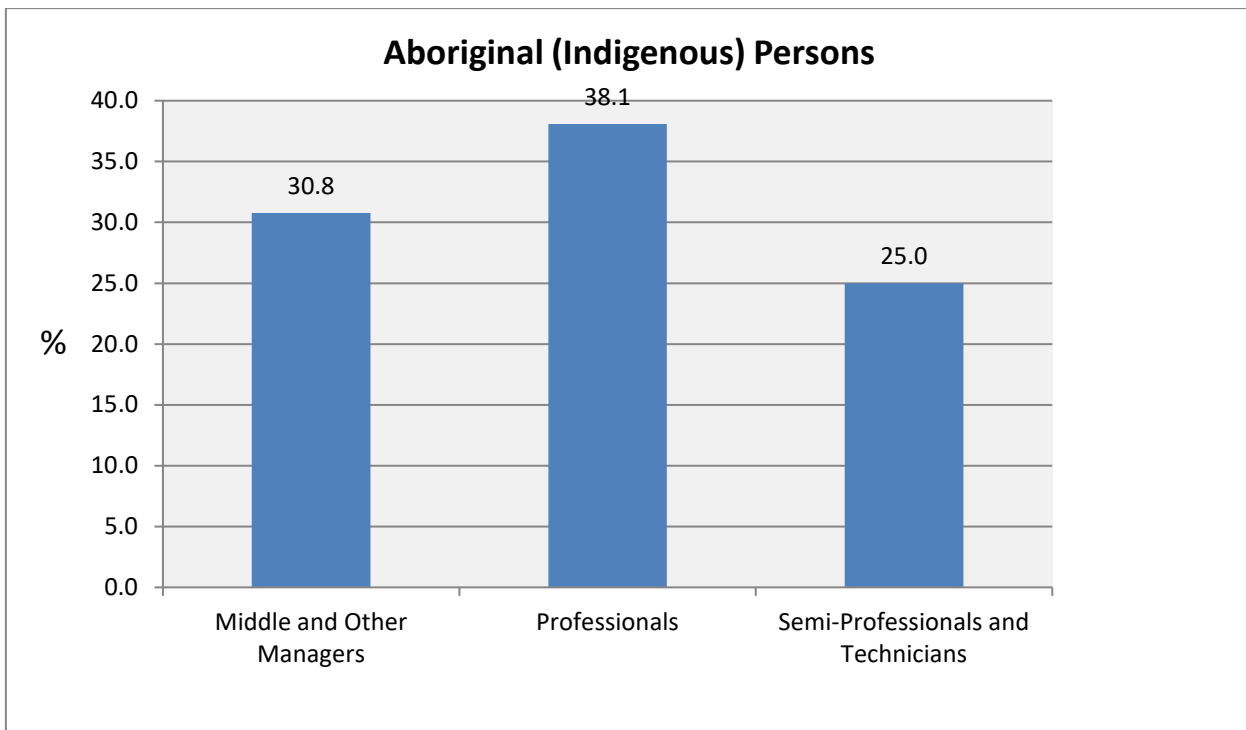
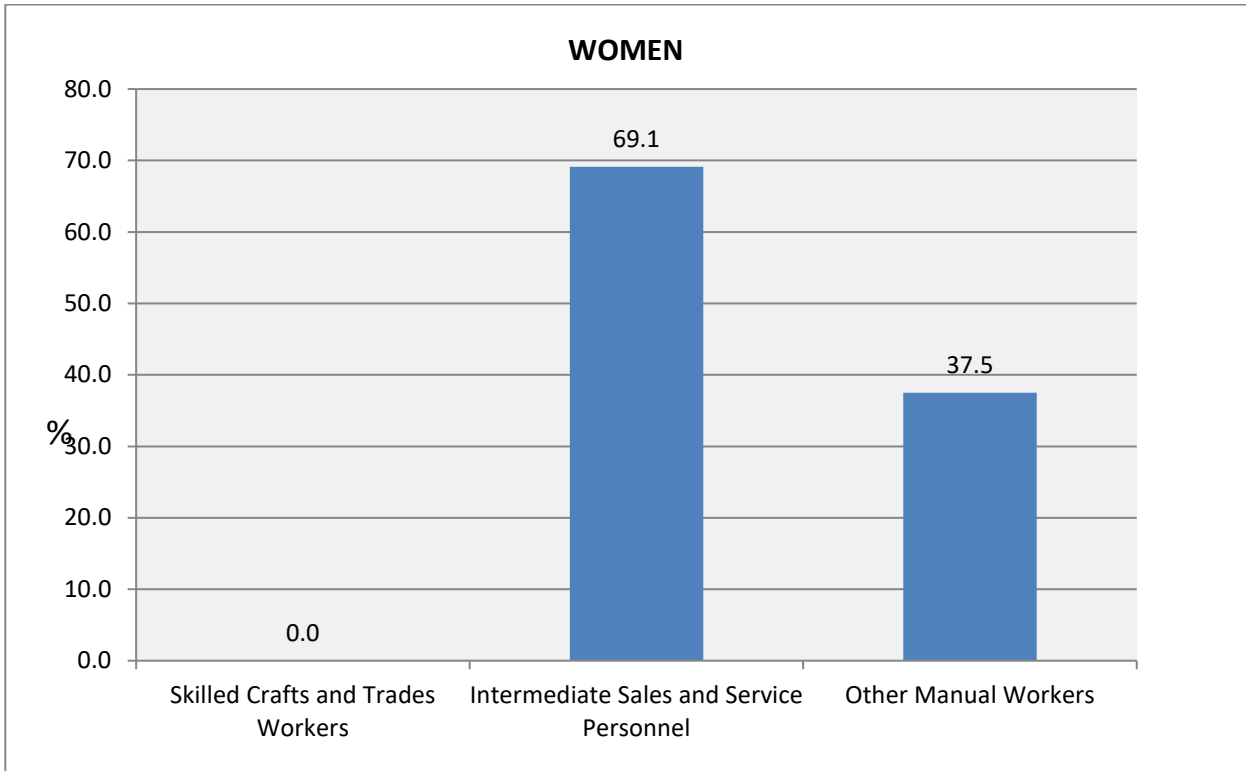
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<sup>16</sup> [Three filter test](#)

<sup>17</sup> [50% Rule for Women](#): This rule applies only to [EEOG 07](#) Administrative and Senior Clerical Personnel and [EEOG 10](#) Clerical Personnel. If there is a [gap](#) for women in an [EEOG](#) where women are represented at 50% or more, this [gap](#) is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for [gaps](#) in [EEOGs](#) where women are represented at 50% regardless of availability.

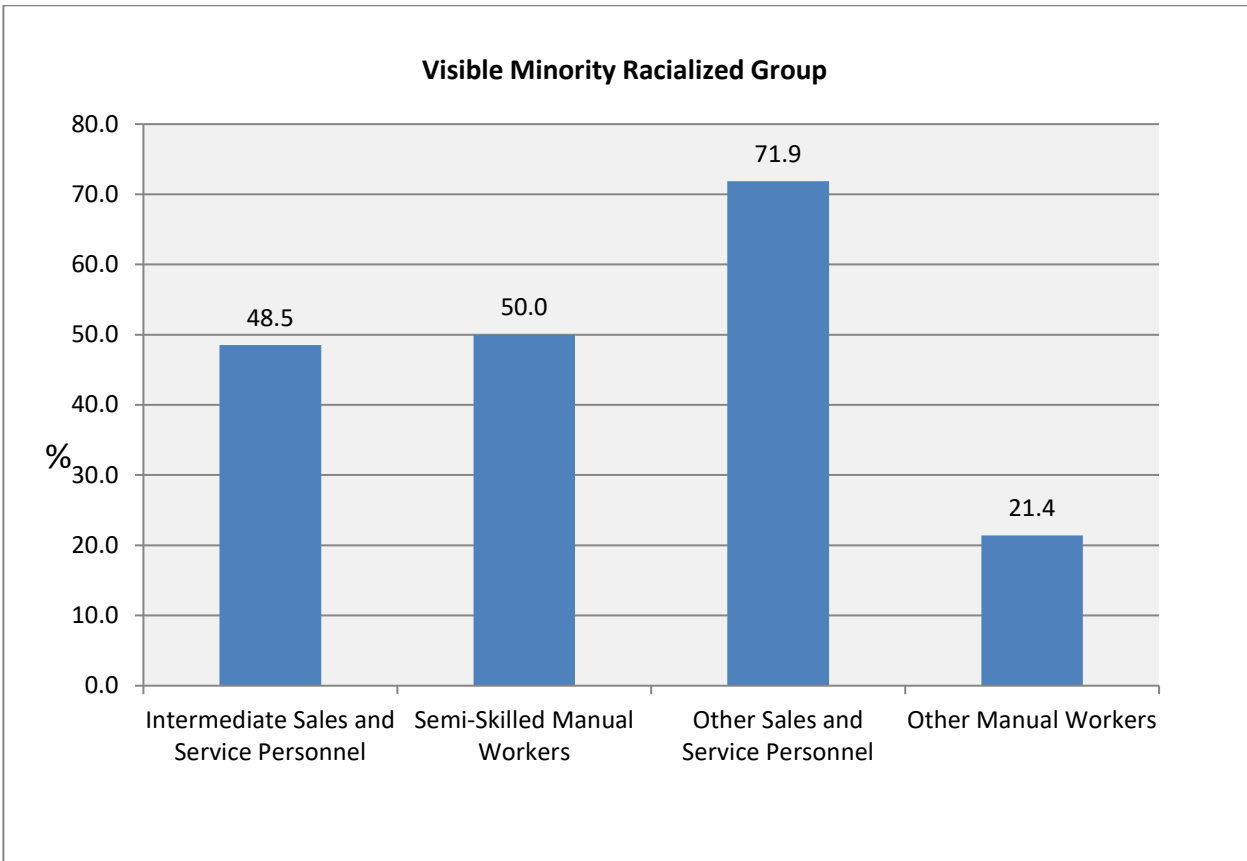
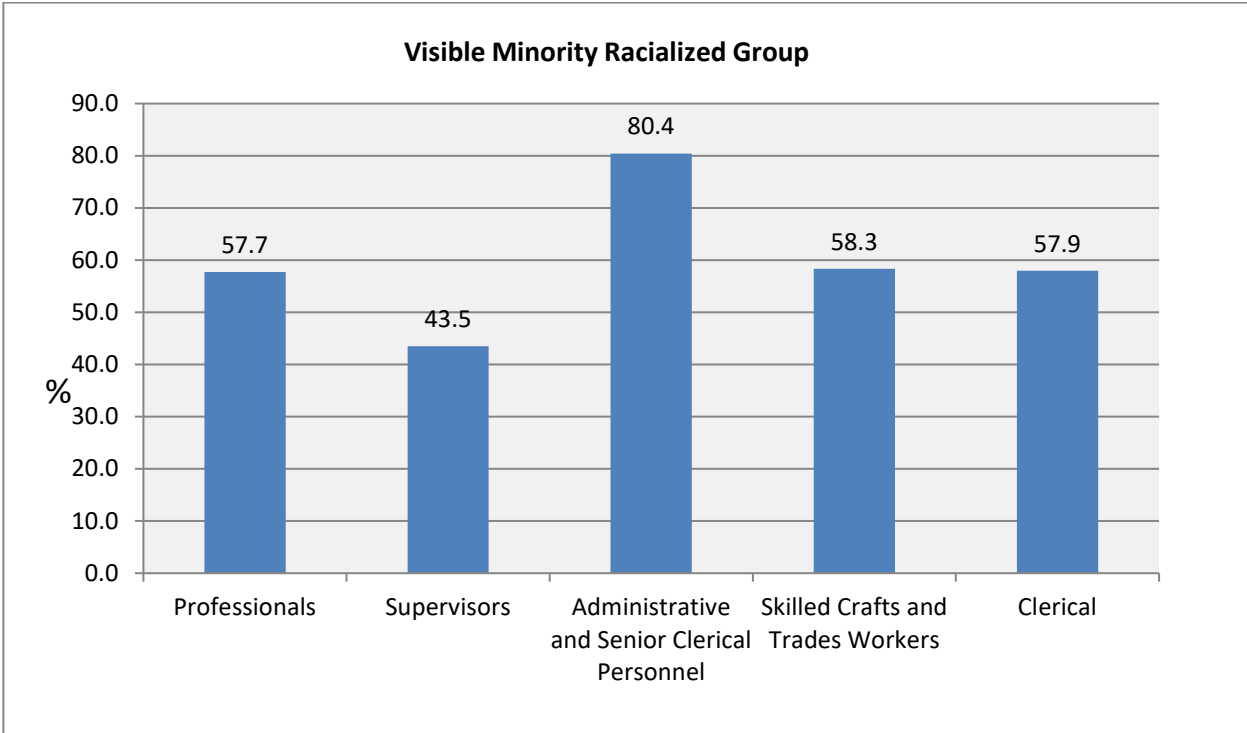


## TOTAL UNIVERSITY



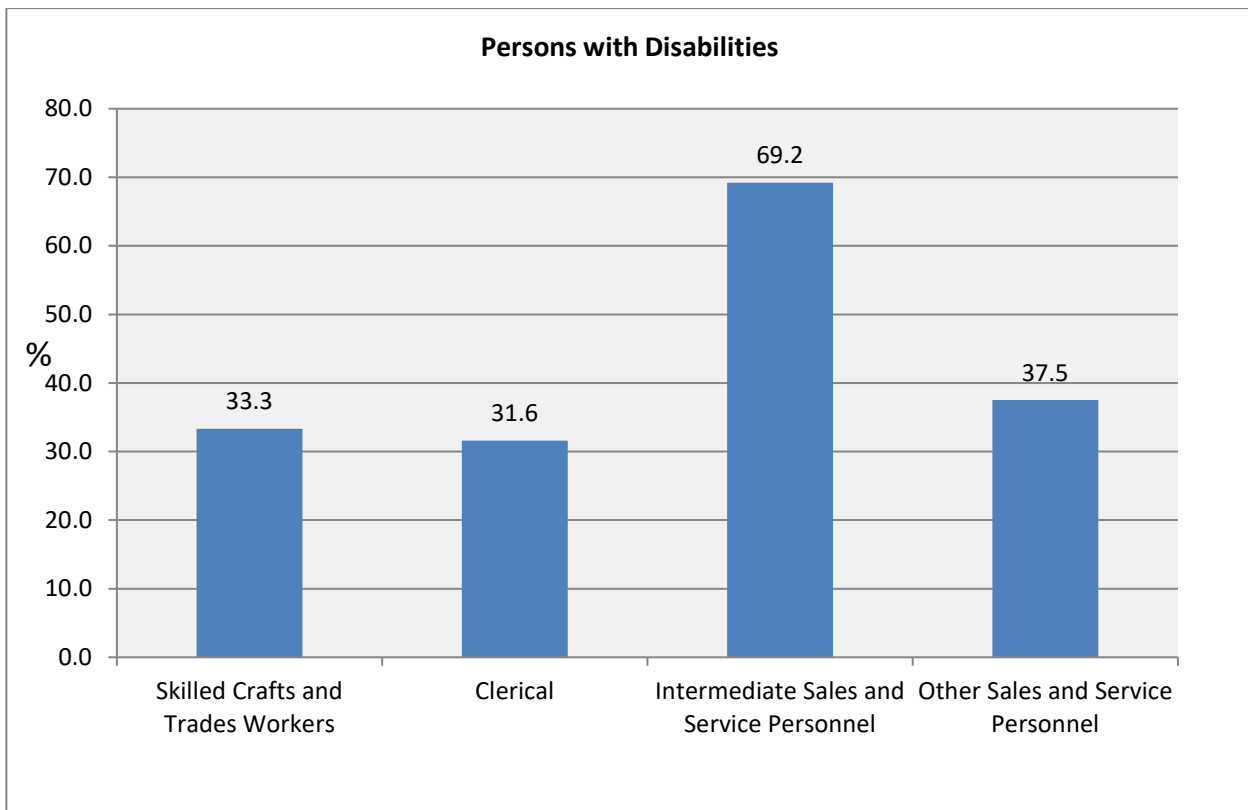
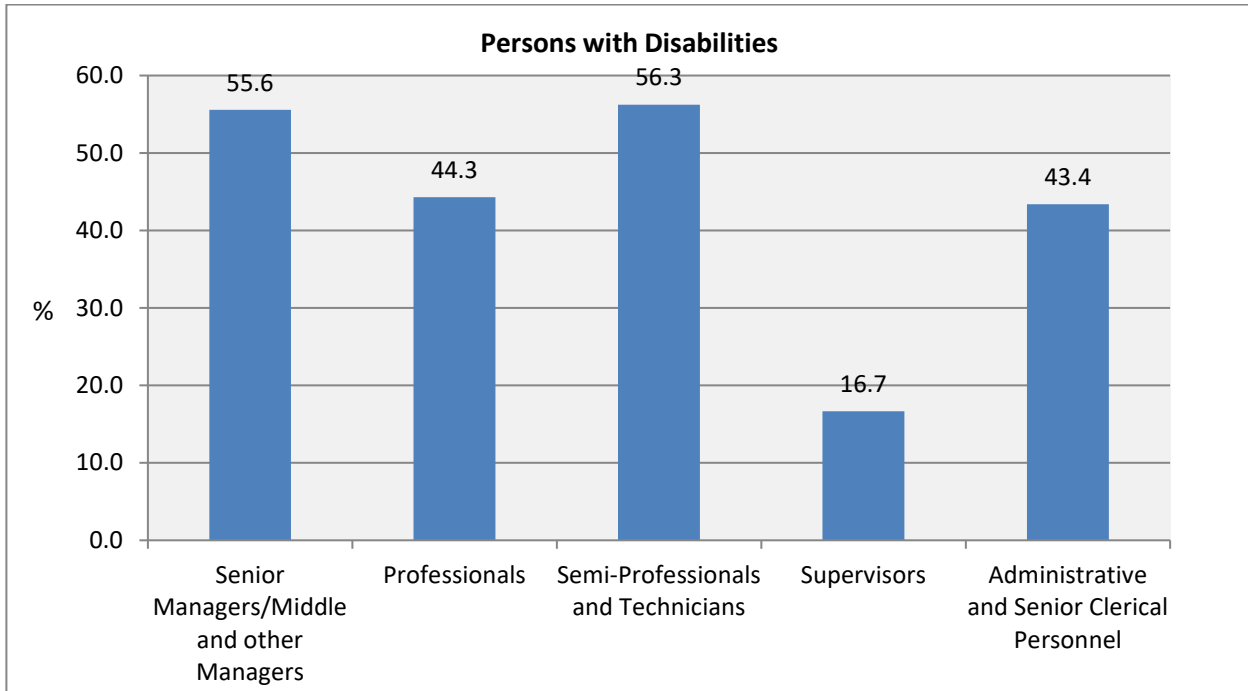
The above [EEOGs](#) reflect 80 percent or less representation. Per the [federal contractors program](#) protocol we will investigate the underrepresentation further.

# TOTAL UNIVERSITY



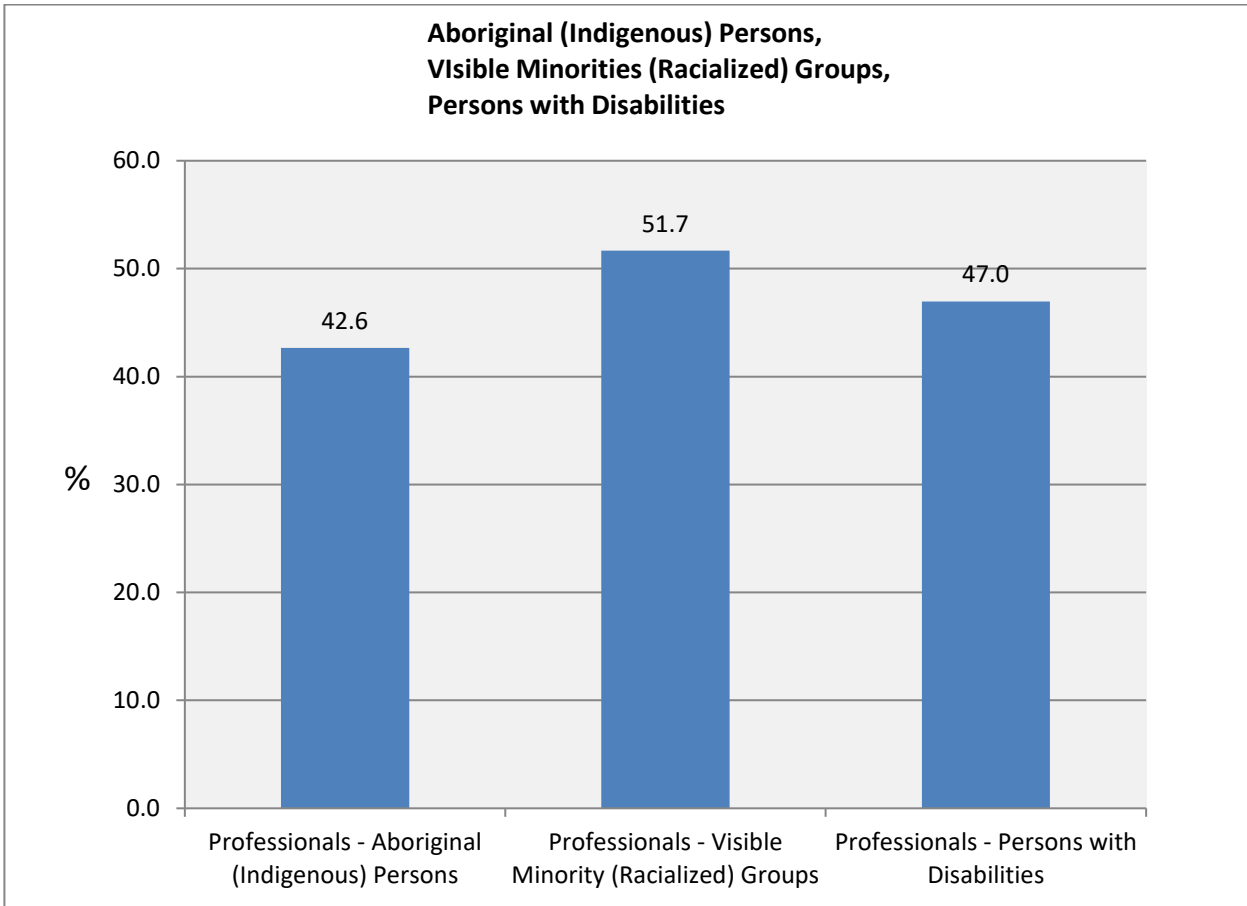
The above EEOGs reflect 80 percent or less representation. Per the federal contractors program protocol we will investigate the underrepresentation further.

## TOTAL UNIVERSITY



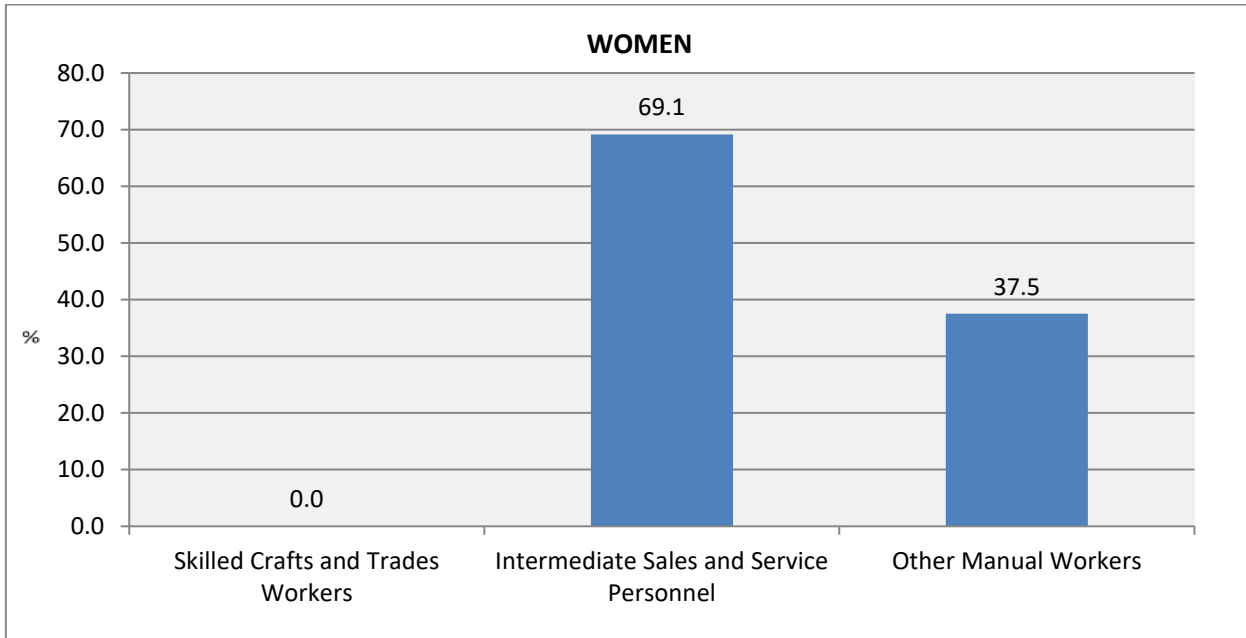
The above EEOGs reflect 80 percent or less representation. Per the federal contractors program protocol we will investigate the underrepresentation further.

## ACADEMIC



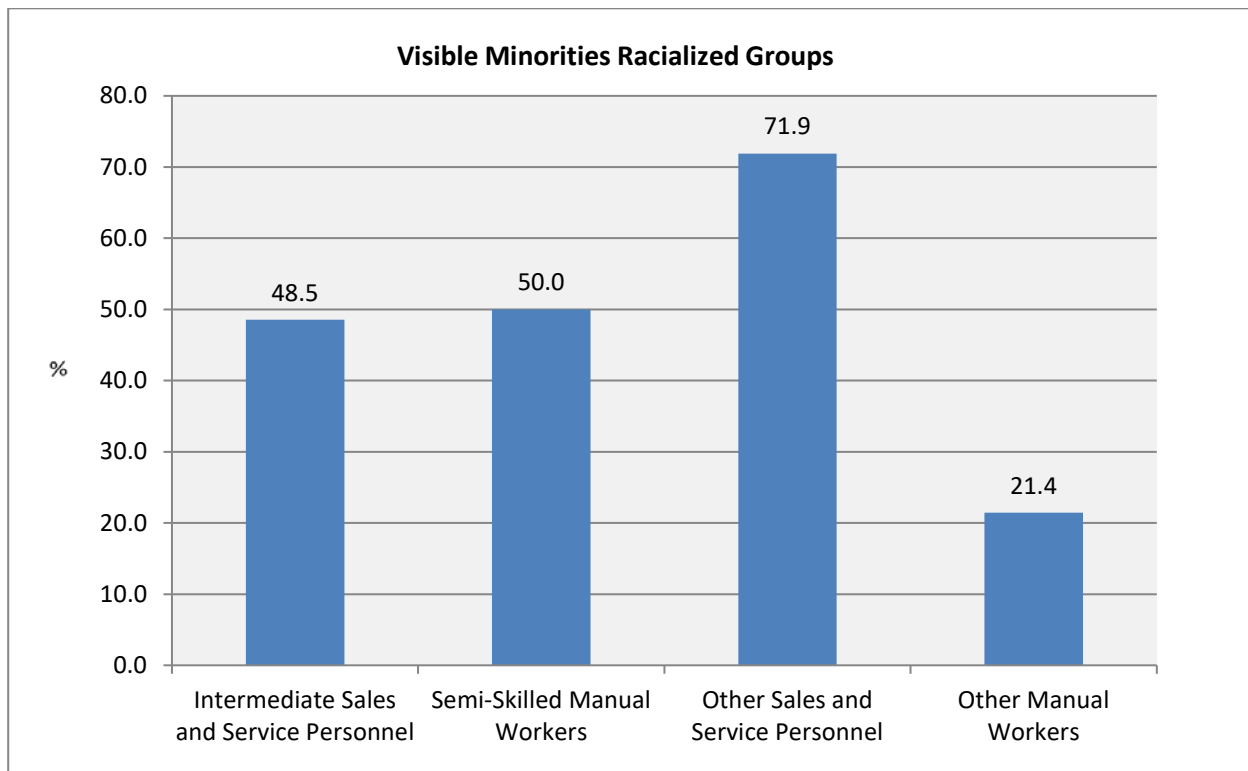
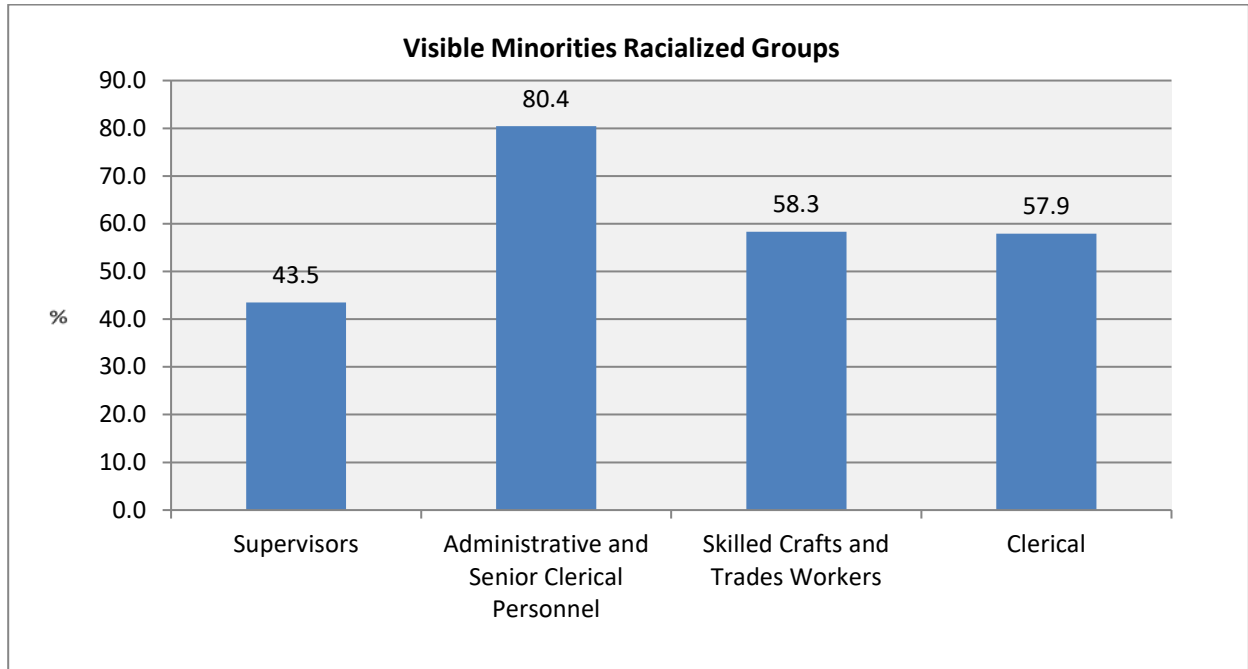
The above [EEOGs](#) reflect 80 percent or less representation. Per the [federal contractors program](#) protocol we will investigate the underrepresentation further.

## NON-ACADEMIC



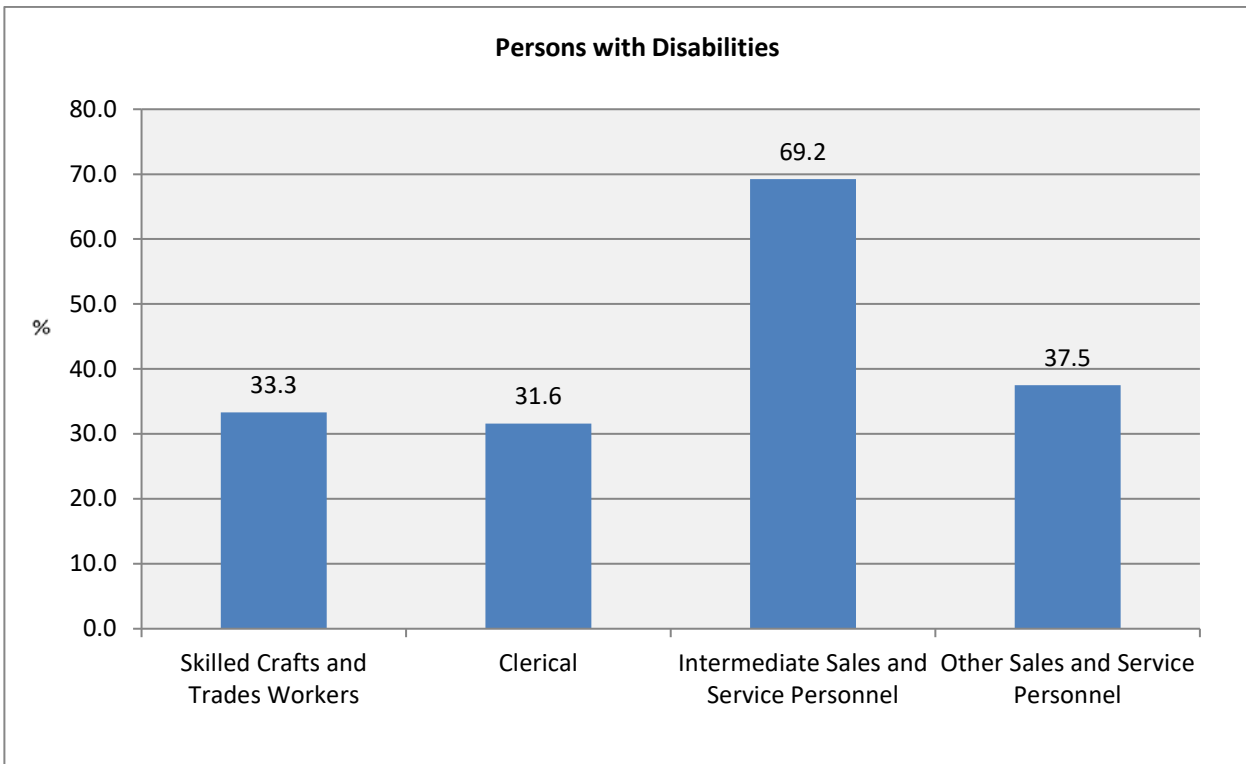
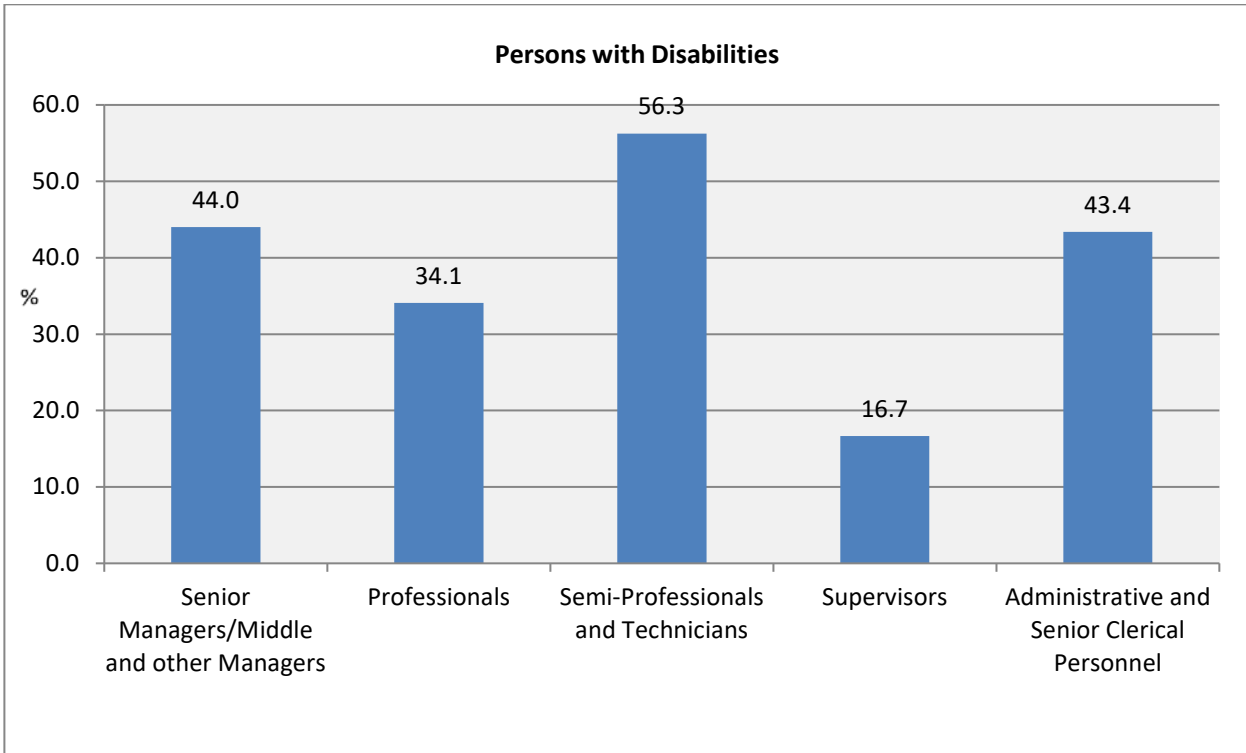
The above EEOGs reflect 80 percent or less representation. Per the federal contractors program protocol we will investigate the underrepresentation further.

## NON-ACADEMIC



The above [EEOGs](#) reflect 80 percent or less representation. Per the [federal contractors program](#) protocol we will investigate the underrepresentation further.

## NON-ACADEMIC



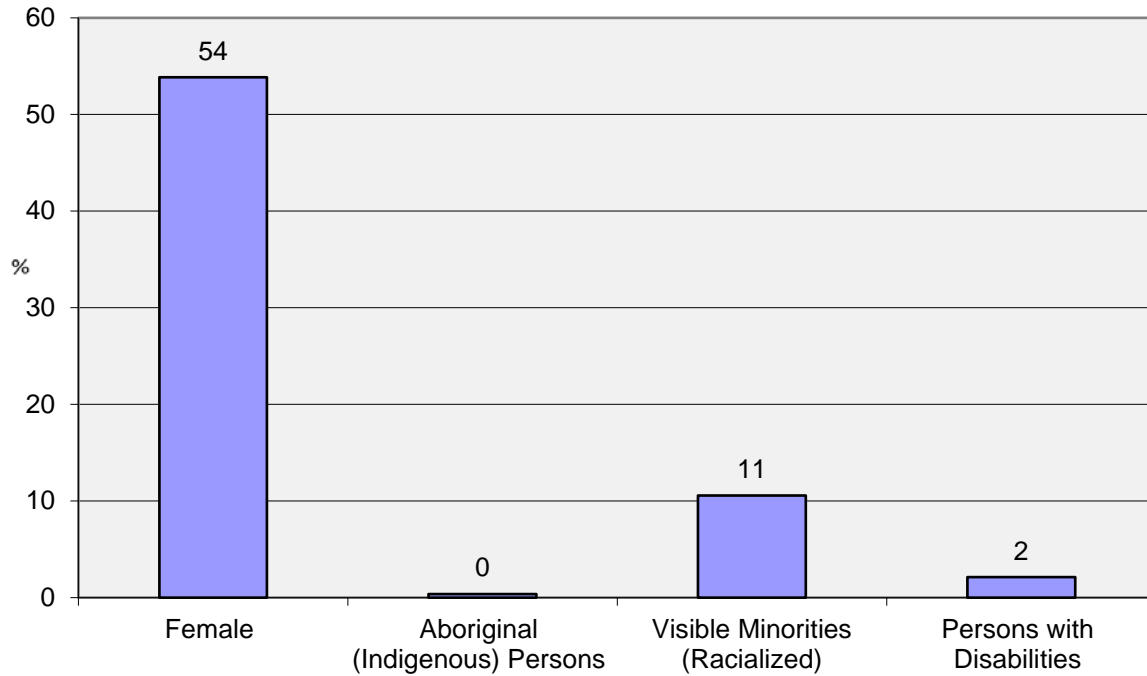
The above [EEOGs](#) reflect 80 percent or less representation. Per the [federal contractors program](#) protocol we will investigate the underrepresentation further.





**APPENDIX E – Hires**<sup>18,19</sup>

**2019 HIRES OF DESIGNATED GROUP MEMBERS,  
AS A PROPORTION OF  
TOTAL UNIVERSITY HIRES  
(Includes Fulltime, Part time and Temporary)**



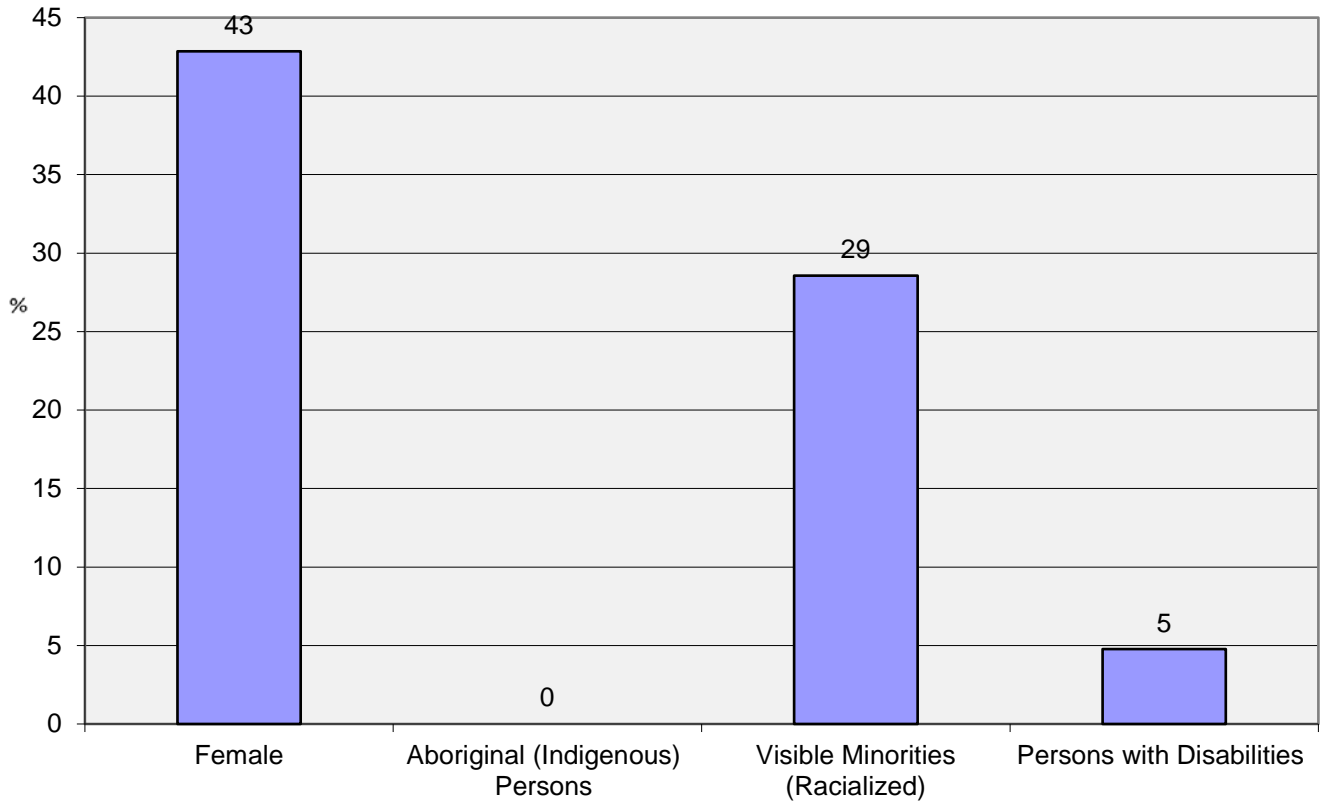
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<sup>18</sup>Total Count = 5157

<sup>19</sup> A total of 19 Aboriginal (Indigenous) Persons were hired in 2019 out of 5157 employees (0.37%)

**APPENDIX F – Promotions<sup>20</sup>**

**2019 PROMOTIONS OF DESIGNATED GROUP MEMBERS,  
AS A PROPORTION OF  
TOTAL UNIVERSITY PROMOTIONS  
(Includes Fulltime, Part Time and Temporary)**

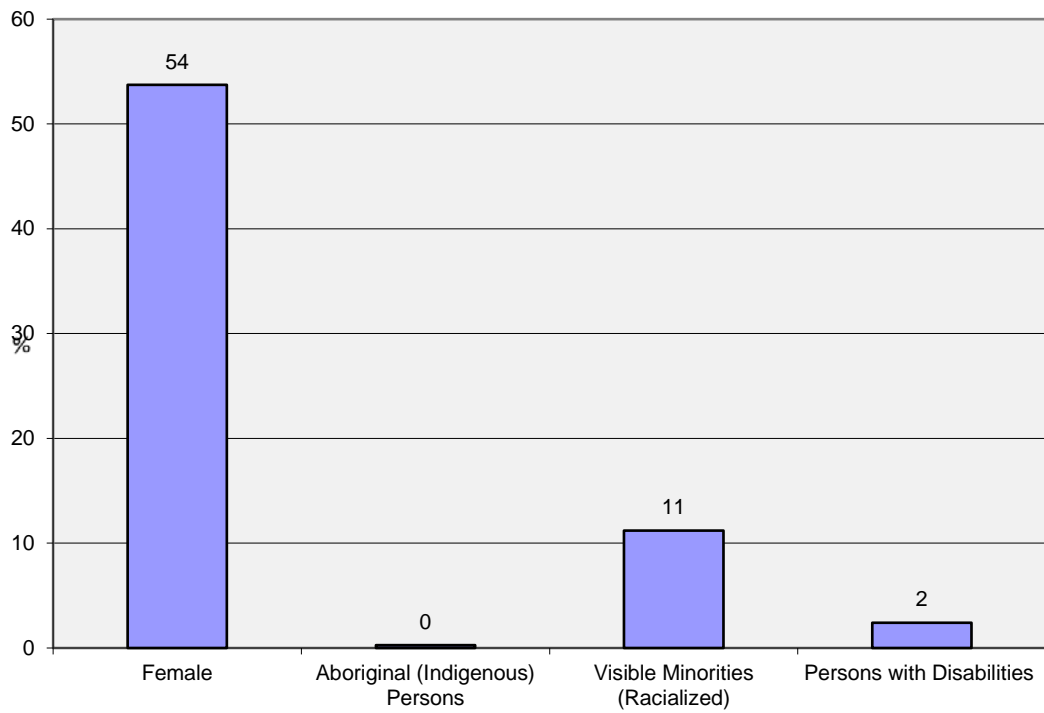


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<sup>20</sup> Total Count = 42

## APPENDIX G – Exits

### 2019 TERMINATIONS OF DESIGNATED GROUP MEMBERS, AS A PROPORTION OF TOTAL UNIVERSITY TERMINATIONS (Includes Fulltime, Part time and Temporary)

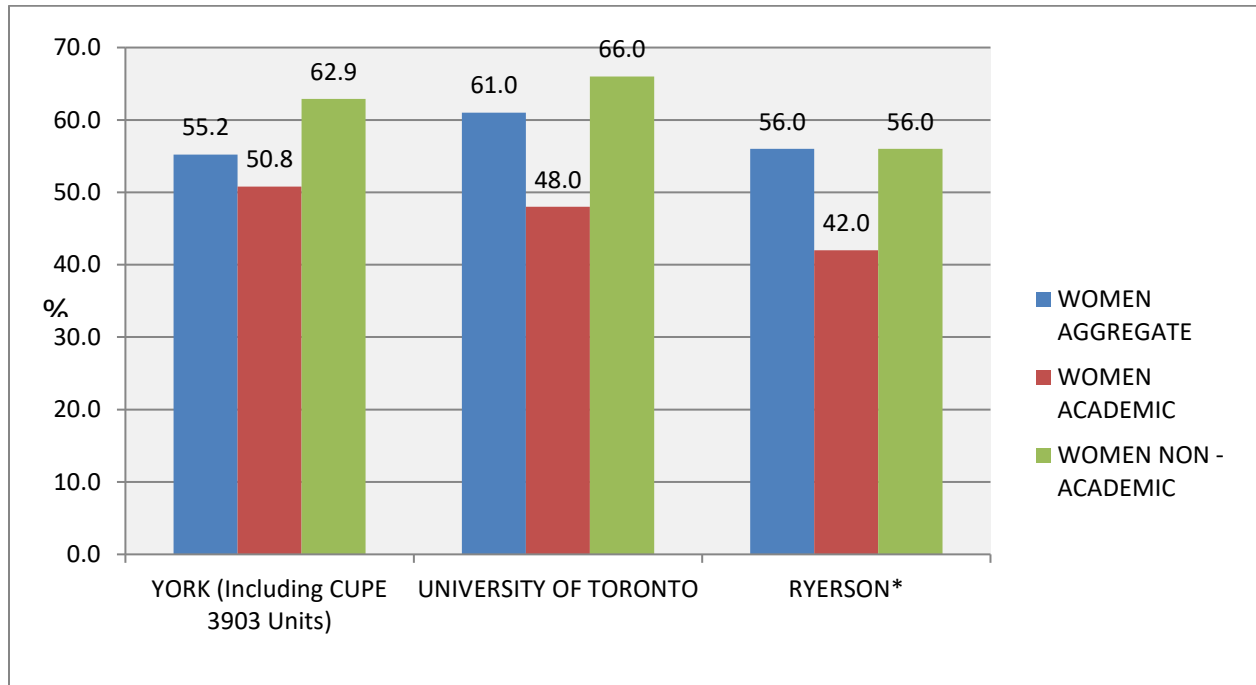


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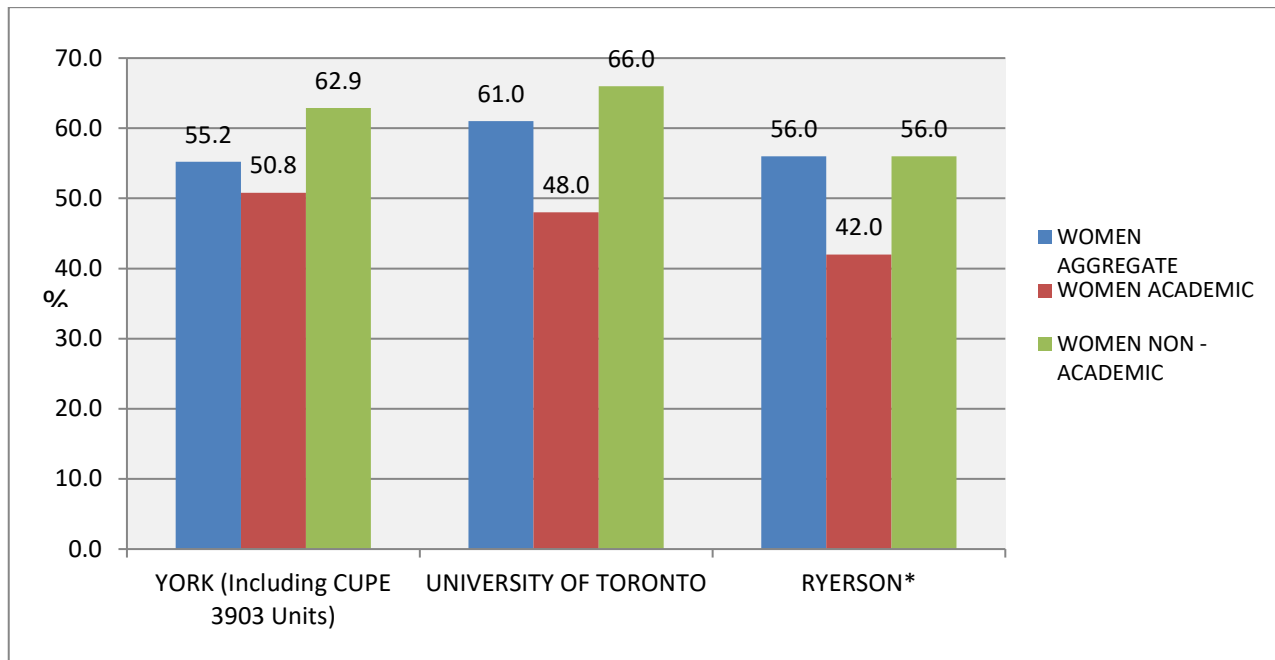
<sup>22</sup> Total Count = 4324

**APPENDIX H – Ontario University Comparison of Representation Rates for Women, Aboriginal (Indigenous) Persons, Visible Minorities (Racialized) Groups, Persons with Disabilities**

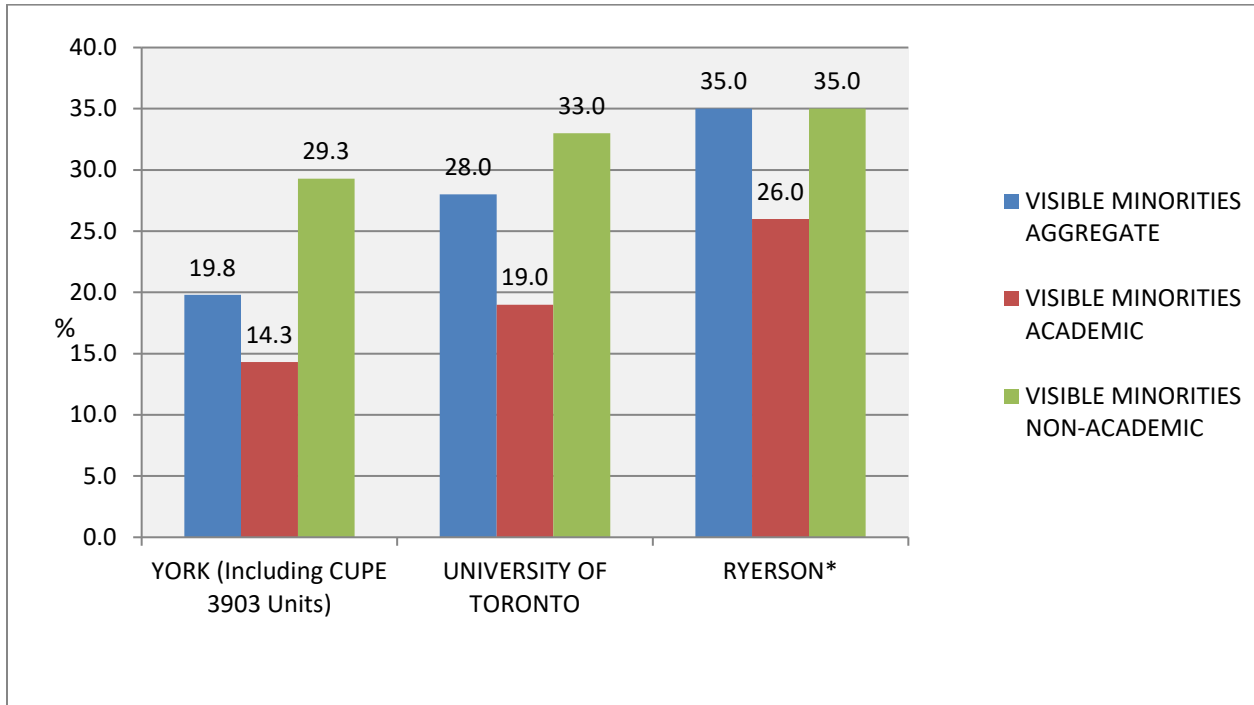
**Women**



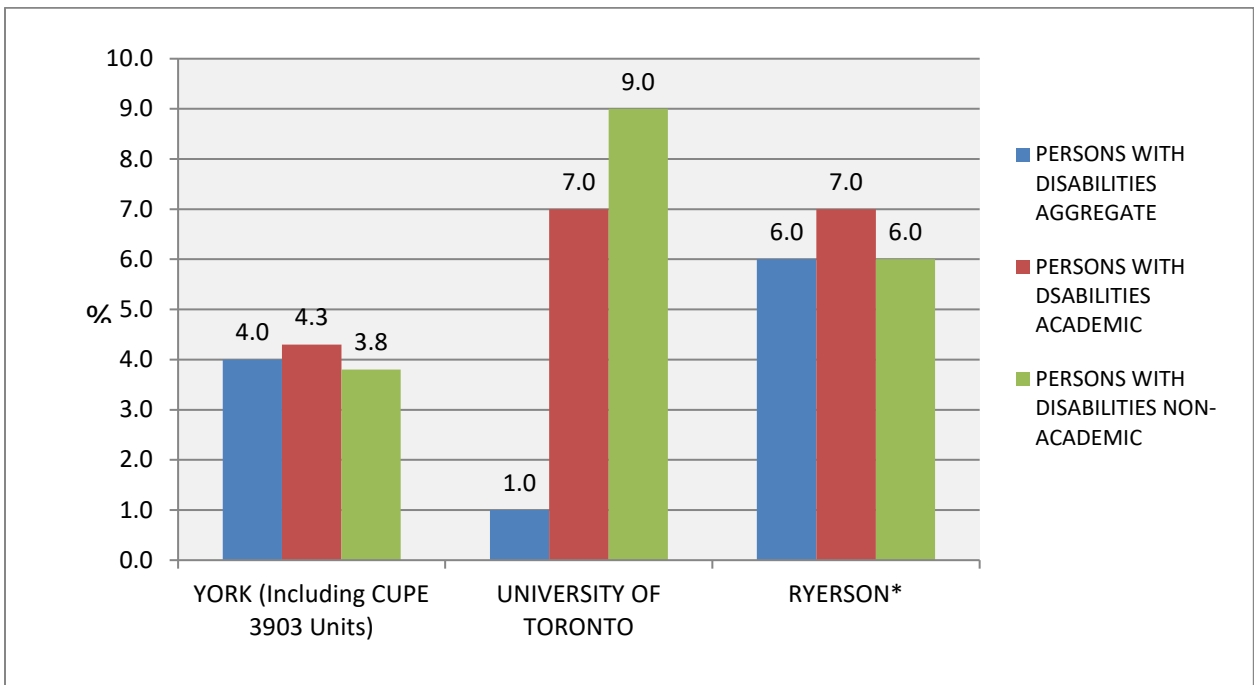
**Aboriginal (Indigenous) Persons**



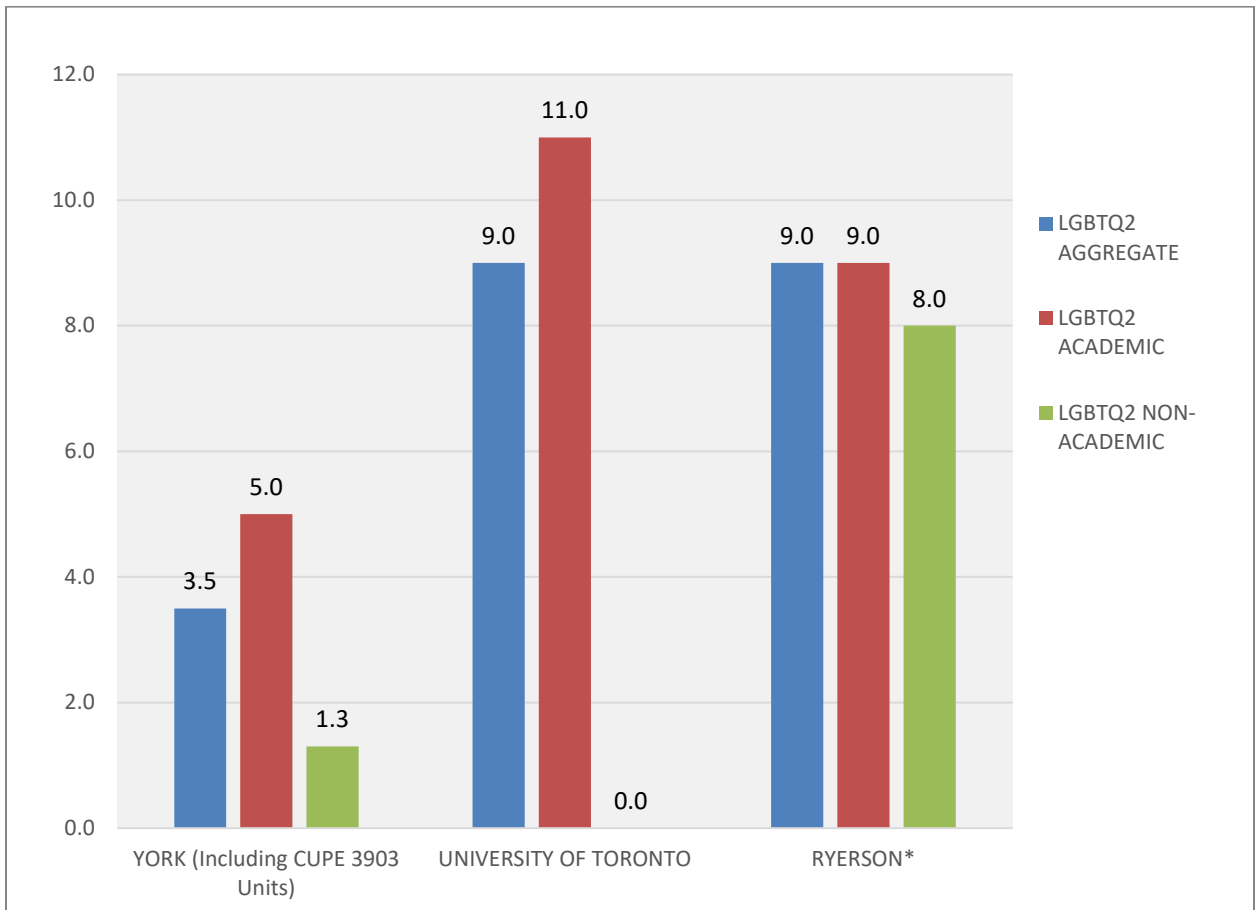
## Visible Minorities (Racialized) Groups



## Persons with Disabilities



## LGBTQ2+





# York University Endowment Fund

## **Annual Investment Report Board of Governors - Investment Committee**

For Year Ended December 31, 2019

## **York University Endowment Fund**

### **Annual Investment Report**

### **For Year Ended December 31, 2019**

The Endowment Fund (the Fund) is a pool of commingled assets held for the endowments in long-term investments. The endowments are permanent gifts and bequests to York University from donors, enhanced where eligible with matching capital provided by University and government programs. Annual distributions are generated by the Fund investments for support of scholarships and academic chairs.

The Fund is governed by objectives and constraints as documented in the Statement of Investment Policies and Procedures (SIP&P). The Board of Governors annually approves the SIP&P and any changes to the investment strategy or asset mix as proposed by the Investment Committee. The Investment Committee oversees the investments, portfolio managers and implementation of investment strategy.

The Fund assets are allocated for investment to thirteen portfolio managers each assigned with distinct mandates. All mandates are actively managed with the exception of one-half of the Canadian bonds which are invested passively to track an index.

#### **The Fund in Review - 2019**

The market value of the Fund as at December 31, 2019 was \$512.9 M, an increase of \$48.7M relative to the December 31, 2018 valuation of \$464.2M. The increase in 2019 was the net effect from combined inflows, outflows and depreciation. Inflows of \$3.3M in contributed capital plus income increased the value of the fund while investment expenses (\$2.0M), fund distributions (\$25.3M) and a strong return on invested assets (\$72.7M) increased the fund's value.

Distributions to support endowment beneficiaries form the greatest part of the withdrawals. Over the past five years, \$79M has been directed specifically to the purposes established by the University's donors.

The Fund one-year rate of return as of December 31, 2019 was 16.2%, compared to the returns of -1.3% and 8.6% for the one-year periods ending December 31, 2018 and 2017 respectively. The Fund performance for 2019 was eclipsed by the benchmark one-year rate of return of 16.3% by 0.1%.

The Fund four-year rate of return as of December 31, 2019 of 7.6% trailed the annualized benchmark performance, for the same period, of 8.1% by 45 basis points (bp).

Major equity markets provided strong returns in 2019, with the global equity benchmark, the Morgan Stanley Capital International All Country World Index (MSCI ACWI), gaining 20.2% in Canadian dollar terms. Meanwhile, the Canadian equity benchmark (S&P/TSX Composite) rose 22.9% while the US small-mid cap index, represented by the Russel 2500, rose 24.4% during calendar 2019.

Fixed income market returns posted gains as the Bank of Canada kept its key benchmark overnight target rate steady at 1.75% in 2019, in contrast to the 75 bp of rate hikes it administered during 2018. In the United States, the Federal Open Market Committee



(FOMC) backtracked in 2019 by cutting the federal funds target rate by 25 bp during each of the months of August, September, and October thereby reducing the target rate to 1.75% from the 2.50% level that had been in place since December 20, 2018.<sup>1</sup> The broad Canadian bond market measured by the FTSE TMX Universe Bond Index returned 6.9% while at the short end, the representative Canadian bond index returned 1.6%. With the Bank of Canada staying the course and not moving short term rates, most of the gains in the Canadian fixed income market were at the long end of the yield curve where the FTSE Canada Long Term Overall Bond index returned 12.7%.

In 2019, the US dollar (USD) index recorded its smallest-ever annual move, rising 0.24% for the year after a drop in December reversed early gains. Prior to softening of sentiment in December, the USD index had risen 2.18% for the year. The 2019 return fell short of the 2018 figures when the USD rose 4.4% against a basket of currencies.<sup>2</sup>

While the Fund underperformed the benchmark by 0.1% in 2019 after returning 16.2% versus the benchmark return of 16.3%, it remained a 2<sup>nd</sup> quartile in its peer group with returns in the 31<sup>st</sup> percentile, compared to the benchmark return at the 29<sup>th</sup> percentile. The equity component of the Fund underwent significant changes in Q2 of 2019, whereby the geographically oriented equity managers were replaced with global equity managers. In contrast to the legacy managers who were principally value oriented in their investment style, the new managers employed various investment approaches in a core-satellite structure where the core funds comprise of two low volatility managers, and the satellite funds comprise of five managers with varying investment approaches. During the first half of 2019, the fund returned 10.3% (49<sup>th</sup> percentile) lagging the benchmark by 0.4% while in the second half the fund returned 5.4% (12<sup>th</sup> percentile) beating the benchmark by 0.4%. All percentile figures refer to funds ranked in the Aon manager universe. During the second half of 2019, the funds value went sideways from June to August during a challenging Q3 for equity markets, before finishing strongly in the last quarter.

The passive currency hedging strategy had a positive impact and increased the value of total fund by 0.3% in 2019. During 2019, the Canadian dollar (CAD) appreciated by 4.8% versus the USD year over year, going from 1.3642 to 1.2988 CAD/USD from 2018 to 2019.<sup>3</sup>

Direct expenses charged to the Fund for investment management, custody, performance measurement and investment consulting services during calendar 2019 were \$2.0 M for a total expense ratio of 0.43%. The 2019 expenses and expense ratio were lower than during the prior year, which were \$2.8 M and 0.59% respectively. The decrease was primarily the result of a decreased fee structure and favourable pricing for investment managers because of sharing of equity managers with the Pension Fund. The result was a reduction of 18 bp in fees compared to the fee structure of the legacy managers, which translates to \$583K in dollar terms.<sup>4</sup>

The balance of this Report reviews the investments, asset mix and manager allocations. Performance of the Fund to December 31, 2019 is reviewed in absolute, relative and comparative terms. The Investment Committee's activities conducted during calendar 2019 are summarized in the last section.

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<sup>1</sup> The federal funds target rate is typically a 25 bp range where the high end of the range is published, so on October 31, 2019 the FOMC cut the target rate to 1.50-1.75%

<sup>2</sup> The USD index is calculated by factoring in the exchange rates of six major world currencies, which include the Euro (EUR) weighted at 57.6%, Japanese yen (JPY) at 13.6%, Canadian dollar (CAD) at 9.1%, British pound (GBP) at 11.9%, Swedish krona (SEK) at 4.2%, and Swiss franc (CHF) at 3.6%.

<sup>3</sup> On December 31, 2018 1 USD bought 1.3642 CAD, on December 31, 2019 1 USD bought 1.2988 CAD.

<sup>4</sup> The savings assumes a static market value of \$321M.

## Asset Mix

The Policy asset mix (Figure 1) summarizes the asset class weights that the Fund was managed to throughout 2019.

**Figure 1**

<u>Asset Class</u>	<u>Target Weight</u>	
<b>Equities</b>		
Global	<u>60%</u>	<b>60%</b>
<b>Fixed Income</b>		
Canadian Bonds - Universe	10%	
Canadian Bonds - Short Term	10%	
Global High Yield Bonds	<u>10%</u>	<b>30%</b>
<b>Real Assets</b>		
Canadian Real Estate	<u>10%</u>	<b>10%</b>

The Policy asset mix, determined through a periodic process involving an asset-liability study that incorporates projections for capital markets returns over a ten-year horizon, is selected for its expected ability to meet the Fund's investment objective of funding endowment commitments each year, into perpetuity. The asset mix is geared to provide income to the University for the annual payouts to support endowed spending and to preserve the value of endowed capital.

The Fund's Statement of Investment Policies and Procedures lists the strategic target mix as equities at 50%, and real assets at 20%. Since there is a phase-in period for the real assets asset class, the benchmark weight will be held at 10% until the exposure has been fully developed to at or near 20%, at which time the 20% benchmark weight shall apply. The offset weight during the phase-in period will be applied to the equity asset class.

The Fund's actual asset mix compared to the Policy target weights effective throughout 2019, including currency overlay, as at December 31, 2019, is shown in Figure 2.

Figure 2

## Actual Versus Target Asset Class Weights - December 31, 2019

<u>Asset Class</u>	<u>Market Value (\$Mil)</u>		<u>Actual Weight</u>		<u>Target Weight</u>		<u>Over/Under</u>	
<b>Equities</b>								
Global	340.1	\$ 340.1	66.3%	66.3%	60.0%	60.0%	6.3%	6.3%
<b>Real Assets</b>								
Canadian Real Estate	41.1	41.1	8.0%	8.0%	10.0%	10.0%	-2.0%	-2.0%
<b>Fixed Income</b>								
Canadian Universe Bonds	39.7		7.7%		10.0%		-2.3%	
Canadian Short Term Bonds	38.2		7.4%		10.0%		-2.6%	
Global High Yield Bonds	49.9		9.7%		10.0%		-0.3%	
Short-Term Investments	3.1	130.9	0.6%	25.5%	0.0%	30.0%	0.6%	-4.5%
<b>Currency Hedge</b>	0.8	0.8	0.2%	0.2%	0.0%	0.0%	0.2%	0.2%
		\$ 512.9		100.0%		100.0%		

Asset class weights are permitted to vary within a range of +/- 5% of the target weights and are rebalanced periodically back to the target when necessary. The overweight to global equity at the end of 2019 was the result of surging equity markets in Q4 2019.

The Fund underwent a transition in equity managers in Q2 2019 whereby four of the five legacy equity managers were replaced. The managers, their mandates, market values and fund weights are shown in Figure 3. The equity component of the Fund now has a core-satellite structure. The core funds are low volatility mandates managed by TDAM Low Vol and Unigestion. The satellite funds are managed by C Worldwide, the legacy manager retained for the new structure, and new managers Baillie Gifford, Morgan Stanley, Lazard, and Fiera (Harris Oakmark). The currency hedge applies to 50% of the USD exposure contained in high yield bonds and global real estate. The passive overlay is composed of liquid three-month foreign exchange forward contracts and reported on a marked-to-market basis.

Figure 3

## Specialty Mandates and Asset Allocations - December 31, 2019

<u>Investment Manager</u>	<u>Mandate</u>	<u>Market Value (\$ Mil)</u>	<u>Weight</u>
<b>Equities</b>			
C Worldwide	Global Equity	47.1	9.2%
TDAM Low Vol	Global Equity	48.9	9.5%
Baillie Gifford	Global Equity	50.9	9.9%
Morgan Stanley	Global Equity	48.7	9.5%
Lazard	Global Equity	47.3	9.2%
Fiera (Harris Oakmark)	Global Equity	48.4	9.4%
Unigestion	Global Equity	48.8	9.5%
<b>Real Assets</b>			
Bentall Green Oak	Canadian Real Estate	30.7	6.0%
Landmark VIII	Global Real Estate	10.4	2.0%
<b>Fixed Income</b>			
TD Asset Management	Canadian Universe Bonds	39.7	7.7%
TD Asset Management	Canadian Short Term Bonds	38.2	7.4%
Stone Harbor	Global High Yield Bonds	49.9	9.7%
TD Asset Management	Short-Term Investments	3.1	0.6%
TD Asset Management	<b>Currency Hedge</b>	0.8	0.2%
		\$ 512.9	100.0%

## Performance Objectives

The Fund's return objective is quantified in the form of a performance benchmark, which is a weighted composite of specified capital markets indices. Each asset class is assigned a specific index or index-relative target for performance measurement and evaluation. For portfolios of publicly traded securities, representing 92% of the Fund, each component index is broadly representative of a specified market, and is a transparent and reproducible sample of publicly traded investable equities or bonds. For real assets, the target benchmarks are the Canadian Real Estate benchmark for Bentall Green Oak, and Canadian CPI + 4% for Landmark VIII.

The performance benchmark in effect throughout 2019 follows in Figure 4.

**Figure 4**

<b>Performance Benchmark 2019</b>		
<b><u>Asset Class</u></b>	<b><u>Weight</u></b>	<b><u>Index</u></b>
Global Equities	60%	MSCI ACWI
Real Assets	10%	Canadian Real Estate Benchmark Canadian CPI + 4%
Canadian Universe Bonds	10%	FTSE TMX Canada Bond Universe
Canadian Short Term Bonds	10%	FTSE TMX Short Term Bond
Global High Yield Bonds	10%	Citigroup High Yield Market Capped

The Fund return objective is to meet or exceed the four-year annualized rate of return of the Policy composite benchmark for the same period over most four-year annualized periods as measured year to year.

Fund performance is expressed as a total rate of return, gross of fees, in Canadian dollars. Fund rates of return are calculated by an independent performance measurement provider, CIBC Mellon.

## Evaluating Absolute Performance

Performance evaluation is conducted regularly on a monthly basis. The total fund rate of return is compared to the return of the composite benchmark and reported for intervals spanning one month to ten years. A formal performance evaluation is conducted semi-annually for review by the Investment Committee that focuses on one-year and four-year returns to assess recent performance and longer-term success toward meeting Policy objectives. The results of individual portfolios and managers are reviewed, incorporating comparisons to performance statistics for portfolio risk and return and to the objectives and targets specified in each of the manager mandates.

Figure 5 presents the Fund's performance record for 2019 and successive annualized periods out to ten years (2010-2019), providing a snapshot of the longer-term success of the investment program.

Figure 5

### Endowment Fund Long-Term Performance

Annualized Returns for Periods Ended December 31, 2019

	<u>1 Yr</u>	<u>2 Yrs</u>	<u>3 Yrs</u>	<u>4 Yrs</u>	<u>5 Yrs</u>	<u>6 Yrs</u>	<u>7 Yrs</u>	<u>8 Yrs</u>	<u>9 Yrs</u>	<u>10 Yrs</u>
<b>Fund</b>	16.2%	7.1%	7.6%	7.6%	7.1%	7.5%	8.9%	9.3%	8.3%	8.8%
<b>Benchmark</b>	16.3%	7.1%	7.7%	8.1%	7.9%	8.3%	9.7%	9.9%	8.6%	9.0%
	-0.1%	0.0%	-0.1%	-0.4%	-0.8%	-0.8%	-0.8%	-0.6%	-0.2%	-0.2%

In absolute terms, on a ten-year annualized basis, the 8.8% performance of the Fund has covered the sum of the approximated real spending target of 4.0%, expenses of 0.5%, and inflation of 2.0%.

The Endowment Fund's investment program is fluid and developed in response to shifts in the investment environment, changes in the cash flows and evolving risks affecting various components of the Fund. The Investment Committee has concentrated on revisiting the target asset mix that aligns with the investment objectives of preserving capital through a range of capital market outcomes and providing annual distributions for inflation-adjusted spending.

### Measuring Relative Performance

Figure 6 shows annual one-year returns for eleven years, 2009 to 2019, and the four-year annualized return to December 31, 2019 relative to the Policy benchmark approved by the Board that prevailed for each of those past years. Currency strategy was introduced as an integral element of investment strategy in 2010.

Figure 6

### Endowment Performance - Annual Returns

	One-Year Returns as at December 31											Annualized Four Years
	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	
<b>Fund</b>	16.2%	-1.3%	8.6%	7.7%	5.0%	9.7%	17.3%	12.5%	0.8%	12.8%	21.7%	<b>7.6%</b>
<b>Benchmark</b>	16.3%	-1.3%	8.7%	9.4%	7.1%	10.6%	18.1%	11.4%	-1.5%	12.9%	20.2%	<b>8.1%</b>
	-0.1%	0.0%	-0.1%	-1.6%	-2.1%	-0.9%	-0.8%	1.1%	2.3%	-0.1%	1.5%	<b>-0.4%</b>

The one-year total rate of return as at December 31, 2019 for the Fund and its benchmark were respectively 16.2% and 16.3%.

Excluding the impact of currency hedging, they were 16.0% and 16.0%. The global high yield bonds portfolio and the global real estate portfolio are hedged 50% of their USD exposure. During this year the hedge was accretive by 0.3%.

In 2019, the Fund was marginally below the funds' benchmark by 12bp. Value-added from Baillie Gifford and Fiera (Harris Oakmark) in the second half of 2019 was offset by weaker performance from the remaining global equity managers. The core-satellite equity structure was implemented in late June 2019 and the variety of investment styles is meant to outperform their respective benchmarks over the course of a business cycle.

Over four years to December 31, 2019, the annualized return for the Fund was 7.6% trailing the Policy benchmark four-year annualized return of 8.1% by 45 basis points

Capital markets returns for the indexes composing the performance benchmark for the past four calendar years and annualized for the four-year period are shown in Figure 7.

**Figure 7**

	<b>Index Returns (CAD)</b>				<b>Annualized Four Years 2016-19</b>
	<u>Annual Returns</u>				
	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	
<b>Equity Indices</b>					
MSCI ACWI (All Countries)	20.2%	-1.3%	15.8%	4.1%	<b>9.4%</b>
<b>Fixed Income Indices</b>					
FTSE TMX Canada Bond Universe	6.9%	1.4%	2.5%	1.7%	<b>3.1%</b>
FTSE TMX Canada Short Term Bond	3.1%	1.9%	0.1%	1.0%	<b>1.5%</b>
Citigroup High Yield Markets Capped	8.3%	6.6%	-0.1%	13.5%	<b>7.0%</b>
<b>Real Estate Indices</b>					
Canadian Real Estate Benchmark	8.9%	3.4%	4.5%	3.7%	<b>5.1%</b>

### Review of Comparative Performance

Aon provides data for comparison in the form of a sample of Balanced Funds. Comparative performance results for one-year and multi-year periods ended December 31, 2019 are presented in Figure 8.

The Balanced Funds group is provided for comparison as constituents are most likely to have common asset mix characteristics with the Endowment Fund. Differences in investment strategy arise from constituent funds' unique purpose, investment objectives and philosophy, size and program resources. These lead to variation in investment holdings and divergences in returns among members constituting the peer group members. In terms of magnitude of divergence from the median, asset mix typically has the highest impact, followed by the currency strategy and active management.

**Figure 8**

	<b>Balanced Funds - Comparative Analysis as of December 31, 2019</b>							
	<u>Annual Returns (%)</u>				<u>Annualized Returns (%)</u>			
	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2 Yrs</u>	<u>3 Yrs</u>	<u>4 Yrs</u>	<u>10 Yrs</u>
<b>Percentile Rank</b>								
5th (highest)	17.8	0.2	11.7	13.6	8.2	8.9	8.3	9.2
25th	16.4	-1.4	10.5	11.1	6.4	7.5	7.6	8.5
50th (median)	15.0	-2.4	8.8	7.8	5.8	6.6	7.0	8.1
75th	13.5	-3.8	7.3	6.6	5.0	5.9	6.4	7.6
95th (lowest)	10.3	-5.2	5.1	4.7	3.0	5.2	5.3	6.5
<b>Comparative</b>								
York University	16.2	-1.3	8.6	7.7	7.1	7.6	7.6	8.8
Quartile Rank	Q2	Q1	Q3	Q2	Q1	Q1	Q1	Q1

The statistics presented in Figure 8 exclude outlier returns that fall outside the range between 5th and 95th percentiles.

The Fund's one-year rate of return of 16.2% ranked in the 31<sup>st</sup> percentile (second quartile) in 2019, down from the Fund's first quartile ranking in 2018 but improving upon the Fund's third quartile ranking in 2017, and 2015. The ten-year result had a first quartile standing. The Fund's bias remains toward equities, and the strategy was reviewed in 2018 with an eye to achieving similar returns at a lower level of risk going forward. The new strategic target asset mix that targets a 50% weighting in global equities and 20% weighting in real assets came into effect in 2019 but its implementation will take time due to the nature of allocating capital to real assets.

## Endowments Growth

Over the seven years since 2013, the Endowment Fund capital (book value) has expanded by \$19.8M due to net contributions while market value has grown by \$107.6M as a result of the contributed capital plus investment income and capital appreciation, net of distributions for endowed spending and investment expenses.

**Figure 9**

### Pooled Endowments - Growth (\$ Millions)

	<u>Market Value</u>	<u>Book Value*</u>	<u>MV-BV Ratio</u>
December 31, 2019	\$ 512.9	280.3	1.83
December 31, 2018	464.2	276.6	1.68
December 31, 2017	476.7	271.4	1.76
December 31, 2016	438.8	269.2	1.63
December 31, 2015	410.7	253.2	1.62
December 31, 2014	434.1	264.9	1.64
December 31, 2013	405.3	260.5	1.56

\* Donations and Matching Funds

Endowment Fund book value constitutes the historical value of capital received from donors plus the historical value of capital matches from government and University matching programs. The endowment accounting and record keeping for book value and market value of individual endowments is performed on a unitized market valuation system basis, as introduced on May 1, 2014.

The change in the market value of the Fund during calendar 2019, shown in Figure 10, illustrates the effects of cashflows and earnings during the year.

**Figure 10****Change in Total Fund Market Value (\$ Millions)**

Market Value, December 31, 2018		\$464.2
<b>Contributions:</b>		
Donations	3.3	
Reinvested Distributions		
<b>Withdrawals:</b>		
Regular Distributions	(24.4)	
Special Distributions	(0.9)	
Fund Expenses	(2.0)	
<b>Earnings:</b>		
Investment Income and Market Appreciation	<u>72.7</u>	
Net Change		<u>48.7</u>
Market Value, December 31, 2019		<u>\$ 512.9</u>

During the last five calendar years, \$79M has been distributed from the Fund to endowment account beneficiaries. The conversion to the unitized market value system for accounts and the smoothed banded inflation methodology for calculating annual distribution has increased the amounts of the annual distribution as seen in Figure 11, from 2015-16 and on. The amount in 2015-16 was larger due to exceptional distribution of \$3.5M. The new spending model has resulted in a greater share of Fund earnings being made available for key spending toward beneficiary purposes, mainly the support of student scholarships and bursaries, and academic chairs.

**Figure 11****Distributions to Endowment Beneficiaries**

	Annual Distributions
	\$ Million
<b>2019-20</b>	16.6
<b>2018-19</b>	16.1
<b>2017-18</b>	14.9
<b>2016-17</b>	13.9
<b>2015-16</b>	17.4
Cumulative	<u>\$ 79.0</u>

To track the market value, unit holdings, and historical values of each individual endowment, the University uses the services of an external provider of specialized endowment fund accounting. At the end of 2019 there were 2,135 individual endowed accounts under management.

**Oversight**

The Investment Committee conducts activities in accordance with its terms of reference and the Board-approved SIP&P. The Committee's responsibilities are principally fund



governance and investment strategy. Activities include regular monitoring of assets and performance, oversight and selection of portfolio managers, development of investment strategy and asset mix, review of fund expenses, and quarterly reporting to the Board. The Committee undertakes further initiatives as deemed timely and in the best interests of the Endowment Fund and its beneficiaries.

## Investment Committee Activity – 2019

During 2019, activities undertaken by the Investment Committee and administration included:

- Approval of transitioning the equity component of the Fund from a geographically based allocation which was skewed to value investing and small – mid capitalization stocks in North America to a global core-satellite equity portfolio with low volatility core managers, and capitalization agnostic satellite managers that employed various investing styles (growth, growth at a reasonable price, quality, value).
- Conducting a manager search and interviews for unconstrained fixed income and multi asset credit managers for the fixed income component of the Fund.
- Approval of transitioning the fixed income component of the Fund from having a weighting in Canadian fixed income to becoming a global unconstrained fixed income portfolio. This was approved by the Investment Committee in November 2019, and changes to the SIP&P were approved by the Board in December 2019.
- Educational session on sustainable thematic investing.
- Approval of an inaugural Sustainable Investing Report which was published in Q1 2019.
  - Report covered the ESG integration practices of the Fund's equity managers from 2018; future reports (2019) will include fixed income managers.
- All the investment managers continued to provide compliance reports confirming that their investments were following their mandates and the SIP&P.
- Continued allocation to real estate asset class toward a target weight of 10% and planning for allocating the remaining 10% to other real assets such as infrastructure.
  - Capital calls for Landmark Real Estate Partners continued throughout 2019.
- Adoption of a 2019-20 payout rate of \$4.17 per unit for purpose of monthly accrual of distribution during 2018-19. The payout rate is set by the Investment Committee in advance for accrual in the leading fiscal period and the distribution occurs early in the following fiscal period. Payout rates by year have increased since 2014.

Fiscal Year End	Return	Unit Accrual	
		Value (FYE)	Distribution Rate Yield
April 30, 2014	\$100.0000	\$3.90/unit	3.90%
April 30, 2015	\$106.8879	\$3.96/unit	3.70%
April 30, 2016	\$98.2817	\$3.96/unit	4.03%
April 30, 2017	\$111.6046	\$4.02/unit	3.60%
April 30, 2018	\$109.6943	\$4.08/unit	3.72%
April 30, 2019	\$115.4543	\$4.17/unit	3.61%