

EXECUTIVE SUMMARY

Background

York University has eight Colleges on the Keele Campus that are each associated with a Faculty. These Colleges were created with a two-fold mission:

- To provide meaningful communities for students and to enhance the student experience for both residential and commuter students by providing an environment in which students have access to faculty and staff who can assist them with problems and provide academic and personal guidance.
- To provide a locus for interdisciplinary interaction amongst faculty in support of their teaching and research.

The Colleges at York collaborate with the Division of Students, the Faculties, departments, and student organizations to provide services to students, including orientation for first-year students, academic advising, co-curricular activities for certain courses, College student governments, academic and recreational student clubs, intra-mural sports, and musical and artistic activities. Furthermore, they provide career days, assist with the organization of convocation, promote and support alumni associations, and engage in community outreach services.

Undergraduate students are assigned to a College when they enter York based on their program of study (major) or, if applicable, the residence in which they live (at York, this is a smaller number as roughly 90% are commuter students). In addition to students, York's Colleges include faculty members, staff, and distinguished members of the outside community who represent a broad range of academic disciplines and who are dedicated to the fellowship of the College community.

Each College is led by a Master, who is a faculty member appointed for a fixed term and reports to the Dean of the Faculty with which the College is affiliated. The Colleges employ a total of 22 full time staff. The University has assigned around 4,800 square meters directly to the Colleges, along with an additional 3,000 square meters under their indirect control, e.g. large dining halls. Every year the Colleges receive around \$2.7 million in central funding for both general operating and specific programming activities, along with 18 full-course equivalent releases for its Masters and Academic Life Coordinators. The breakdown is as follows:

Name	Associated Faculty	Shared Faculty	Staff FTE	Revenue 2014-15
Bethune College	Faculty of Science	Faculty of LSE	2.75	\$495,262
Founders College	Faculty of LAPS	FES	3	\$307,092
McLaughlin College	Faculty of LAPS		3.5	\$407,628
New College	Faculty of LAPS		3	\$297,829
Calumet College	Faculty of Health	SSB	5	\$527,146
Stong College	Faculty of Health	Faculty of LAPS		
Vanier College	Faculty of LAPS		2.5	\$397,308
Winters College	School of AMPD		2.5	\$259,571
Total			22.25	\$2,691,836

Objective, Scope and Approach

The objective of this review was to evaluate the effectiveness of the College system in supporting the University's priorities and to assess the overall effectiveness of the internal control framework within Colleges. Failure to provide proper management controls could result in significant risks to the University including: student/staff dissatisfaction, poor utilization of resources, and damage to the reputation of the University.

The scope of the review included:

- Setting, monitoring and achievement of objectives;
- Overall services provided to support the University's priorities;
- Financial management of the Colleges;
- Resource utilization; and
- Internal communication between Colleges and their University partners, e.g. Faculties, Division of Students, etc.

The audit work included interviews with key personnel from both the Faculties and Colleges, including Deans and Masters; review of key documents such as the University Academic Plan, Program Information Packages (PIFs), Institutional Integrated Resource Plan (IIRP), Task Force Report on the Colleges, and each College's annual plan; analysis of financial documents relating to revenue, payroll, other expenses, etc.; review of the activities/events offered by Colleges; analysis of the space availability and utilization; and other auditing procedures.

Observations

The audit identified a number of positive areas with respect to the Colleges, including:

- First-year student orientation provided by the Colleges attracts a large number of participants and is generally regarded as successful;
- Within the larger University, Colleges are helping create supportive smaller communities for some students;
- The Colleges have created a number of job opportunities for undergraduate students in the University (e.g. the College Life At York and Work-Study programs).
- Some progress is being made on academic initiatives in the Colleges to help improve student retention; and
- The financial management within the Colleges appears generally sound.

The review determined that while the financial controls within each individual College are appropriate, there are significant areas for improvement in the general structure of the Colleges and mandate they fulfill. Specifically:

The University should review the mandate of the Colleges to ensure it is in line with and best support its priorities. The mandate should explore opportunities for optimizing the value Colleges bring to the University by improving the following areas:

- Strategic planning;
- Measurement of outcomes;
- Closer engagement with Faculties;
- Broader engagement with students;
- Coordination of efforts; and
- Utilization of space.

Internal Audit is satisfied that the corrective actions planned by management address the audit observations.

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