



York University  
Faculty of Liberal Arts & Professional Studies  
8<sup>th</sup> Meeting of Faculty Council

NOTICE OF MEETING

Thursday, June 10, 2010  
3:00 pm – 5:00 pm

Senate Chamber

Agenda

1. Call to Order and Approval of the Agenda
2. Chair of Council's Remarks
3. Minutes of the **May 13, 2010** Meeting.....1
4. Business Arising from the Minutes
5. Inquiries
6. Communications
7. Report of the Dean
8. Report of the Chair of the Council of Masters
9. Report of the Faculty Representative on Senate
10. Question Period
11. Reports of the Standing Committees of Council
  - i. Executive Committee.....6
  - ii. Committee on Tenure and Promotions.....9
  - iii. Committee on Curriculum, Curricular Policy and Standards (consent agenda).....10
  - iv. Academic Policy and Planning Committee.....11

**Committee of the Whole**

  - **Strategic Plan for the Faculty of Liberal Arts & Professional Studies, 2010 - 2020: Making Choices for our Future (Draft)**  
([http://www.yorku.ca/laps/pdf/LAPS\\_Strategic\\_Plan\\_draft\\_2010\\_06\\_02.pdf](http://www.yorku.ca/laps/pdf/LAPS_Strategic_Plan_draft_2010_06_02.pdf))
  - **Strategic Plan for the Faculty of Liberal Arts & Professional Studies Appendices**  
([http://www.yorku.ca/laps/pdf/LAPS\\_Strategic\\_Plan\\_Appendices\\_draft\\_2010\\_06\\_02.pdf](http://www.yorku.ca/laps/pdf/LAPS_Strategic_Plan_Appendices_draft_2010_06_02.pdf))
12. Unfinished Business
13. Other Business for Which Due Notice Has Been Given
14. Other Business

**2009 - 2010 Liberal Arts & Professional Studies Faculty Council Meetings are on the second Thursday of the month at 3:00pm in the Senate Chamber, N940 Ross:**

June 17, 2010 (Committee of the Whole)

June 24, 2010\*

\*meeting time: 11:00am – 1:00pm

*All are welcome and encouraged to attend!*



**York University**  
**Faculty of Liberal Arts & Professional Studies**  
**LA&PS Faculty Council**

Senate Chamber  
Minutes of the 7<sup>th</sup> Meeting of Council  
May 13, 2010  
#130510

**Attendance:** S. Abdulla, C. Ashton, P. Avery, I. Badr, J. Ball, J. Beare, M. Belcourt, J. Bell, K. Bird, M. Blumberg, B. Bradbury, N. Britto, G. Colussi Arthur, G. Comninel, L. Cozzi, N. Couto, B. Crow, M. Dick, S. Dimock, S. Ehrlich, P. Evans, I. Ferrara, N.S. Fisher-Stitt, G. Ginsburg, B. Gleberzon, S. Goncalves, W. Hayden, C. Heron, M. Jacobs, M. Lambert-Drache, F. Latchford, H. Lewis, D. Leyton-Brown, A. Lileeva, K. Little, L. Lo, D. Lumsden, E. Lunstrum, L. Lyons, A. MacLennan, H. MacRae, J. Magee, J. Mensah, K. Michasiw, R. Myers, J. Newton, R. Ophir, J. Parkinson, R. Power, A. Raja, N. Razack, L. Ripley, G. Scardellato, S. Scott, S. Sevigny, R. Sheese, M. Singer, D. Skinner, J.B. Smith, I. Spletstoesser, P. Taylor, S. Tweyman, A. Weiss, R. Wellen, D. Woody, D. Zorn

**Guests:** C. Deschamps, F. Greene, T. Hudson, K. Li, D. Pomerleau, K. Skinner

**1. Call to order and approval of agenda**

The Acting Chair of Council called the meeting to order.

It was moved, seconded, and carried that the agenda be approved.

**2. Chair of Council's Remarks**

The Acting Chair noted since there was no request to move the consent items to the regular agenda, they have been approved.

**3. Minutes of the April 8, 2010 meeting**

It was moved, seconded, and carried that the minutes of the April 8, 2010 meeting of Council be approved.

**4. Business Arising from the Minutes**

There was none.

**5. Inquiries**

There were none.

**6. Student Council of The Liberal Arts & Professional Studies (SCOLAPS) Presentation**

A. Raja and S. Goncalves presented on the roles and responsibilities of the Student Council within the Faculty. They discussed the Student Councils' active role in governance and student programming.

The mandate of the Student Council is to represent and advocate for roughly 26,000 Liberal Arts & Professional Studies students in governance and academic matters and their goal parallels the University's objective to increase student involvement and engagement.

Going forward they will continue to provide input on strategic planning and university-wide academic planning process seeking increased reciprocity between the student council, faculty and administration.

The new executive members of the Student Council were introduced.

A. Raja and S. Goncalves thanked both faculty and staff for all the support they have received over the past year.

## 7. Accessibility for Ontarians with Disabilities Act (AODA), Harriet Lewis, University Secretary

H. Lewis presented the legislative history on the Accessibility for Ontarians with Disabilities Act (AODA) and its implementation across the University.

The purpose of the AODA is to benefit all Ontarians by:

- *developing, implementing and enforcing accessibility standards in order to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, building, structures and premises, **on or before January 2025***
- *providing for the **involvement** of persons with disabilities, of the Government of Ontario, and of representatives of industries and of various sectors of the economy **in the development of the accessibility standards***

She discussed the application of the Act and the accessibility standards, one of which (customer service standards) came into effect January 1, 2010 with certification of compliance by March 31, 2010.

H. Lewis noted that faculty and staff training on the customer service standards is currently taking place across the

University, with all employees being trained by Fall 2010. The training consists of three e-learning modules. For more information on the AODA and to access the e-learning training modules visit:

<http://www.yorku.ca/secretariat/AODA/>

## 8. Report of the Dean

Dean Singer announced that he has planned a trip to China in Fall to reinforce our commitment to internationalization.

Members of Council noted that the contractually limited appointments were made on transitional basis and that the 26 academic positions have been advertised with the expectation that they will be in place by the end of June.

Dean Singer discussed that 40 members of the support staff have been in an indeterminate employment state and that we have not been in a position to hire. Thanks to negotiations with YUSA the contract positions have been extended. He noted that once the Strategic Plan is in place that we will be able to better assess the situation.

An update on the budget situation was given.

Dean Singer discussed the tenure track hiring and that over the next few years 60 full-time faculty appointments will be made across the University. Currently, there is a request for proposals from Faculties on their hiring priorities, which is due on June 15. It was noted that although the preference would be to wait until the Strategic Plan is completed and adopted at Council, we can not miss this opportunity.

Dean Singer thanked all of those who participated in the strategic planning process. He noted that the process has

taken 34 days, 9 to 10 hours per day. The team has met with 25 units, over 1000 individuals, two-thirds of the full-time faculty, 138 members of the supports staff, 260 undergraduate students and 123 graduate students. The reports will be sent to Chairs and Directors, the Academic Policy and Planning Committee, and will be presented to Council in June.

### **9. Report of the Chair of the Council Masters**

S. Tweyman discussed that the Mastership for New College has not yet been filled and that interested faculty members should contact Marilyn Lambert-Drache and Mauro Buccheri for more information.

He noted that discussions with the Vice President, Students are still ongoing regarding the guest suites in the Colleges.

S. Tweyman presented college activities, sponsorship, and events put on for the Faculty and University community over the last year from the four colleges associated with the Faculty of Liberal Arts & Professional Studies.

### **10. Report of the Faculty Representative on Senate**

Senator Heron provided Council with the report from the April 22, 2010 meeting of Senate. He discussed that a safety audit is currently being conducted on campus. In addition he noted that the changes to the Senate regarding membership and eligibility rules were approved.

Senator Heron discussed that the main focus of the Senate meeting was the Provostial White Paper and its endorsement.

The Senate Synopsis is available at:  
<http://www.yorku.ca/secretariat/senate/synopses/2009-2010/10%2004%2022%20Senate%20Synopsis.pdf>

### **11. Question Period**

Council members raised questions regarding the *Accessibility for Ontarians with Disabilities Act* and its implementation across the University. These questions will be forwarded to the University Secretary for a response.

A question regarding how as a Council we can help support the Dean with the challenges that the Faculty will be facing over the next while was asked. The Dean noted that the most important thing that the Council can do is not get distracted by the challenges and focus on the Strategic Plan.

Concerns regarding the meetings of Council in June and attendance were raised. A member questioned if it could be made possible for the vote on the Strategic Plan to be sent over email. The question will be forwarded to the University Secretariat to investigate if any precedence has been set at the University related to voting in a case of members absence from a meeting.

### **12. Reports of the Standing Committees of Council**

#### **12.1 Executive Committee**

Council received as items for information and discussion Changes to Membership Rules on Council (Nominations and Eligibility) and the Liberal Arts & Professional Studies Full-time Faculty Representatives on Senate (Nominations and Eligibility)

One member discussed that since all cross-appointments have a home Faculty, only those whose home Faculty is Liberal Arts & Professional Studies should be able to stand for election.

Another member noted that partially appointed faculty are members of Council and that it should be left up to the Council to accept the nomination. As long as they are appointed and elected by the Council they should be eligible to serve.

### **12.2 Academic Policy and Planning Committee**

It was moved, seconded, and carried that Council approve the proposal for the Professional Certificate in Health Services Financial Management, School of Administrative Studies.

Council discussed prior to its approval concerns regarding The GPA standard of 4.00 and the resources that are needed in the creation of new courses. It was noted that a 4.00 is the standard GPA for all professional certificates offered by the School.

Two members voted against the proposal.

It was moved, seconded, and carried that Council approve the proposal for a new Course Rubric for Persian for the Department of Languages, Literatures, and Linguistics.

Members received as an item for information the Certified Internal Auditor® (CIA®) exam preparation, Division of Continuing Education.

### **12.3 Committee on Curriculum, Curricular Policy and**

It was moved, seconded, and carried that Council approve the proposal for the grades review and approval process for the Faculty.

Concerns around the grades review and its implementation across the Faculty were raised prior to its approval. It was noted that the academic units are responsible for monitoring the grades and that the Committee on Curriculum, Curricular Policy and Standards plays an oversight role.

Two members voted against the proposal.

### **12.4 Committee on Teaching and Learning**

J. Newton presented as an item for information the status of the Faculty based online course evaluations.

She discussed the forum that took place on April 29, 2010 regarding the online course evaluation system. The forum was designed to gather information and insight into online course evaluations. The information collected will help to inform the Committee's deliberations over the next few months, with the hope to bring back a larger plan in the Fall to Council.

### **12.5 Committee on Student Appeals and Academic Integrity**

Members received as an item for information the Liberal Arts and Professional Studies Grade Reappraisal Request policies, procedures, and administrative forms. The new form is available as part of the Academic Standards Toolkit:

[http://www.yorku.ca/laps/council/faculty/as\\_tools.html](http://www.yorku.ca/laps/council/faculty/as_tools.html)

**13. Unfinished Business**

There was none.

**14. Other Business for Which Due Notice Has Been Given**

There was no other business for which due notice was given.

**15. Other business**

There was no other business.

**16. Adjournment**

It was moved, seconded, and carried that the meeting of the Faculty Council be adjourned.

L. Ripley, Acting Chair of Council

L. Cozzi, Secretary of Council



Report 7  
May 2010

**ITEM FOR INFORMATION**

**1. Amendments to the Rules and Procedures of Council  
(Council and Committee Elections Postponed)**

Over the past year the Executive Committee has solicited feedback from Council and its committees on their mandates and memberships, and had asked that the committees' determine if their operations are consistent with the, policies, practices, and procedures as set out in the Rules and Procedures. In their deliberations, the Executive Committee considered not only the changes requested by the committees, but also the changes passed by Senate on April 22, 2010 to Senate Committee Membership Rules, feedback received from the community on these changes, and the principles of collegial governance that were articulated in the initial development of the Liberal Arts & Professional Studies Faculty Council legislation, approved May 2009.

The Executive Committee, after much discussion on the comments and recommendations received thus far, concluded that additional consultation is required to make informed decisions. The Committee continues to seek feedback from the community on amendments to the legislation. During the summer months they will endeavour to refine the Rules and Procedures to best reflect the current Faculty structure based on consultation and feedback received by the Liberal Arts & Professional Studies community.

The elections to Council and its committees have also been postponed because it has been deemed necessary to review and perhaps amend the new Faculty's electoral procedures particularly in reference to the number of committee positions that may be held by any one member of Council. The Executive Committee will meet in late summer and draft recommendations on these procedures which will be brought to Council in the Fall when there should be a better response to the election.

The Committee continues to seek nominations from the community for Council and committee vacancies, and encourages Council members to involve themselves in the collegial governance process.

Community feedback on amendments to the Rules and Procedures may be sent to [lcozzi@yorku.ca](mailto:lcozzi@yorku.ca).

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**BACKGROUND INFORMATION**

**RULES AND PROCEDURES OF COUNCIL:**

<http://www.yorku.ca/laps/council/faculty/rules.html>

**SENATE COMMITTEE MEMBERSHIP RULES:**

<http://www.yorku.ca/secretariat/senate/agenda/2009-2010/100422/Senate%20Executive%20Report.pdf>

**PRINCIPLES OF COLLEGIAL GOVERNANCE:**

The principles of collegial governance are included as a historical reference; they were initially developed as part of the Sub-Group on Governance consultation in the development of the Rules and Procedures for implementation in Summer 2009. It was anticipated that these would provide a reference for future amendments.

**1. Collegiality and academic self-governance.** The prime principle is that faculty members get to set and apply academic policy. In the principles that follow, and the governance functions and structures that are recommended, we aim to ensure meaningful collegial participation at all levels.

**2. Collegial governance and academic values.** The heart of collegial governance is academic policy, which should be formulated to promote academic excellence in all its dimensions. Collegial governance is animated by the same values that inform our scholarship and teaching; framing issues appropriately, asking the right questions, questioning assumptions, and making choices based on scholarly evidence and an understanding of best practices.

**3. Levels of policy-making.** The heart of the academic enterprise are the decisions that those with expert knowledge at the individual academic unit level are called upon to make concerning curriculum, admissions, grades, graduations, hiring, tenure, and promotion. Those decisions, however, are not made in isolation. In the case of the new Faculty, academic policy exists at the unit, Faculty, and Senate levels. Though Senate, the Faculty and academic units have different kinds of responsibility for policy and though authority may be legally hierarchical, relations are and ought to be reciprocal because sound policy requires appreciation of the values and priorities of others at all levels.

**4. Division of labour.** Where the same matter is dealt with at Senate, Faculty, and unit levels, there should be clear articulation of the different kinds of responsibility: setting a policy framework that advances U.A.P. priorities, ensuring that measures instituted under the policy (or adjudicative decisions) comply with the policy, and that compliance is consistent across the Faculty and University. To ensure that the policy framework is implemented consistently and equitably, sound collegial governance requires checks and balances, monitoring by Councils and upper level committees of decisions made at the local level.

**5. Accountability and oversight.** Collegial governance processes have the important functions of “adversarial justification” and “loyal opposition.” Though the Administration is not strictly accountable to Senate and Faculty Councils but rather to the Board of Governors, Senate and Faculty Councils are effective venues to monitor that administration actions are promoting the priorities of the University Academic Plan.

**6. Governance, administration, and leadership.** Though we are designing structures and processes for governance, not administration, achieving academic excellence requires smooth relations between governance and administration. Moreover, collegial governance is not restricted to oversight, checks and balances, or adversarial justification. In an academic setting, governance needs to play an essential leadership role, among other ways by sharing best practices.

**7. Representativeness.** As important as framing and structuring governance are, effecting sound policy requires getting the right people involved. While faculty members are privileged under the York Act in respect of academic collegial governance, they are not the only ones with an interest in, or something to contribute to, making and executing academic policy. The York University community, and the new Faculty in particular, are marked by diversity along the axes of gender, race, and class; between faculty, staff, and students, and among academic disciplines and programs. Representativeness is the requirement that membership on governance bodies is diverse and inclusive, as appropriate to the business at hand.

**8. Transparency.** Where participation is representative or responsibilities are delegated, transparency is the requirement that, except where the subject matter is personal and therefore properly confidential, both deliberations and their results are publicly available and easily accessible.

**9. Effectiveness.** Effectiveness refers to consistently achieving outcomes that accurately reflect the preferences of those relevantly concerned. Actually achieving planning and policy goals and objectives requires opposition and leadership, representativeness, and transparency.



**10. Efficiency.** Efficiency is the achievement of objectives with the least effort: processes should not be needlessly multiplied. Efficiency is a principle of collegial governance because of the importance of reducing the total time dedicated to governance and service in order to increase the time available to such U.A.P. priorities as promoting research, growing graduate studies, and enhancing student experience.



Report 1  
May 2010

ITEM FOR INFORMATION:

1. Year-end Report to Council

**A. Review of applications for Tenure and Promotion (September 2009 – June 2010)**

During the 2009-10 academic year, members met 16 times as a Review Committee (augmented by two representatives from the Senate Committee) to consider 30 applications for tenure and promotion and 9 applications for promotion to full professor. The Review Committee will be meeting twice during the month of June in order to consider an additional 6 applications for tenure and promotion.

In addition, the Tenure and Promotions Committee met an additional four times throughout the year as a Committee of the Whole in order to consider special initiatives within the Faculty, as well as one advancement to Candidacy appeal.

**B. Unit Tenure and Promotion Standards**

The Tenure and Promotions Committee reviewed tenure and promotion standards for three academic units during 2009-10 (Department of Anthropology, Department of English, School of Public Policy and Administration). The standards for all three units have been forwarded to the Senate Tenure and Promotions Committee for comment and possible approval.

Academic units are reminded that their tenure and promotion standards are to be reviewed by the Tenure and Promotions Committee in the Faculty of Liberal Arts & Professional Studies, even if the standards were previously reviewed by the former Faculties of Arts and Atkinson. The Committee encourages units to submit their standards for review to the Secretary to the Committee, Eric Avery ([eravery@yorku.ca](mailto:eravery@yorku.ca)).

**C. Special Initiatives**

The Tenure and Promotions Committee embarked on a number of outreach initiatives to improve knowledge and efficiency in the tenure and promotions process. These initiatives included:

- A dedicated Tenure and Promotions Toolkit for the Faculty of Liberal Arts & Professional Studies. The toolkit contains policy documents, resources and administrative templates for faculty and staff involved in the tenure and promotions process. The toolkit can be accessed at: [http://www.yorku.ca/laps/council/faculty/tandp\\_tools.html](http://www.yorku.ca/laps/council/faculty/tandp_tools.html)
- Three information sessions for members of the Faculty of Liberal Arts & Professional Studies on matters relating to the tenure and promotions process, rights and responsibilities, procedural transparency, report writing, file preparation and best practices. Over 70 faculty members and administrative staff attended these information sessions.

The Tenure and Promotions Committee will continue with new initiatives to improve procedural transparency and the efficiency of the tenure and promotions process with the Faculty.



## Consent Agenda

May 2010

### 1. Changes to Existing Degrees/Certificates

- Economics: Specialized Honours BA; Honours BA

### 2. New Course Proposals

- AP/SOCI 4465 3.00 Sociology of Animal-Human Relations

### 3. Changes to Existing Courses

- AP/GEOG 3180 3.00 (cross-listed to: SC/GEOG 3180 3.00) Introduction to Geographic Information Systems (GIS)
- AP/HUMA 2690 9.00 Introduction to Children's Studies
- AP/MODR 1710 6.00 Reasoning About Women and Sexism
- AP/POLS 2950 6.00 States and Societies in the Global Context: Introduction to Comparative Politics

A consent agenda item does not involve new programs, significant new principles, or new policies. These proposals are clearly identified on the notice of the meeting as consent agenda items. Full proposal text is not reproduced in the hardcopy agenda package. Proposal text is available at the following URL:

[http://www.yorku.ca/laps/council/faculty/curr\\_consent.html](http://www.yorku.ca/laps/council/faculty/curr_consent.html).

A consent agenda item is deemed to be approved unless, prior to the commencement of a meeting, one or more members of Council advises the chair of a request to debate it.



**Report 6  
May 2010**

**ITEM FOR INFORMATION AND DISCUSSION**

**1. A Strategic Plan for the Faculty of Liberal Arts & Professional Studies, 2010 – 2020: Making Choices For Our Future**

The Academic Policy and Planning Committee received at its last meeting the proposal for the “Faculty of Liberal Arts & Professional Studies Strategic Plan 2010 – 2020: Making Choices For Our Future”. This document is intended to initiate a process of consultation regarding the development of recommendations for the final version of the Faculty’s Strategic Plan.

The Academic Policy and Planning Committee will be soliciting feedback on the Plan:

1. At the **June 10, 2010** meeting of Council
2. At a special meeting of Council to be held on **June 17, 2010** (Committee of the Whole)
3. By emailing feedback to the Secretary to APPC ([lapsplan@yorku.ca](mailto:lapsplan@yorku.ca)) to be received no later than **June 17, 2010**

**It is the intention of the Academic Policy and Planning Committee at the June 24, 2010 meeting of Faculty Council to bring forward the Faculty’s Strategic Plan for formal adoption at Council.**

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**Strategic Planning Process**

Over several months, and after a lengthy and intense process of consultation with members of the Faculty of Liberal Arts & Professional Studies community the Dean’s Working Group on Strategic Planning has forwarded the draft of the “Strategic Plan for the Faculty of Liberal Arts & Professional Studies, 2010 – 2020: Making Choices For Our Future” to the Academic Policy and Planning Committee for consideration. The Academic Policy and Planning Committee in tandem with the Dean are please to present to Council the draft of the “Strategic Plan” for enhanced consultation.

With the established process for enhanced consultation the Academic Policy and Planning Committee endeavours to provide Council with the opportunity to fully participate in the planning exercise, and to ensure that the process of consultation is transparent and open. It is the intention of the Academic Policy and Planning Committee at the June 24, 2010 meeting of Faculty Council to bring forward the “Faculty’s Strategic Plan” for formal adoption at Council.

Following its adoption the third phase of the strategic planning process will occur. It is anticipated that over the Summer and Fall of 2010 a series of implementation documents will be drawn up. These documents are intended to be sent to Council as items for information.

The Academic Policy and Planning Committee encourages the community to fully participate in this exercise at the June 10 and June 17, 2010 meetings of Council as the “Strategic Plan” as outlined in the document will guide the priorities of the Faculty for the next ten years.

**A Strategic Plan For The Faculty of Liberal Arts & Professional Studies, 2010 - 2020: Making Choices For Our Future (Draft):**

[http://www.yorku.ca/laps/pdf/LAPS\\_Strategic\\_Plan\\_draft\\_2010\\_06\\_02.pdf](http://www.yorku.ca/laps/pdf/LAPS_Strategic_Plan_draft_2010_06_02.pdf)

## **Strategic Plan For The Faculty of Liberal Arts & Professional Studies Appendices:**

[http://www.yorku.ca/laps/pdf/LAPS Strategic Plan Appendices draft 2010 06 02.pdf](http://www.yorku.ca/laps/pdf/LAPS_Strategic_Plan_Appendices_draft_2010_06_02.pdf)

Comments/feedback may also be forwarded to the Academic Policy and Planning Committee C/O the Secretary to the Committee, [lapsplan@yorku.ca](mailto:lapsplan@yorku.ca), to be received no later than **June 17, 2010**.

The document and appendices are also posted on the main Council website: <http://www.yorku.ca/laps/council/>

### **Background Information**

Beginning in September 2009, the Dean, Associate Deans, the Chairs and Directors of the 21 Academic Units, and key members of the senior support staff met to discuss the process for the development of the Faculty's Plan. At their initial meetings, the Dean presented a panoramic snapshot of the newly merged Faculty. These data were subsequently provided to Academic Policy and Planning for its consideration and feedback. Stemming out of these discussions was the Strategic Planning Framework which proposed a mission statement for the Faculty and identified five strategic goals and enunciated 29 principles to guide the Faculty's planning process.

At the December 2009 meeting of Council the Strategic Planning Framework was distributed to the community for enhanced consultation. The document was presented in two open forums in January 2010, discussed at School/Departmental meetings, and members were invited to provide their feedback on the document through email. Through this process, there was an overwhelming response by the community on the draft and subsequently the Framework was adopted at the January 21, 2010 meeting of Council.

Following the January 2010 approval, the Dean initiated a series of visits to 25 departments, schools, and colleges. Each visit involved the Chair, or equivalent, unit administrators, faculty and staff. The visits provided an opportunity for collegial discussion of the Strategic Planning Framework, and initiated the second stage of the process to develop the Faculty's Strategic Plan.

### **Documentation**

**Faculty of Liberal Arts & Professional Studies Strategic Planning Framework, adopted January 21, 2010:**

<http://www.yorku.ca/laps/council/faculty/archives/plan/StrategicPlanningFrameworkclean.pdf>

**Faculty of Liberal Arts & Professional Studies Undergraduate, Graduate, Full-time Faculty and Staff Data:**

<http://www.yorku.ca/laps/council/faculty/documents/2008-2009APComparisonData-NOV-18-09.pdf>

**Faculty of Liberal Arts & Professional Studies Comparison Data:**

<http://www.yorku.ca/laps/council/faculty/documents/APstudentfacultyandstaffcomparisondata.pdf>

**Interim Report on the Faculty of Liberal Arts and Professional Studies 5-Year Faculty Plan, April 6, 2009:**

<http://www.yorku.ca/secretariat/senate/committees/APPC/callforplans/Responses2009/LA&PS%20Submission.pdf>