

Executive Summary

CPMEA Quarterly - Executive Summary

Dear Colleagues,

Welcome to the fall edition of the CPMEA Quarterly and a warm welcome to those of you that are new to the University and/or new to the CPMEA. You have joined us at a critical time as the University is poised to redefine itself academically and administratively. This means that we are going to be called upon to manage a number of very exciting, interesting and complex challenges. Many of these challenges are driven by:

- ✓ the University Academic Plan
- ✓ the Strategic Plan
- ✓ Dr. Shoukri our new President and Vice-Chancellor
- ✓ the mandate to establish a medical school
- ✓ the implementation of Integrated Resource Planning
- ✓ the creation of a brand new faculty (the restructuring of the Faculty of Arts and the Atkinson Faculty of Liberal and Professional Studies)
- ✓ the impact and response to the results of surveys like the National Survey of Students
- ✓ the 'York to the Power of 50' campaign

The CPMEA supports the 700+ members expected to provide a very high level of professional and technical support in response to these significant challenges by:

- ✓ promoting the CPMEA as a vital stratum within the University that is distinct and separate from all other non-academic employee groups
- ✓ encouraging first class professional development that is tailored to the needs of the CPMEA
- ✓ offering opportunities for CPMEA members to come together and share their knowledge, skills and experiences in both formal and informal settings
- ✓ helping to guide and inform the Membership through a variety of communication vehicles
- ✓ offering the Membership a number of avenues to communicate easily with the Association

And through the terrific work undertaken by CPMEA volunteers, the Association hosts a number of events and activities each year:

- ✓ Welcome Breakfasts – provide orientation and networking opportunities for new CPM hires
- ✓ Fast Fact Sessions – impart information on various new initiatives at the University
- ✓ CPM Handbook – located on the York web site provides links to over 100 subjects
- ✓ CPM Brochure – useful information for CPM members
- ✓ CPMEA Newsletter – issued quarterly on the York web site
- ✓ Entertainment Night – major social and networking event for all CPM members
- ✓ Spring Symposium and Annual General Meeting
- ✓ CPMEA web page at <http://www.yorku.ca/yorkcpm/> and email address cpmea@yorku.ca

Other initiatives on the horizon that is important to the CPMEA membership:

- ✓ the creation of a Director of Learning and Development and Director of CPM Employee Relations in Human Resources and Employee Relations are positive signs that there is a renewed interest in addressing professional development support issues for CPM employees
- ✓ as the CPMEA approaches its 30th anniversary in 2008, we will celebrate our accomplishments and take stock of future needs by asking some key questions about how the Association can best support its Membership – a very strong and dynamic group of professionals who will tackle the upcoming challenges with real commitment, dedication, grace and professionalism. These attributes are neither selective nor voluntary; they are essential to who we are as CPM employees.

We encourage you to participate on a CPMEA committee, come out to our events, visit our webpage and drop us an email at cpmea@yorku.ca about any topic or subject that is important to you as a CPMEA member.

Lillian Nasello, Jane Crescenzi, Sean Squires, Steve Dewar, Andrea Della-Rossa

"IT'S TIME FOR US TO SHOUT ABOUT YORK FROM THE ROOFTOPS, TO LET THE WORLD KNOW THAT THE BEST IS YET TO COME!"

Dr. Shoukri, President and Vice-Chancellor of York University



CPMEA extends a warm welcome to Dr. Shoukri as York's seventh President & Vice-Chancellor

Integrated Resource Planning at York University

On October 18, 2007 Gary Brewer, Vice President, Finance and Administration spoke to the CPMEA community about Integrated Resource Planning (IRP). The CPMEA Program Committee organized and presented the General Meeting.



The presentation provided background information on the development of IRP as well as an update on IRP activities.

Vice President Brewer highlighted the budget review process including the motive that brought it about, the process and methodology undertaken, and the findings and subsequent analysis completed. The internal and external research provided insight into best practices at other institutions and noted the key tasks that required undertaking to align with these practices.

The conclusions reached at the end of the process highlighted the need to change current budget and budget planning processes, and gave rise to the recommendation to implement an fully Integrated Resource Planning framework at York University.

The intent of the framework is to coordinate the linkage of budget and resource processes to the University's academic and strategic plans and priorities, including increasing transparency, documenting formalized processes, defining accountability, and timeliness.

The Integrated Resource Planning Office was established in July 2007 and currently has the following complement:

- Sarah Cantrell, Director
- Marina Brasil, Senior Advisor, Policy and Procedure
- Wendy Castanha, Senior Financial Analyst

As a newly created department, the IRP Office is working on developing their vision, principles and mandate and defining their role within the University, as well as, developing the tools, mechanisms and processes required to support the Integrated Resource Planning Framework.

Looking ahead, a key objective for the IRP Office this year is to develop Divisional, Faculty and major admin unit Business/UAP Implementation Plans.

The IRP Office will continue to inform the community about IRP to increase awareness, understanding and engagement with the community throughout the implementation process. The IRP Office website will be coming soon and will provide information on important documents, templates, processes, IRP priorities etc. When the website is up and running an announcement will be sent to the CPM listserv.

For more information and details, please refer to the PowerPoint Presentation available on the Vice President Finance and Administration web site:
http://www.yorku.ca/vpfa/documents/CPMEA_IRP_Update_Presentation_Oct_18.ppt

And to view the Budget Process Review Report go to
<http://www.yorku.ca/vpfa/documents/York%20University%20Budget%20Process%20Review%20Final%20Report%20March%202007.pdf>

That was one crazy September!

Everyone knows of the trials and tribulations that belong to the month of September. The rush of returning students brings with it feelings of exhilaration, newness, and yes...weariness from the rush of it all! As with every September across both campuses we saw a flurry of activity with York's administrative and academic departments registering students, selling parking passes, handing out YU Cards, and orienting students with their programs. So while you were toiling away in your department dealing with your Fall-related issues and exercises, did you ever wonder what else was going on around you? With a university the size of York, there is a complex equation to the month of September. It takes the hard work of many to provide excellent service and a streamlined process for our community. From the Tait McKenzie Centre to the Bennett Centre for Student Services, we were all on the move:



- Parking and Transportation Services was busy serving over 7000 customers, and sold close to 4500 TTC passes
- Housing was busy moving undergrad students into over 2700 spots
- The Registrar's Office was busy registering the class of 2011 and saw a record breaking 72,000 "hits" on their enrolment system from students adding and dropping courses on one single day in September
- Student Community and Leadership Development delivered their annual York Day Information Fair. Close to 5000 first and second year students visited the Tait McKenzie Centre and found themselves among countless booths filled with people offering information about services and extra-curricular opportunities.
- The Office of the Associate Vice-President Academic hosted their annual "New Faculty Day", where new faculty are introduced to the ways of life at York. 67 new faculty members and 40 administrators participated in this year's event and were treated to presentations on such topics as governance, academic integrity, and Who are York's Undergrads?
- CSBO was busy landscaping, waxing floors, renovating classroom space and delivering mail to over 8,500 employees
- Admissions welcomed the 10,627 newly admitted students that they had recruited from the previous year
- Sport and Recreation was busy recruiting for their 19 varsity teams. Students came out in droves to try out for the coveted York Lion sports teams. Go Lions Go!
- Student Financial Services set up shop in Founders College and created a Lone Zone for students receiving government loans such as OSAP. They served approximately 7,500 students over the month of September - 400 of whom were served on the very first day of operation!

There were over 140 individual social orientation sessions running all over the campuses at all different times for residence and commuter students. As well, the colleges hosted multiple academic orientation sessions that involved a wide array of information ranging from how to take lecture notes to sessions on financial assistance.



York at a Glance



With the start of a new school year and the influx of student and visitor traffic, Departments and Faculties who have experienced a busy summer, are also gearing up for programs and services during the academic year. Continuing with our exposé of the September rush we have highlighted the experiences of a few Departments and Faculties.



Office of the Counsel (information provided by Julia Shin Doi, Counsel & Adjunct Professor)

The Office of the Counsel consists of a team of 3.5 lawyers and 2 administrative staff who provide on-site legal advice and counsel to the University in a vast array of legal practice areas. These include contract review, negotiation and drafting, intellectual property (copyright, trademark), procurement, real estate, information and privacy matters, internal administrative proceedings (e.g. student code of conduct, academic honesty), litigation in the courts and before administrative tribunals, human rights matters, employment and labour matters, general legal education, the provision of legal advice to prevent or minimize legal liability, as well as policy review and development.

The Office of the Counsel enjoys working with units in September and throughout the year to support their initiatives and plans to achieve strategic goals.

Summer/Pre-Academic Year Environment:

As the University's legal needs are year-round, the Office of the Counsel remains busy throughout the summer. However, in anticipation of September, the Office liaises with units to determine their needs in advance, to plan for and prioritize the University's many and varied legal service needs. During this time, the Office of the Counsel also prepares and advises on a wide variety of contracts concerning students (e.g. undergraduate residence contracts, student placement agreements, internship agreements, transportation agreements, leases and licenses for lands and buildings) and negotiates contracts for products and services that the University requires for the new academic year, and advises on research and grant agreements for faculty research and university collaborations. In addition, the Office of the Counsel advises on a wide variety of student-related issues such as accommodation of disability and general human rights matters, student governments and referenda, and student conduct (academic and non-academic).

September Impact:

A typical day in September is very busy as the Office of the Counsel assists and supports units with their key September student and faculty initiatives in addition to the Office's routine and ongoing work. The Office of the Counsel is often called upon to draw on its extensive legal experience to provide quick advice on complex and pressing issues.

In September, the Office opens a large number of new files and the call and email volume more than quadruples and remains high until the next summer.

Services offered for students or in support of the academic year:

The Office supports the academic mission from addressing contract issues, human rights matters and accommodation of disability.



Faculty of Science and Engineering (information provided by Adrienne DeFrancesco, Executive Officer, Office of the Dean)

<http://www.science.yorku.ca/home/index.html>

The Faculty of Science and Engineering offers a wide range of basic and applied programs, including BSc, IBSc (international BSc) and MSc degrees are offered in various disciplines. Other programs are also available and more information on the Faculty can be found at: <http://science.yorku.ca/home/index.html>.

Summer/Pre-Academic Year Environment:

The return to school for students contrasts sharply with the lazy days of summer. The quiet of May and June are welcome after the frantic activity of the end of the academic year in April. By early July, it always seems too quiet, almost eerily so. We know

September is coming because of an increased level of activity in our Science Academic Services (SAS). More work study students in the area, more phone calls, and more activity.

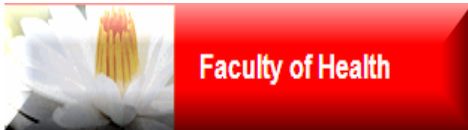
And then, by the second week, students seem to arrive in busloads and SAS has secured every available space for advising appointments. The SAS counter is steadily crowded and it is impossible to walk through the hallway without encountering students and staff coming and going.

The last week in August is relatively quiet but it is indeed the calm before the storm. In FSE, SAS gears up again and the lines to the Associate Dean's office who hears petitions start anew. In departments, admin offices see the same increase in activity.

September Impact:

September and the return of students invokes much different feelings for those involved in our Engineering program, especially for the Associate Dean.

The changes we see can be described simply as more of everything—more phone calls, more e-mail, more meetings, more challenges. This energy propels us to accept the extraordinary opportunities we have as administrators in contributing to the glorious age being lived by over 40,000 people that surround us. It is confirmation of how much we are needed and how important it is for each of us to do the best we can for them.



Office of Student and Academic Services, Faculty of Health (information provided by Sara Budd, Manager, Student Services) Web site:

<http://www.yorku.ca/health/infoforstudents.html>

The Faculty of Health Office of Student and Academic Services (HH OSAS) is a multi-functional unit housing both student academic advising and Faculty governance. As such, unit staff are responsible for the provision of academic support services to all members of the Faculty of Health community including students, faculty and staff. Faculty governance functions include student academic petition processing, academic policy and standards development and application.

The unit also publishes both the Faculty of Health undergraduate calendar and Faculty of Health new student handbook

Summer/Pre-Academic Year Environment:

During the summer months, the student advising staff are engaged in advising all newly admitted students to the Faculty of Health (to all of our undergraduate programs -- Health Policy and Management, Kinesiology and Health Science, Nursing and Psychology). While we also see continuing students throughout the summer, by far our largest summer student audience is comprised by our newly admitted students. This is a diverse group comprised of students entering University directly from high school, mature students, and transfer students.

During the summer months, the governance staff prepare for the Fall/Winter session. Preparation includes electing faculty and student members to serve on Faculty committees, collecting proposals, developing reports and recommendations for Committee consideration over the Fall/Winter session.

September Impact:

As our summer work concludes, we shift our focus from welcoming and advising new students to seeing our continuing students who are progressing through their various degree programs. Since our student audience changes as we move through the calendar year, the advising staff are continuously preparing for the term ahead.

The Faculty of Health Office of Student and Academic Services is a brand new unit at York and this is our first September in our new space. While we continue to see about 30-40 students by appointment each day, we've noticed a significant increase in walk in traffic, email and phone enquiries.



York University English Language Institute (YUELI) (information provided by Calum MacKechnie, Director) Web site: <http://yueli.yorku.ca/>

YUELI provides high quality English language courses for non-native speakers who need English skills for academic or professional purposes. Most of our students are

international, and a high percentage of them intend to go on to degree study in an English-speaking country, approximately 20% go on to York degrees. We provide Academic Preparation courses as well as courses specifically designed to support a number of faculties, such as the Pre-MBA course and a course for Internationally-Trained Nurses.

YUELI takes a “holistic” approach that sets us apart: not only do we provide English language teaching, but we also handle our own registration process, as well as international marketing efforts, we take care of housing, and we organise a range of extra-curricular activities to bring our students in contact with the real English-speaking world.

YUELI is a “revenue generating” entity, which means that we don’t receive any funding from the University; every dollar has to be earned directly through student tuition.

Summer/Pre-Academic Year Environment:

Although September is a busy time for YUELI, it is far from the busiest time of year. July and August are our peak times, when we can have well over 400 students on campus, following intensive English language courses.

September Impact:

In an odd way, September for us is an anti-climax. The frenzy of August is over, and we settle into a more predictable period of the year when student numbers are more manageable and we can focus on providing a rigorous academic program to all of our students.



Office of the Comptroller (information provided by Aldo DiMarcantonio, Comptroller, Finance) Website:

<http://www.yorku.ca/finance/divisions/comptroller.htm>

The main role of the Office of the Comptroller is to provide services to the community in the following areas:

- **Research Accounting:** mandate is to work in partnership with York's research community in the post-award financial administration and reporting of its grants and contracts.
- **Insurance and Risk Management:** objectives are to protect the assets of York University, provide a safe and secure environment for faculty, staff and students, and to preserve the reputation of York University
- **Accounts Payable:** responsible to ensure all payments to vendors are in compliance with University policies.
- **General Accounting:** responsible for account reconciliation for general University receivables, GL journal entries, bank deposits and cash handling.
- **Financial Reporting:** responsible for the overall internal and external financial reporting.
- **Taxation:** responsible for the administration of Sales Taxes (Provincial Sales Tax & Goods and Services Tax. Responsibilities include: reporting and remitting of all sales taxes collected on behalf of the taxing authorities and review of relevant Provincial and Federal legislation relating to University operations. Completion of vendor tax exemption forms.

Summer/Pre-Academic Year Environment:

The work distribution in our office is fairly consistent and as a result we are very active and busy all year, including the summer months. The office is especially busy prior to the end of the fiscal year (April for most of the University, March for research).

September Impact:

For the most part, September is very consistent with the volume during the rest of the year. We are heavily involved in planning for the coming year, in terms of key service deliverables.

The Insurance and Risk Management meets with various student groups to discuss risk and insurance issues. Accounts Payable, working with Student Services, also ensures that refunds owed to students are processed promptly. Research Accounting is involved with Research Assistants, who are often graduate students, to assist with financial issues associated with research grants.

Last year we also worked with a group of Schulich students studying accounting to allow them to experience some of the issues that my office staff resolves on a daily basis. It was a wonderful way for the students to apply some of their learned skills.



Scented Product Awareness

This is a reminder to the community to be conscious of the use of scented products in light of others sensitivity to them. Scented products are part of many daily routines and include aftershave lotions, hair spray, deodorants and fragrances.

Exposure to chemicals contained in these products may result in asthmatic reactions, migraine headaches, rashes and even nausea. These affects are more concentrated in smaller spaces, like offices and meeting rooms, but can be just as hazardous in larger spaces.

More information is available on the Department of Occupational Health and Safety web site at:

<http://www.yorku.ca/dohs/doc/GuidelinesNotices/ScentedProducts/scentedproducts.htm>, including how to deal with the issue if you are the person affected.

Take Note

Coming soon.....YU-card for full-time Faculty and Staff!

Full-time Faculty and Staff will soon be able to take advantage of the convenience the YU-card has offered students for more than a year now. The YU-card will provide access to York Libraries and, with a money deposit, will act as a campus debit card, enabling purchases of food, supplies and other items at over 40 retailers including the Bookstore. Best of all, there are no transaction fees when you use your YU-card as a debit card.

Full-time Faculty and Staff will be invited to visit the YU-card offices at Keele and Glendon to have their photo taken and their YU-card issued on the spot. Funds can be added to the card in the YU-card office or via an online deposit system with a Visa or Mastercard. The online deposit system is part of the Online YU-card Office (yucard.yorku.ca) and uses Passport York authentication. Upon login, YU-card cardholders can view their YU-card account balance and transaction history, or freeze a lost card.



Planned expansion of services includes access to recreational facilities (with membership) and YU-card readers on campus vending machines.

Welcome

CPMEA Welcomes a New Department Office of University Events and Community Relations

The Office of University Events and Community Relations (UECR) at York University is the resource for event planners campus-wide and external organizations who want to bring their meetings to York. York has the facilities and services and UECR has the staff to assist you in producing a professional function. The Office is also the point of contact for the University and external community to facilitate community engagement.



Linda Hurrell & Sylvia Zingrone

There are numerous ceremonies and special events that take place annually. Whether it's Convocation, the Remembrance Day ceremony, building openings and groundbreakings, or the Installations of the President and Chancellor, the UECR is responsible for planning, managing and producing these events.

For more information on UECR visit their web site:

<http://www.yorku.ca/uecr/index.html>

What makes a good boss?

Despite a tough economy and more demands from their employers, Canadian workers value most highly a boss who holds them accountable and gives credit where credit is due, according to a new study.

Forty-six percent of those in a recent survey said a willingness to share responsibility and credit was the most important hallmark of a good boss. Mentoring employees was second with a 26 percent vote, followed by supervisors who respect others' opinions at 18 percent.



The majority of employees said "They want to be acknowledged for a job well done."

The top two choices reflect employees' desire to have good communication with their supervisors, and the highest marks for bosses who give fair feedback suggest workers have realistic expectations, employees on the most part said. "They wanted the hard part in addition to the praise."

Bosses who do what's right for the business, treat people with respect and operate within the law are more appealing.

What's more surprising, workers crave managers who stand up for them, give them the benefit of the doubt in times of conflict and allow them room for error.

Reference: <http://sympaticomsn.workopolis.com/sympaticomsn.aspx?action=Transfer&View=Content/Common/ResourceCentre/ResourceCentreView&lang=EN&OldUrl=>

Interviewing Basics

The resume is a candidate's foot in the door; the interview will tell you if he or she is a fit for your team.

The resume gives you the facts. The interview gives you the person. This is where you can assess fit within your organization, and adduce whether the candidate has not only the right skill set but the right mind set for your company. How do you go about making the most of an interview? Follow these four steps!

1. Help the candidate demonstrate their best knowledge and abilities. Start the interview as a conversation, with small talk and easy questions to help make your candidate more comfortable. Paying attention to non-verbal communication – eye contact, the strength (or not) of the handshake, posture, dress are just some of the things to look at. When the candidate is relaxed, begin the more formal part of the interview.

What this will tell you: The most important thing in communication is hearing what isn't said. You are learning a bit about the character of the person you may be hiring, and assessing their true fit.

2. Ask open-ended questions that probe "behavioral" qualities. Ask questions like "tell me about a time when you were faced with something you didn't know how to do – what was your approach". Ask questions like "what was your approach". Ask about a past work situation, the action taken and the result. Ask about a time that was stressful or difficult and the way the problem was resolved, and the result.

What this will tell you: Communications skills, initiative, planning skills, and what kind of problem solving skills this candidate uses. It will help determine if you are dealing with a proactive or reactive personality.

3. Ask specific questions on what the candidate can bring to the job. Think of a specific project that this candidate will be required to take on if selected for the job, and ask about what approach the candidate would take to accomplish what's needed.

What this will tell you: You will understand the kind of logic this person applies, and what are his or her problem-solving abilities.

4. More is more. Ask other members of your organization for their feedback – was this person courteous to the receptionist? If possible, have other members of the team meet the candidate to discuss his or her skills and experience, and then follow up to get their impressions. Ask what questions the candidate asked of the interviewers – did he or she show initiative and a willingness to learn more about the job?

What this will tell you: You will understand further whether the candidate has the right skills, whether this person is a team player, and whether he or she can play on YOUR team.



Reference: <http://sympaticomsn.workopolis.com/sympaticomsn.aspx?action=Transfer&View=Content/Common/ArticlesDetailView&articleId=hrm20070503File1Article1&lang=EN&articleSource=HRM&OldUrl=>

Sandwiches, Boomerangs and Boomers (Parenting the Parent) Coping in a Sandwich Culture






Have your adult children returned to the nest? How prepared are you to help them get back on their feet? Are you caring for an elderly parent at home? Are you worried about how you will finance these unexpected events?

Am I the only one feeling like I am on a roller-coaster these days? And not seeing an end in sight?

At a time in life when I expected things to naturally slow down and gain some well deserved “we/me” time I find myself being busier than ever and wondering how and when retirement fits in.

A few months ago I was engaged, living with my soon to be husband, returning from a trip down south and looking forward to our wedding and married life thereafter.

Well the “I do’s” came and went but what I didn’t realize is all of the other things we were saying “I do” to that day.

-  We said “I do” to taking “Junior”, my recent university grad son, back into our home for an undisclosed period of time, he says shorter, we know longer.
-  We said “I do” to being a quasi real estate agent and care giver for my new mother in law and finding her a home closer to us.
-  We said “I do” to looking into alternate housing arrangements that will accommodate our growing blended family under one roof.

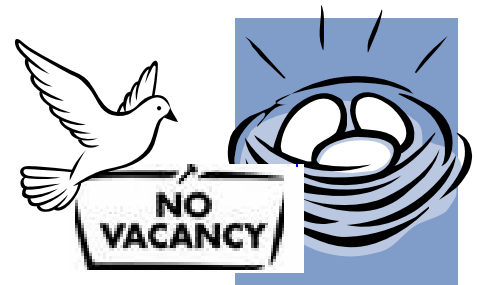
This has now forced me to ask a different set of questions than what I had expected at this time of my life. Instead of asking “Where will we travel to this year and how will I spend my free time” I am pondering “What happened to my dreams for a secure retirement, travel, and slowing down? At a time when my career is reaching a peak and I am looking ahead to my retirement, I find myself increasingly more responsible for my son and my mother in law. Squeezed in the middle, I have joined the ranks of the new brand of boomers, “*The Sandwich Generation*”.

“*The Sandwich Generation*” is not a new catchphrase rather it’s a perfect description of a generation of people – typically baby boomers – who are sandwiched between caring for their aging parents while still supporting their children.

This involuntary membership into the “*Sandwich Generation*” impacted my life both positively and negatively. I am able to have a closer relationship with my son and my mother in law and feel a better sense of family; however, I have forgone my privacy and free time, not to mention there is some unwanted mileage creeping up the odometer in my car.

Whether it is with my son or my mother in law, we are left feeling at opposite ends of the spectrum, one minute feeling like we have to help and being obligated and the other feeling cheated out of being a newlywed and living life the way we want. Not to mention where will we get the money and resources to support our dependents and how much is enough?

Our empty nest now bears a “No Vacancy” sign. So am I alone? Apparently not!



Cont'd.....

Just the Facts:

According to *New Frontiers of Research on Retirement*, postponing retirement or rethinking the time you will retire is a common situation. Boomers are now forced to rethink their traditional idea about retirement. The baby boom generation is causing fundamental changes in every social institution it touches, retirement being one of the major issues.

In 2002 a Stats Can survey found 3 in 10 of those aged 45 to 64 had unmarried children under 25 in the home and were also caring for a senior in some way.

In a 2004 Stats Can survey portrayed the boomers as financially more secure, better educated and more active than their parents. The onslaught of this new phenomenon coined the "*Sandwich Generation*" is adding pressure to boomers and their retirement.

Amid the growing uncertainty about our future financial security, an increasing number of the boomers do not know when they will retire or others will simply delay their retirement. Some articles emphasize this circumstance is especially true of the baby boomer women, who have in the past been the traditional caregivers in the family.

These women are caught between the often conflicting demands of raising children, caring for aging parents or other relatives and their careers.

The challenge remains; many employees want to keep working, which will benefit employers facing labor shortages. But companies that want to keep valuable workers will have to do more to keep them, analysts say.

So I guess we are a true representation of those other Sandwich Generation folks, we are living our life by the motto "Round and round it goes, where it stops, no one knows."

Reference: Stats Can and Multiple Sites



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We want feedback! If you have stories or information for the next newsletter, please send them to one of the members