COUNCIL OF THE FACULTY OF SCIENCE



NOTICE OF MEETING

January 9, 2024 3pm – 4:30pm via Zoom

AGENDA

- 1. Call to Order and Approval of Agenda
- 2. Chair's Remarks
- 3. Approval of December 12, 2023 Minutes
- 4. Business Arising
- 5. Dean's Remarks
- 6. Associate Dean and Head of Bethune College Remarks
 - a) Associate Dean, Curriculum & Pedagogy
 - b) Associate Dean, Faculty Affairs
 - c) Associate Dean, Research & Partnerships
 - d) Associate Dean, Students
 - e) Head of Bethune College
- 7. Reports from Science Representatives on Senate Committees
- 8. Report from Student Caucus Representative
- 9. Reports from Standing Committees of Council
 - a) Executive Committee:
 - > Vacancies report on the Standing Committees of FSc Council

10. Other Business

- a) Budget Consultations Rhonda Lenton, President and Vice-Chancellor, Lisa Philipps, Provost and Vice-President Academic, Carol McAulay, Vice-President Finance & Administration
- **b)** Dean's Re-appointment Process Lisa Philipps, Provost & Vice-President Academic

COUNCIL OF THE FACULTY OF SCIENCE



MINUTES

December 12, 2023 3pm – 4:30pm via Zoom

MINUTES

1. Call to Order and Approval of Agenda

Chair of Council, N. Kovinich, called the meeting to order and a motion was moved, seconded and carried to approve the Agenda with one amendment: remove item 11.a) York University Strategic Scheduling Evaluation – Frances Billingsley, Associate Registrar & Director, Student Records & Scheduling

2. Chair's Remarks

N. Kovinich welcomed Council and wished everyone a good end of the semester.

3. Approval of November 14, 2023 Minutes

A motion was moved, seconded and carried to approve the Minutes.

4. Business Arising

There was none.

5. Inquiries and Communications

> November 23, 2023 Senate Synopsis

Council members noted the Senate Synopsis of meeting held on November 23, 2023.

6. Dean's Remarks

Vivian Saridakis behalf of Dean Rui Wang:

The Dean thanked the Faculty of Science for an outstanding 2023 and highlighted achievements.

Achievements:

We welcomed 14 new researchers and instructors to our five departments and saw record growth in our experiential education program.

Collectively our faculty members were awarded more than \$4 million in NSERC Discovery and RTI Grants.

We gained one new and two renewed Canada Research Chairs: Kohitij Kar in Visual Neuroscience; Christopher Caputo in Main-Group Catalysis and Sustainable Chemistry; and Raymond Kwong in Environmental Toxicology.

Our research funding rebounded from a pandemic low of \$14.7 million in 2021 to \$20.6 million in 2022, and we expect to build on this achievement once our numbers are finalized for 2023.

Our Science Engagement programs welcomed more than 500 students to our campus this summer and collaborated with Skills for Change to deliver a series of online and in-person STEM workshops for black high school youth. SEP instructors also recently delivered a series of sessions on technology & science, digital literacy, and biomedical sciences.

Our sense of community and our ability to tackle challenges was strengthened by your willingness to show up and engage with each other and with our university partners centrally through many initiatives, including our Community 2022 initiative which wrapped up in 2023.

We also enhanced our ability to communicate with prospective students, academic and non-academic employees, donors, and the larger community, via enhanced branding, website, and social media presence, along with our internal communications vehicles, which all experienced significant growth in 2023.

The Faculty of Science achieved historically high levels of philanthropic donations, including the largest single gift in the Faculty's history.

Congratulations:

Nina Garrett (PhD Candidate in Biology in Beth Clare's lab), who received the Bat Conservation International Award for best student talk at the North American Society for Bat Research conference.

Bill Kim (Chemistry), who received the Petro-Canada Emerging Innovator Award to support his cutting-edge biological chemistry and genome editing research program.

Congratulations to everyone for our collective achievements that make the Faculty of Science a great place to learn, to do research and to work.

Enrollment and Budget challenges:

Auditor General's report, which was released last week, concluded that York was deemed to be financially sustainable.

The report recommends cost containment and budgetary measures to address the University's declining enrollment. All non-essential hires have already been paused.

A University-wide audit on low-enrollment programs and courses is being launched.

In order to help address the financial situation at Ontario Universities, the Blue Ribbon Panel's report which was released several weeks ago recommends a 5% tuition increase and 10% one-time-only tuition grant to all universities. We are still waiting for a government decision.

Glendon is also undergoing a restructuring as it merges its 14 departments into 4: the Departments of Global Communications & Culture; Economics, Business and Mathematics; Global and Social Studies; and Science. This may have implications for FSc.

7. Associate Dean & Head of Bethune College Remarks

a) Associate Dean, Curriculum & Pedagogy

H. Kouyoumdjian:

The third issue of the Teaching and Learning bulletin was released on November 30 2023 and it was dedicated to the scholarship of teaching and learning (SOTL). Any faculty members interested in pursuing a SOTL research are encouraged to reach out.

The York University Markham Campus successfully hosted their Fall Campus Day on December 2 2023 with nearly 400 prospective students and parents in attendance.

b) Associate Dean, Faculty Affairs

V. Saridakis on behalf of G. Audette:

Friendly reminder of the annual CV and outside activities exercise.

There are ongoing Faculty searches in the following departments: Mathematics & Statistics Physics & Astronomy Chemistry

c) Associate Dean, Research & Partnerships

V. Saridakis:

We are preparing to launch a variety of programs including the YUFA MRG and JFF research grant competitions; the NSERC USRA, CIHR USRA for a Black Scholar and the ENURA competitions. Last but not least, the CFI-IOF competition. More information about these competitions will be provided soon.

d) Associate Dean, Students

M. Scheid:

An update on initial FW24 applications and enrolment numbers will be given at the January 9 2024 Faculty Council meeting.

Special thanks to Eva Hughes, Tiffany Guan and Casey McKenna and to all Faculty and Staff for helping with a successful Fall Campus Day and to Hugo Chen and Mingming Li for organizing the International Virtual Open House.

Friendly reminder to report all student grades to GAM.

The APS waiver has been extended until Summer of 2024.

e) Head of Bethune College

J. Amanatides:

Academic Orientation for new students is scheduled for January 5 2024.

Bethune College is brainstorming solutions on how to support first year Science students at the York University Markham Campus.

- 8. Reports from Science Representatives on Senate Committees
 There was none.
- Report from Student Caucus Representative There was none.

10. Reports from Standing Committees of Council

- a) Executive Committee:
 - > Vacancies report on the Standing Committees of FSc Council
 N. Kovinich noted the vacancies that remain.
- b) Undergraduate Curriculum Committee:
 - > Consent agenda items
- c) Committee on Examinations and Academic Standards
 - > Faculty Level Review of 2022-2023 Departmental Grade Reports
 Consent agenda item

There was discussion surrounding this item which lead to a vote to defer approval of the CEAS faculty level review of departmental grade reports so that outstanding matters can be addressed and it is not brought back to Faculty Council as a consent agenda. Faculty Council voted to YES to defer.

11. Other Business

a) York University Strategic Scheduling Evaluation – Frances Billingsley, Associate Registrar & Director, Student Records & Scheduling Item was removed from agenda.

Meeting Adjournment

A motion was moved, seconded and carried to adjourn the meeting.

ATTENDANCE
Alex Mills
Alex Wiscicka
Brad Sheeller (non-voting guest)
dasantila golemi-kotra
Derek Jackson
Ernie Hamm
Eva Hughes
Helen McLellan
Hovig Kouyoumdjian
Iain Moyles
James Elwick
Jennifer van Wijngaarden
Jerusha Lederman
Jill Lazenby
John Amanatides
Kyle Belozerov
Maggie Xu
margaret mroziewicz
Mark Vicari
Melissa Hughes
Michael Haslam
Mike Scheid
Mingming Li
Natalie Moussa
Neal Madras
Nikola Kovinich
Pat Hall
Robert Tsushima
Robin Metcalfe
Ruella Ella Ordinaria
Ryan Hili
Sathyanarayanan Venkatesan
Seerat Choudhry
Shon Lazarev
Taline Apelian-Sutor
Tianna McFarlane
Tom Kirchner
Trevor VandenBoer
Vera Pavri
Violeta Gotcheva
Vivian Saridakis
Wendy Booth
Yuna Hwang
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2023-2	024 FSc Report on vacancies for Se	nate and FSc Standing Committees		
Committee	Rules of Faculty Council - membership	Meeting time / Membership	Te	
	According to the York University Secretariat based on the Senate Rules and Procedures governing the size and composition of Senate, the Faculty of Science shall have twelve members, including a minimum of two Chairs. According to The Rules of Council (Science), Faculty representation shall include the Director of Natural Science, three Department Chairs, and terms shall be for three years.	As per Senate website	From	То
	Dean, Ex officio Member at large Member at large	R. Wang G. Audette William van Wijngaarden, Physics & Astronomy	Designated Designated 2023	2024
Senate	Member at large	EJ Janse van Rensburg, Mathematics & Statistics T. Baumgartner, Chemistry J. Elwick, Science, Technology & Society T. Kubiseski, Biology V. Saridakis, Biology	2022 2021 2022 2023 2021	2025 2024 2025 2026 2024
	Department Chair Department Chair Department Chair Dierator of NATS Student representative Student representative	V. Pavri, Department of Science, Technology & Society R. Tsushima, Department of Biology M. Haslam, Department of Mathematics & Statistics R. Metcalfe, Dvision of Natural Science Yuna (Aria) Hwang Shon Lazarev	2021 2021 2023 Designated 2023 2023	2024 2024 2026 2025 2025
Faculty Council	Chair of Council Vice-Chair of Council	N. Kovinich M. Yousaf	2023	2024
Staff Representatives	vice-cital of Council	W. Booth D. Hossain W. Xu	2023 2023 2023 2023	2024 2024 2024 2024
FSc Reps on Senate Committees Senate Executive	1 member from FSc	T. Baumgartner	2021	2024
Academic Policy, Planning and Research Committee (APPRC) ASCP (Academic Standards, Curriculum and Pedagogy	1 member from FSc	G. Monette	2023	2026
Committee) Senate Tenure & Promotion	1 member from FSc 1 member from FSc	M. Armour T. Kirchner	2021 2023	2024 2026
Sub-Committee on Honorary Degrees & Ceremonials	1 member from FSc The Executive Committee shall be chaired by the Chair of Council and	VACANT Executive Committee normally meets the first Tuesday of each month (September to May) from	2023	2026
	member elected from each of Biology, Chemistry, Mathematics & Statistics, Physics & Astronomy, and Science, Technology & Society/Natural Science, the Dean of the Faculty of Science (ex officio), one student member of Council, and one of the staff members elected to Council.			
Executive Committee	Chair of Council Vice-Chair of Council	N. Kovinich	2023	2024
	Dean, Ex officio	M. Yousaf R. Wang	2023 Designated	2024
	Asst. Dean - SEM & SEP	Eva Hughes	Designated	
	Staff representative	W. Booth	2023	2024
	Undergraduate Student Rep Biology	Taline Apelian-Sutor M. Vicari	2023	2024
	Chemistry	D. Wilson	2023	2025
	Math & Stats	E. J Janse Van Rensburg	2022	2025
	Physics & Astronomy	T. Kirchner	2023	2024
	Science, Technology & Society The Academic Policy and Planning Committee shall include the Dean or designate (ex officio), the Master of Norman Bethune College and one member elected from each of Biology, Chemistry, Mathematics & Statistics, Physics & Astronomy, and Science, Technology & Society/Natural Science, one student member of Council, and one of the staff members elected to Council.	C. Douglas APPC will normally meet the last Thursday of each month (September to April) from 9:00 am - 10:30 am	2023	2026
APPC	Associate Dean, Faculty Affairs, Ex officio Head of Bethune College	G. Audette J. Amanatides	Designated Designated	
	Undergraduate Student Representative	Seerat Choudhry	2023	2024
	Elected staff representative	M. Xu	2023	2024
	Biology	R. Schott	2023	2026
	Chemistry	R. Fournier	2023	2026
	Math & Stats Physics & Astronomy	P. Szeptycki E. Hessels	2023	2026 2024
	Science, Technology & Society	S. Domenikos	2022	2025
	The <u>Curriculum Committee</u> shall include the Dean and an Associate Dean (ex officio), the Chair or nominee from each teaching Division or Department, three members elected by Council and two student members of Council. Member at Large	The Curriculum Committee will normally meet every last Tuesday of each month (September to April) from 9:00 - 10:30 am VACANT	2023	2026
	Member at Large	VACANT	2023	2026
	Dean, Ex officio	R. Wang	Designated	
Hardware basis for the Company of th	Assoc Dean, Curriculum & Pedagogy, Ex officio	H. Kouyoumdjian	Designated	2024
Undergraduate Curriculum Committee		Lomesh Choudhary	2023	2024
Undergraduate Curriculum Committee	Undergraduate Student Rep	Satvam Verma	2023	
Undergraduate Curriculum Committee	Undergraduate Student Rep Undergraduate Student Rep	Satyam Verma J. Attalah	2023	2025
Undergraduate Curriculum Committee	Undergraduate Student Rep Undergraduate Student Rep Biology Chemistry	J. Attalah D. Jackson	2022 2022	2025 2025
Undergraduate Curriculum Committee	Undergraduate Student Rep Undergraduate Student Rep Biology Chemistry Math & Stats	J. Attalah D. Jackson M.W. Wong	2022 2022 2023	2025 2025 2026
Undergraduate Curriculum Committee	Undergraduate Student Rep Undergraduate Student Rep Biology Chemistry Math & Stats Physics & Astronomy	J. Attalah D. Jackson M.W. Wong M. George	2022 2022 2023 2021	2025 2025 2026 2024
Undergraduate Curriculum Committee	Undergraduate Student Rep Undergraduate Student Rep Biology Chemistry Math & Stats	J. Attalah D. Jackson M.W. Wong	2022 2022 2023	2025 2025 2026

Felicions Fig. Committee on Excellent on Controllent on Control		024 FSc Report on vacancies for Se			
Petitions	Committee	Rules of Faculty Council - membership	Meeting time / Membership		rm To
we district member from each of the Componence centred above. The second control of the Componence centred above. The second centre of the three second centre of the cent		an Associate Dean (ex officio), five members elected by Council from each of Biology, Chemistry, Mathematics & Statistics, Physics & Astronomy and Science, Technology & Society/Natural Science, and one	CEAS will normally meet every alternate Wed / Thurs from 1:00 - 3:00 pm year round.		
	CEAS	an alternate member from each of the Departments specified above. The alternate member shall be the person polling the next highest number of votes to those elected to the committee from each Department. The alternate for the student member will be selected by the Science Student Caucus from one of its Members at Large. An alternate can only vote in the event that first elected members are not in attendance. Associate Dean - Students, Ex officio		Designated	
Petitions		Undergraduate Student Rep Biology Chemistry Math & Stats Physics & Astronomy	Yashna Manek J. Sapp / ALT, VACANT P. Johnson & T.Zeng / ALT T. Mirkovic I. Moyles, N. Purzitsky / ALT, Y. Gao C. Story & VACANT / ALT. E. Hyde	2023	2025/2
SRC T & P Committee SRC T & P		The Petitions Committee for the purpose of hearing student petitions shall consist of an Associate Dean (ex office), six members of Council, and two student members of Council. The Committee may divide the workload by splitting the Committee membership into two panels of four people each. A quorum shall consist of either (a) two faculty voting faculty members and one student member or (b) three voting faculty members. Associate Dean, Ex officio	M. Scheid	Designated	
Payme & Autocomy S. Service S. Se	Petitions	Undergraduate Student Rep Member at Large Biology	Ruella Ella Ordinaria S. Morin C. Jang	2023 2023 2022	2024 2024 2026 2025 2025
SRC T & P Committee SRC T & S		Physics & Astronomy Math & Stats Science, Technology & Society Member at Large	S. Jerzak D. Liang J. Rogerson A. Mills	2023 2022 2022	2024 2025 2025 2026
Appeals Committee on Research & Awards Associate Dear - Study, Ex officio Associate Dear - Study, Designated Associate Dear - Study, Designated Dear - Study,	SRC T & P Committee	tenured member from each of Biology, Chemistry, Mathematics & Statistics, Physics & Astronomy and Science, Technology & Society/Natural Science elected by Council, and one student member of Council. No member of the Committee shall be a member of another Tenure and Promotions Committee at any time during their tenure on this committee. In addition to the above membership of the committee, Council shall elect an alternate member from each of the Units mandated above. The alternate member shall be the person polling the next highest number of votes to those elected to the committee from each Department. The alternate for the student member shall be selected by the Science Student Caucus from one of its Members-at-Large on an annual basis. An			
Physics & Astronomy M. H. Forbasch Ald T. C. Bergerin 3023/2025		attendance. Associate Dean - Faculty, Ex officio Undergraduate Student	Madeline Blanco		2024 2026/2
Science Technology & Society E. Hamm / A.T. D. Lungu 2023		Physics & Astronomy	M. Horbatsch /ALT. C. Bergevin		2026/ 2024/ 2024/
CoTL Associate Dean - Curriculum & Fredagogy H. Konyacumqiam Designate Graduate Student Representative J. McPherson 2023		Science, Technology & Society Currently, the Committee on Teaching and Learning shall consist of a minimum of two Faculty members from each department, the Associate Dean – Students, one Liberatian, one staff member, one undergraduate student, and two graduate students, in addition to other members invited as provided for by the Rules. Graduate students and staff nominees will indicate their interest in serving on the committee in writing to the	E. Hamm / ALT. D. Lungu CoTL normally meets every third Thursday of each month (September to May) from 10:00 am -		2026
CoTL Graduate Student Representative Ayea Tajert 2023				Designated Designated	_
State Science Library, Designated M. Wang Designated February February February Colorbeva Designated February		Graduate Student Representative			2024 2024
Teaching Commons Rep Y. Su Designated:	CoTL			2023 Designated	2024
Staff representative, Elected D. Hossain 2023 Biology S. Kallah 2023 Biology J. Kallah 2023 Biology J. Kallah 2023 Chemistry T. Kally 2023 Chemistry T. Mirkovic 2023 Chemistry T. Mirkovic 2023 Chemistry T. Zeng 2022 Chemistry T. Zeng 2022 Chemistry T. Zeng 2022 Chemistry T. Zeng 2023 Chemistry Thysics & Astronomy C. Bouarde 2023 Chemistry Thysics & Astronomy C. Bouarde 2023 Chemistry The Committee on Research & Astronomy C. Bouarde 2023 Chemistry The Committee on Research & Astronomy The Committee on Research & Chemistry The Committee on Research & Partnerships, ex officio Chemistry				Designated Designated	
Biology J. Atailah 2023 Chemistry T. Mirkovic 2023 Chemistry T. Mirkovic 2023 Chemistry T. Zeng 2023 2023 Chemistry T. Zeng 2023 2023 Physics & Astronomy Physics & Astronomy C. Boukaré 2023 2023 Math & Stats J. Cao 2022 Math & Stats J. Cao 2022 Math & Stats A. McEachern 2023 Math & Stats A. McEachern 2023 The Committee on Research and Awards shall consist of one member elected by Council from each of Biology, Chemistry, Mathematics and Statistics, Science, Technology & Society/Natural Science, and Physics and Astronomy, one student member of Council and an Associate Dean Research & Partnerships, ex officio V. Saridakis Designated V. Saridakis V.					2024 2026
Chemistry		Biology	J. Atallah	2023	2026
Physics & Astronomy		Chemistry	T. Zeng	2022	2025
Math & Stats Science, Technology & Society The Committee on Research and Awards shall consist of one member elected by Council from each of Biology, Chemistry, Mathematics and Statistics, Science, Technology & Society/Natural Science, and Physics and Astronomy, one student member of Council and an Associate Dean (ex officio) Associate Dean - Research & Partnerships, ex officio V. Saridakis Designated (ex officio) Associate Dean - Research & Partnerships, ex officio V. Saridakis Designated (ex officio) Associate Dean - Research & Partnerships, ex officio V. Saridakis Designated (ex officio) Andrea Angelucci 2023 Andrea Angelucci		Physics & Astronomy	C. Boukaré	2023	2024 2024
The Committee on Research and Awards shall consist of one member elected by Council from each of Biology, Chemistry Committee on Research & Awards Committee on Research & Awards The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards Committee will meet when grants and awards need to be adjudicated. The Research & Awards The Research and Particular Science will and the Science will and the Science will an August an Agactating the Awards The Research and Particu		Math & Stats	A. McEachern	2023	202
Undergraduate Student Representative		The Committee on Research and Awards shall consist of one member elected by Council from each of Biology, Chemistry, Mathematics and Statistics, Science, Technology & Society/Natural Science, and Physics and Astronomy, one student member of Council and an Associate Dean (ex officio).			
Graduate Student Biology D. Golemi-Kotra D. Go	Committee on Research & Awards	Associate Dean - Research & Partnerships, ex officio		Designated 2023	2024
Chemistry S. Morin 2022 Physics & Astronomy R. K. Kannan 2023 Matin & Stats Stats H. J. Zhu 2023 Matin & Stats Science, Technology & Society H. Mialet 2023 The Appeal Committee for the purpose of hearing student appeals shall consist of four elected faculty members from Science units, an Associate Dean (ex officio) and two student members of Council. A quorum shall consist of either (a) two faculty members and one student member or (b) three faculty members. Associate Dean - Faculty, ex officio G. Audette Dean reaction of the faculty members and one student member or (b) three faculty members and one student member or (b) three faculty members and one student member or (b) three faculty members. Associate Dean - Faculty, ex officio G. Audette Dean - Faculty, ex officio Sathyanarayanan Venkatesan 2023 Undergraduate Student Representative Sathyanarayanan Venkatesan 2023 Member at Large VACANT 2023 Biology L. Donaldson M. Hempstead (fall), L. Hébert (Winter) 2023		Graduate Student	Andrea Angelucci	2023	2024
Matih & Stats Science, Technology & Society H. Zhu The Appeal Committee for the purpose of hearing student appeals shall consist of four elected faculty members from Science units, an Associate Dean (ex officio) and two student members of Council. A quorum shall consist of either (a) two faculty members and one student member or (b) three faculty members. Associate Dean - Faculty, ex officio Undergraduate Student Representative Undergraduate Student Representative Undergraduate Student Representative Member at Large VACANT VacANT VacCouncil Deanington M. Hempstead (Fall), L. Hébert (Winter) 2023 VacCouncil M. Hempstead (Fall), L. Hébert (Winter) 2023		Chemistry	S. Morin	2022	2025
The Appeal Committee for the purpose of hearing student appeals shall consist of four elected faculty members from Science units, an Associate Dean (ex officio) and two student members of Council. A quorum shall consist of either (a) two faculty members and one student member or (b) three faculty members. Associate Dean - Faculty, ex officio Undergraduate Student Representative Undergraduate Student Representative Undergraduate Student Representative Sathyanarayanan Venkatesan VACANT Weenstry Hember at Large Biology L. Donaidson M. Hempstead (Fall), L. Hébert (Winter) Weeting is held once a month and times are polled by the Committee Secretary. Meeting is held once a month and times are polled by the Committee Secretary.		Math & Stats	H. Zhu	2023	202
Appeals Committee Undergraduate Student Representative Alilya Rizwan 2023 Undergraduate Student Representative Sathyanarayanan Venkatesan 2023 Member at Large VACANT 2023 Biology L. Donaldson 2023 Chemistry M. Hempstead (Fall), L. Hébert (Winter) 2023		The Appeal Committee for the purpose of hearing student appeals shall consist of four elected faculty members from Science units, an Associate Dean (ex officio) and two student members of Council. A quorum shall consist of either (a) two faculty members and one student member or (b) three faculty members.	Meeting is held once a month and times are polled by the Committee Secretary.		
Member at Large VACANT 2023 Biology L. Donaldson 2023 Chemistry M. Hempstead (Fall), L. Hébert (Winter) 2023	Appeals Committee	Undergraduate Student Representative	Ailiya Rizwan	2023	2024
Chemistry M. Hempstead (Fall), L. Hébert (Winter) 2023		Member at Large	VACANT	2023	2026
Physics & Astronomy S. Tulin 2023		Chemistry	M. Hempstead (Fall), L. Hébert (Winter)	2023	2026
Math & Stats M.W. Wong 2023			IC Toba		2024

2023-2024 FSc Report on vacancies for Senate and FSc Standing Committees								
Committee	Rules of Faculty Council - membership	Meeting time / Membership	Те	rm				
	•		From	To				
Graduate Curriculum Committee	To provide broad review and commendation to Council via the Academic Policy and Planning Committee of all proposals received from Graduate Programs with respect to: New Course Proposals, Course Change Proposals, Minor Changes to Program/Graduate Diploma Academic Requirements, Major Modifications to Program/Graduate Diploma Academic Requirements, New Graduate Fields, New Graduate Diploma Academic Requirements, New Graduate Fields, New Graduate Diplomas, New Graduate Degree Programs The Graduate Education Committee shall consist of: - Associate Dean – Research & Graduate Education (ex officio) - Graduate Program Director (or designate who must be a member of the graduate program) of each Graduate Program in the Faculty of Science - one graduate student member from any Graduate Program within the Faculty of Science - one full-time faculty member from the Faculty of Health or Lassonde School of Engineering who is appointed to teach in any FSc graduate program - A member at large with knowledge of graduate programming, and experience with curriculum approvals at the Faculty-level. The Chair of the Committee is selected by the voting members of the Committee is selected by the voting members of the	Meeting is held based on availability.						
	Associate Dean – Associate Dean Students (ex officio)	M. Scheid	Designated					
	Biology	J. Paluzzi	2023	2026				
	Chemistry	R. Hili	2023	2026				
	Physics & Astronomy	A. Muzzin	2023	2026				
	Math & Stats	P. Ingram	2023	2026				
	Science, Technology & Society	VACANT	2023	2026				
	Member from Faculty of Health OR Lassonde	VACANT	2023	2026				
	Member at Large	D. Golemi-Kotra	2023	2026				
	Graduate student	Farnaz Mansouri-Noori	2022	2024				
Committee on Equity, Diversity & Inclusion	The purpose of the Committee on Equity, Diversity & Inclusivity is to provide broad review and leadership to Council on matters of Equity, Diversity and Inclusivity issues with respect to: **Tenure and Promotions** **Hiring and Retention of members form EDI groups** **Approaches to addressing gender bias in the workplace **Research engaging equity recognized groups** **Workload and service contributions of EDI members* **EDI experiences in Teaching and Learning** The Equity, Diversity and Inclusivity committee shall consist of: **Associate Dean, Research and Partnerships (ex officio)** **Associate Dean, Research and Partnerships (ex officio)** **One primary and one alternate member from each of Biology, Chemistry, Mathematics & Statistics, Physics & Astronomy and Science, Technology & Society. **Two graduate students or postdoctoral fellow/visitors (one primary and one alternate) from any graduate program within the Faculty of Science **One undergraduate student*	Meeting is held the last Wednesday of every month.						
	One undergraduate student Associate Dean - Faculty, ex officio	G. Audette	Designated					
	Associate Dean, Research & Partnerships (ex officio)	V. Saridakis	Designated					
	Undergraduate Student Representative	Adriano Tersigni	2023	2024				
	Graduate Student	Aishwarya Subramanian	2023	2024				
	Graduate Student	Thomas Vacheresse	2023	2024				
	Biology	T. Kelly	2023	2024				
		C. Young						
İ	Chemistry Dhysics & Astronomy		2023	2026				
İ	Physics & Astronomy	P. Scholz	2023	2026				
İ	Math & Stats	A. Woldegerima ALT A. Lumley	2022	2025				
	Science, Technology & Society	V. Pavri	2023	2024				



Agenda

- Background
- Strategic Framework
- Multi-year Budget Plan 2023-24, 2024-25, 2025-26 (Approved by the Board of Governors in June 2023)
- University Fund
- Developments Since June 2023 Budget Impact, Response and Implications
- Feedback Requested- What is Most Important to Prioritize for Investment in the Next Multi-year Budget to Secure the University's Success and Sustainability in the Short, Medium, and Longer Term?
- Appendix A: Strategic Enrolment Management
- Appendix B: Investments in the Approved 2023-24 Budget Plan to Support the University Academic Plan
- Appendix C: Faculties Contributions to the University Fund



Background

- As a reminder:
 - The SHARP budget model designed to enhance:
 - Transparency around revenues and costs
 - Alignment of resources to the University Academic Plan, 2020-2025 UAP: Building α Better Future
 - Annual budget consultations since 2018
- External considerations:
 - International enrolment
 - Government policies e.g., funding, Bill 124, financial health metrics, Blue Ribbon Panel
 - Inflationary pressures



Strategic Framework

- Align external context, *University Academic Plan*, and resource plans to maximize realization of vision and priorities
- Apply bold, strategic thinking
 - To optimize ability to seize new and emerging revenue-generating growth opportunities
 - To enhance effectiveness of administrative services
 - Align revenue and expenditures
- Adapt to financial pressures and risks through ongoing planning, monitoring, and decisionmaking
 - Secure sufficient minimum cash reserves guided by financial health metrics and in support of future priorities
 - Implement debt repayment policy as approved by Board
 - Utilize a reasonable portion of the strong accumulated carry forwards to invest in future success
- Evolve mature University Fund
 - Able to meet requirements including strategic redistribution across Faculties



Historical Factors that Influenced 2022-2025 Budget

2022/23 - 2024/25

- In the previous budget cycle (2022/23 2024/25) the University was:
 - on track to <u>balance</u> in the third year of 2024/25
 - performing better to plan contributing to the cash reserves needed to advance strategic priorities of the UAP and infrastructure needs from deferred maintenance to digital transformation.
- This was in spite of the pandemic and decisions by the provincial government to cut domestic tuition by 10% (2019-2020) and to freeze those rates to at least 2023/24. The estimated reduction in tuition for York is about \$335M.
- A number of factors helped achieve those results including:
 - scenario planning and the inclusion of contingency funds to mitigate the expected decline in international enrolment
 - in the 2020/21 and 2021/22 years, higher retention and course loads on the part of continuing students, stronger summer enrolments and reduced travel and hospitality
 - in 2022/23, stronger than expected performance in the School of Continuing Studies and stronger investment returns.





Additional Factors Shaping Approved Budget 2023-2026

- Basic funding has been declining over time:
 - Increasing inflationary pressures value of Government Operating Grants declining
 - Cumulative impact of no tuition fee framework resulting in Ontario having the lowest per-student grant in Canada
 - Implicit policy of increased reliance on international students
- Declining enrolment revenue
 - Slower recovery on international enrolment than anticipated exacerbated by several factors:
 - Increasing competition from other institutions both locally and around the world
 - The 2022/23 delay in visa processing resulting in a loss of about 600 students
 - · Geopolitical tensions with China and India
 - Cumulative impact of longer than expected decline in international enrolment targets due to long term changes in international student demand
 - Cumulative flow-through impact of those misses relative to a growth plan for international
 - Exceeding contingencies
 - Potential for negative government policy shifts
- Salaries and wages
 - Increasing YoY (exacerbated by needed rebalancing in FT complement and staff in combination with wage increases)
 - Significant increase in benefit costs



Additional Factors Shaping Approved Budget 2023-2026, cont'd

- Scholarships and bursaries
 - Increasing to stay competitive and support access
- Future of Pedagogy
 - Need to invest to stay competitive (e.g. classroom renovations, SSRP digital transformations, Markham Campus)
- Increased reliance on variable and uncertain investment income
- In-Year results
 - Revenue falling behind expenditures



Operating Budgets approved by the Board of Governors in June 2023

	2022	-23	2023-24	2024-25	2025-26
	Budget	Actuals	Budget	Budget	Budget
Operating Revenues					
Government Operating Grants	304.3	309.6	312.4	311.6	311.8
Student Fees	780.0	726.1	787.5	863.3	946.2
Grants and Student Fees Subtotal	1,084.3	1,035.8	1,099.9	1,175.0	1,257.9
Funding from Donations, Endowments, & Trusts	8.2	8.1	9.6	9.3	8.8
Investment Income	13.9	34.2	29.0	23.4	18.4
Other Recoveries	42.8	47.8	48.1	48.0	48.7
Total Operating Revenues	1,149.2	1,125.8	1,186.6	1,255.7	1,333.8
Enrolment Contingency	(23.2)	-	(26.9)	(25.6)	(27.0
Total Operating Revenues, Net of Contingencies	1,126.0	1,125.8	1,159.8	1,230.1	1,306.8
Operating Expenditures					
Salaries and Wages	651.1	651.5	670.0	693.7	710.1
Employee Benefits	162.4	162.7	183.0	189.2	194.4
Operating Costs	164.0	145.7	166.7	166.7	165.8
Scholarships and Bursaries	96.6	88.9	95.8	100.1	106.8
Taxes and Utilities	24.7	24.0	22.7	24.2	24.0
Interest on Long-Term Debt	25.3	25.4	25.6	25.8	26.0
Total Operating Expenditures	1,124.1	1,098.1	1,163.7	1,199.7	1,227.1
In Year Surplus/(Deficit) for Operating Fund, Before Transfers	1.9	27.7	(3.9)	30.4	79.7
Transfers to Restricted Funds					
Transfers to Capital Fund (Projects and Reserves)	(38.5)	(41.9)	(58.8)	(69.2)	(60.0
Transfers to Ancillary Fund	(4.0)	(3.5)	(3.4)	(3.2)	(3.2
Transfers to Other Funds	(5.0)	(6.5)	(1.8)	(0.7)	(0.7
Total Transfers to Restricted Funds	(47.4)	(51.8)	(64.0)	(73.1)	(63.8
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.	(45.6)	(24.1)	(67.9)	(42.7)	15.8
GAAP Adjustments					
Remeasurement of Employee Benefit Plans	-	18.2	-	-	-
Total GAAP Adjustments	-	18.2	-		
In Year Surplus/(Deficit) for Operating Fund	(45.6)	(5.9)	(67.9)	(42.7)	15.8
Opening Accumulated Surplus/(Deficit) for Operating Fund	256.3	256.3	250.4	182.5	139
Closing Accumulated Surplus/(Deficit) for Operating Fund	210.8	250.4	182.5_	139.8	155.7

Expenditure Reduction Embedded in 2023-26

- Historical approach was applying across-the-board budget cuts many universities still follow this method
- York developed a more <u>strategic approach to budget reductions</u> by allocating a target reduction to each Division based on their role in generating revenues and by allowing each Division autonomy to allocate the alignment target across its Faculties and Units based on priorities, pressures, and risks
- Examples of cost containment include, delayed hires, increased efficiencies in administrative processes and energy savings
- Total budgeted cost containment of \$127.3M:

2023-24 - \$47.9M

2024-25 - \$39.9M

2025-26 - \$39.5M

Link to Yfile - York University to address budget deficit over next three fiscal years: https://yfile.news.yorku.ca/2023/06/02/york-university-to-address-budget-deficit-over-next-three-fiscal-years/



Key Budget Assumptions for 2023-2026 Approved Budget

	Boa	rd Approved	Budget	
	23-24	24-25	25-26	Recent information
Domestic Undergraduate and Professional Masters Programs Tuition*	1%*	3%	3%	Blue ribbon panel recommendation (Not Yet Approved): Up to 5% beg. Sept 2024. Thereafter by the greater of 2% or the cost of living. For professional programs, flexibility to increase tuition by an additional 3% starting in Sept 2024.
Government Operating Grants	Opera	ting Grants R	emain Flat	 Loss in grants due to underperformance in certain metrics – see next slide for details Blue ribbon panel recommendation (Not Yet Approved): Increase the value of Weighted Grant Units (WGUs) by 10%. Thereafter by the greater of 2% or the cost of living.
Salary Increments**	1%	3%	3%	Impact of Wage Reopener

^{*}The enrolment contracts underpinning the Budget Plan were finalized in Fall 2022, before the government's announcement, and incorporated a 1% domestic tuition fee increase assumption for 2023-24. The government's decision to continue the domestic tuition freeze in 2023-24 has been addressed under the Enrolment Contingency in the board approved budgets.



^{**}Assumptions aligned to the salary increments stipulated in the various collective agreements. For the outer two years where there are no collective agreements in place, a rate of 3% was assumed in line with the budget assumptions being made on potential domestic fee increases.

SMA3 Performance Results Overview

SMA3 Year	*Total Notional Allocation	**Actual Allocation	***Loss	Underperformance
Year 1 (2020-21)	\$73,845,754	\$73,743,878	~102K loss	 Metric 3 Graduation Rate after 7 Years Metric 6 - Research Funding and Capacity: Federal Tri- Agency Funding Secured
Year 2 (2021-22)	\$102,895,932	\$102,829,341	~67K loss	Metric 3 Graduation Rate after 7 Years
Year 3 (2022-23)	\$131,196,251	\$130,673,162	~523K loss	 Metric 4 Community/Local Impact of Student Enrolment Metric 8 Research Revenue Attracted from Private Sources
Year 4 (2023-24)	\$30,193,150	\$30,060,042	~ 133K loss	 Metric 4 Community/Local Impact of Student Enrolment (based on 2022 Nov 1 Enrolment) Metric 8 Research Revenue Attracted from Private Sources (based on 2021-22 COFO Report)
Year 5 (2024-25)	TBD			

^{*}Total Notional allocation: Represents the performance-based portion of the Differentiation Envelope as per the SMA3 agreement.

The 10% capped performance-based funding grant amount for Year 4 (2023-24) notional allocation figures are estimates based on the 2022-23 FTOT (Final Total).



^{**}Actual allocation: Activation of performance-based funding not in place for Year 1, 2, and 3.

^{***} Excludes redistribution of funding from other universities that underperformed on metric targets York exceeded.

York Performance Years 1 to 4

Metric ID	Metric Name	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24
		Target Achievement	Target Achievement	Target Achievement	*Target Achievement with Stop-loss
1	Graduate Employment Rate in a Related Field	102.58%	104.39%	100.40%	100.83%
2	Institutional Strength/Focus	103.19%	106.81%	107.88%	105.16%
3	Graduation Rate	99.91%	98.71%	104.83%	101.99%
4	Community/Local Impact of Student Enrolment	104.65%	103.85%	99.13%	96.18%
5	Economic Impact (Institution-specific)	295.26%	109.53%	107.96%	108.02%
6	Research Funding and Capacity: Federal Tri-Agency Funding Secured	98.71%	101.79%	105.52%	107.78%
7	Experiential Learning		123.86%	106.11%	109.78%
8	Research Revenue Attracted from Private Sources		143.76%	92.90%	95.00%
9	Graduate Employment Earnings		112.66%	111.09%	110.46%
10	Skills and Competencies			100.00%	100.00%
	Total*				

Note: Highlight represents metric underperformance

York Performance

- York met the following five performance metrics for Years 1 to 4
 - Metric 1: Graduate employment rate in a field
 - Metric 2: Institutional strength and focus
 - Metric 5: Economic impact
 - Metric 7: Experiential learning
 - Metric 9: Graduate Employment Earnings



^{*}The Ministry's "stop-loss" mechanism will ensure that any performance that falls below 95% of target achievement will be capped in terms of funding loss.



University Fund Purpose

Strategic Initiatives for advancing vision and priorities



 Faculty Allocation from the UF allowing for the redistribution of a portion of attributed revenue among faculties (including operating support)



• Contingency to manage risks and unanticipated challenges





University Fund - Budget Implications

- The University Fund is financed by the following:
 - Contributions from Faculties
 - Contributions from School of Continuing Studies
 - Contributions from Ancillary Services (parking, housing, bookstore)
 - Investment Income
 - Other revenues not allocated to a Faculty or Unit.
- Faculties contribute 8% of their attributed revenues with a sliding scale redistribution back to the Faculties. SCS and Ancillaries contribute full 8%.
- The University Fund does not spend funds directly but rather distributes funds to the Faculties and shared service units to support strategic initiatives and provide operating support.
- Faculties can make a submission to the Provost regarding their needs including operating support to help transition to a balanced budget.
- Faculties or Units can apply to the University Fund for funding for a one-time strategic initiative (sometimes XTO).



University Fund Approved Budgets and Updated Projections

Embedded in Budget

Approved -	June 2023
2023-24	2024-25
F/ 2	F0.0
76.3	79.9
-23.1	-19.3
56.0	45.4
109.2	106.0
-50.7	-53.0
-24.7	-18.5
-75.4	-71.5
33.8	34.5
71.1	104.9
104.9	139.4

В **Updated Projections November 2023**

2023-24	2024-25
76.3	75.2
-23.1	-26.8
64.0	51.9
117.2	100.3
-50.7	-53.0
-0.2	-9.8
-24.7	-46.5
-75.6	-109.3
41.6	-9.0
71.1	112.7
112.7	103.7
-50.7 -0.2 -24.7 -75.6 41.6	-53.0 -9.8 -46.5 -109.3 -9.0



University Fund

Contributions from Faculties and SCS University Fund Refunds to Faculties Investment Income, Grant and Other

New Strategic Funding Requests Operating Support for Faculties

In year surplus / (deficit)

Opening Balance

Closing Balance

Revenues

Net Inflows

Expenses

Commitments

University Fund - Updated Refund and Operating Support for 2024-25

• University Fund Refund to Faculties – 3% in 2024-25 (previously 2%), 2.5% in 2025-26 (previously 1.5%), and 2% in 2026-27:

• FY2024/25: \$26.8M

• FY2025/26: \$23.9M

FY2026/27: \$20.5M

- Faculty Operating Support:
 - 2024/25: \$46.5M (previously \$18.5M)

Faculty	Previously Approved (2023/24 Budget Cycle)	Approved (2024-25 Budget Cycle)
AMPD	10	14
Education	N/A	4
EUC	4	4
Glendon	4.5	4.5
LA&PS	N/A	10
Science	N/A	10
Total	18.5	46.5

Projected Strategic Support of \$14.4M



Total Faculties Net Contribution to the University Fund

Total Faculties contribution to and allocation from the University Fund Actuals from 2017-18 to 2022-23

		Actuals					Budgets			
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023- 24	2024- 25	2025- 26	2026- 27
Contributions to										
University Fund University Fund	34.5	34.4	33.0	39.1	39.2	75.0	74.0	71.5	76.5	81.9
Allocation*	55.6	40.8	40.8	40.8	40.8	56.9	47.8	73.3	TBD	TBD
Net Contribution	(21.2)	(6.3)	(7.8)	(1.7)	(1.6)	18.1	26.2	(1.8)	TBD	TBD

^{*} University Fund Allocation includes Hold Harmless funding (to 2021-22), and thereafter University Fund refund and Operating Support. Strategic funding allocations are in addition to these allocations.

Refer to Appendix C: Faculties Contribution to the University Fund for contributions by Faculty.



University Fund Commitments, Investing in our Priorities

	Actuals (\$1M) 2022-23	2023-24	Budgets (\$M) 2024-25 (Previously Approved June 2023)	2024-25 (Updated Nov. 23)
Faculty Operating Support	30.4	24.7	18.5	46.5
Other Faculty Support (Strategic)		10.3	2.6	3.6
Research Support	7.5	6.0	2.4	2.5
Student Support*	14.2	1.5	0.9	4.3
Institutional Support**	7.4	3.0	1.0	6.3
Capital Project and Renovations	8.0	6.0	6.0	6.0
Technology Investments	19.9	24.1	40.1	40.1
Total University Fund Commitments	87.4	75.6	71.5	109.3
University Fund Refund to Faculties	26.5	23.1	19.3	26.8
Total Allocations to Faculties (Not Including Strategic Support)	56.9	47.8	37.8	73.3

Commitments in outer years will be informed by community input.

Detailed information on strategic investments supported by the University Fund is available at pages 10-19 and 31-32 of the Multi-Year-Budget Plan 2023-24 to 2025-26; https://www.yorku.ca/sharp/wp-content/uploads/sites/95/2023/07/Multi-Year-Budget-Plan-2023-24-to-2025-26.pdf



^{*} Expanded student awards are paid from Faculty budgets beginning in 2023-24; \$3.3M increase in 2024-25 for international & global engagement strategy

^{**} Includes high-priority DEDI initiatives, sustainability initiatives, advancement, internationalization, Space support, etc.



Challenges as we entered 2023-24

- York has continued to be on its trajectory as a leading, modern and internationally-recognized university:
 - Becoming increasingly comprehensive responding to new program needs in STEM, health, business, etc.
 - Strengthening research intensiveness and innovation including increasing external research funding, commercialization, etc.
 - Responding to developments impacting the future of higher education (flexible, on-time education) e.g.s., EE/WIL, micro-credentials, AI, online, entrepreneurship
- Creating a new Markham Campus
 - Intended to support the University's trajectory and secure our competitive position in York Region which has one of the highest growth rates among 18-21 years in Ontario
 - Will help secure new enrolment growth, strengthen partnerships in 4th largest tech sector in the world, and enrich research and EE/WIL opportunities



Challenges (continued)

- York has however stayed flat on % international for the last 4 years <u>missing international</u> targets with a slower reduction in expenditures York is particularly vulnerable to strategies of competitors in and around Toronto and the unexpected increase in international enrolment at the U of T essential for York to continue to build unique value proposition to stay competitive
- Enrolment contracts have been updated to reflect our declining international enrolments based on November enrolment data
- Significant actions are required to minimize a deterioration of the University's fiscal situation for the 2023-2024 academic year and in the outer two years of the budget 2024/25 and 2025/26.
- Further information can be found in the Financial Presentation to Union Groups October 23, 2023, and can be found on Yulink https://yulink-new.yorku.ca/documents/1768239/29943532/Multi+Year+budget+presentation+to+Union+Groups+-+October+2023.pdf/35790daf-7acf-473f-8216-0e914cfc6c7f



Enrolment Risk to Operating Budgets, Update as of October 2023 (\$M)

	2023-24	2024-25	2025-26	Total 2023-24 to 2025-26
Board approved budgets	(67.9)	(42.7)	15.8	(94.8)
October Enrolment Update on progress against targets	(45.8)	(52.6)	(54.4)	(152.8)
Enrolment contingency included in board approved budgets	26.9	25.6	27.0	79.5
Amount negative to budgets	<mark>(18.9)</mark>	<mark>(27.0)</mark>	<mark>(27.4)</mark>	<mark>(73.3)</mark>
Projected In-year Surplus/(Deficit)	(86.8)	(69.7)	(11.6)	(168.1)

- 2023-24 opening accumulated surplus of **\$250.4M** ending at **\$155.7M** in 2025-26 (Board approved Budgets)
- Total potential enrolment shortfalls of \$73.3M based on October enrolment data
- Total projected in-year deficits of \$168.1M (Approved deficit of \$94.8M plus additional deficit of \$73.3M)
- Projected accumulated surplus at the end of 2025-26 is revised down to **\$82.3M** (\$250.4M less \$168.1M)

These values do not include all risks identified in the previous slides including tuition framework, SMA3 performance, wage reopener, or offsetting signs of positive performance in SCS, Ancillary and investment income.



Other Risks and Pressures

- What will the province implement from the recommendations of the Blue Ribbon Panel?
 - Assumed domestic tuition increases of 3% starting in 2024-2025 not yet confirmed
- SMA3 performance metrics 10% of grant funding at risk starting 2023-24, rising in future years
- Wage reopener
- Budgeted enrolment contingencies will likely be insufficient geopolitical tensions, lower retention, global and local competition for international students
- Impact of enrolment decline on Faculty budgets need for increased use of University Fund to support operating shortfalls in the faculties while they implement recovery plans rather than more strategic redistribution
- Missed MCU grant performance targets
- Increased bad debts
- MCU introduction of financial metrics



Auditor General of Ontario - York Report

- Main conclusion is that York is financially sustainable which is a significant accomplishment given the myriad of challenges facing PSE
- At the same time a number of recommendations have been made fairly similar to the prior audit of 4 other universities that we must ensure are addressed with touchpoints that occur over the next 5 years
- Fortunately, we had already identified most of the issues ourselves with robust plans well underway as
 well as established measures / KPIs tracking our progress (i.e., including a Strategic Framework aligning
 external context, our UAP, IRPs and our budget/resource plans)
- We will incorporate the specific AGO recommendations into our plans to enhance our efforts and hopefully strengthen the outcomes in the process
- Briefly, the identified issues pertain to:
 - Program sustainability and the need to monitor and respond to enrolment trends at program, unit, and Faculty level
 - Importance of a robust and diverse international strategy (mitigate risk of over-reliance on certain countries)
 - Debt repayment policy (already in place for 50% of debentures due in 2042 (\$200M) and 2044 (\$100M), plans underway to prepare for second half due in 2054 (\$100M), 2056 (\$100M) and 2060 (\$100M)
 - Assessing risk and ROI on capital projects being incorporated into our new Capital Plan Process
 - Investing more in Deferred Maintenance backlog
 - · Plans to strengthen York's performance on provincial SMA metrics e.g., graduation rates, employment rates, etc



MCU Financial Accountability Framework

- A further consideration is the MCU's financial accountability framework released in November 2022 identifying eight financial metrics
- The Framework consists of financial metrics, associated thresholds, and action plans, from which an overall risk rating and action plan for each university are derived
- MCU metrics are based on the University's consolidated financial statements



Implications of 2023-26 Operating Budgets on the Financial Statements

Important to view the multi-year budget plan within the context of the <u>annual financial statements</u>:

- Auditor General's report on four Ontario universities recommended budgets be prepared on a consolidated basis, aligned with financial statements
- Operating budgets only make up one portion of the University's financial statements
- The University's consolidated financial statements include:
 - Operating Fund,
 - Ancillary Operations (Parking, Residence, Food Services, Bookstore, etc.),
 - · Internally and Externally Funded Research,
 - Capital Fund, Endowments/Trusts, and
 - York University Development Corporation (York Lanes Mall and other development work for the University)
- The inclusion of revenues from Ancillary Services and cost recoveries from research along with accounting adjustments result in the financial statements having a more positive bottom line than the operating budget



Budget Reconciliation to Financial Statements 2023-26 (\$M)

	2022-23	2023-24	2024-25	2025-26
	Actuals	Budget	Budget	Budget
Operating budgets	(5.9)	(67.9)	(42.7)	15.8
a) Fund 300: Ancillaries				
- In-year surplus	12.8	4.8	7.0	7.3
- Transfer to/(from) reserves	5.4	4.4	4.8	4.8
- Contribution to sinking fund	3.3	3.5	3.8	4.0
b) Fund 700: Capital				
- Transfer to/(from) reserves	4.9	1.8	1.5	1.3
- Capitalized assets net of amortization	(1.8)	15.8	17.5	8.3
c) Miscellaneous Other	2.2			
Financial Statements - Revenue Over Expenses for the year (MCU metric)	20.8	(37.7)	(8.0)	41.5



York's MCU Framework Action Plan Status 2022-23 – Low Action

		MCU THRESHOLDS	RESHOLDS						
				Medium Threshold	High Threshold	York's	MCU		
Category	Metric	Metric Definition	Measures	< More Favourable	Less Favourable>	Ratio 2022/23	Metric Score	Category Average	Category Action Plan
1. LI QUI DI TY	Primary Reserve Days	(Expendable net assets / Total expenses) x 365 days	Estimated days that cash reserves would last (does not include capital or special costs i.e., pension)	90 days	30 days	191	0	0.00	NO ACTI ON
*	Working Capital Ratio Current assets / Diffe Current liabilities Univ	king Capital Ratio Current assets / Difference between	Oital Ratio Current assets / Difference between Current liabilities University's current assets and current 1.25	1	1.41	0			
	Viability Ratio	Expendable net assets / Long-term debt	Funds on hand to settle long term debt	60%	30%	114%	0		
2. SUSTAI NABI LI TY	Debt Ratio	Total liabilities less Deferred Capital Contributions/Total assets	Extent of the University's leverage	35%	55%	37%	1	0.75	NO ACTI ON
	Debt to Revenue Ratio	Long-term debt / Total revenue	Ability to repay debt	35%	50%	45%	1		
	Interest Burden Ratio	Interest expense / Total expenses less amortization	Debt Affordability	2.0%	4.0%	2%	1		
	Surplus (Deficit) Ratio	Surplus (deficit)/Total Revenue	Extent to which revenues contribute to net assets	1.5%	0%	2%	0		
3. PERFORMANCE	Net Operating Revenues Rati		Extent to which University is generating positive cash flow	7%	2%	5%	1	0.50	NO ACTI ON
A COEDIT DATING	DBRS S&P	Most Favourable Ager	ncy Rating to be Applied	Action Plan E	Based on Rating	A High A+	Low Action Low Action	N/ A	LOW ACTION



Assignment of Financial Health Risk Score (Metric Scores)

The Framework has <u>4 categories</u> of metrics:

- **Liquidity** Primary Reserve Days & Working Capital Ratio
- Sustainability Viability Ratio, Debt Ratio, Debt to Revenue Ratio & Interest Burden Ratio
- **Performance** Surplus (deficit) Ratio & Net Operating Revenues Ratio
- Credit Rating Most favourable credit rating will apply.
- ➤ Individual metric score is based on its risk threshold: Low Risk = 0, Medium Risk = 1 and High Risk = 2
- > Each category is assessed a category score which is the average metric scores within a category.

Category Score	Category Action
Less than 1	No Action
1 to less than 1.5	Low Action
1.5 to less than 2	Medium Action
2 or greater	High Action

The University's overall action plan is equal to the highest action plan from any of the four categories (liquidity, sustainability, performance and credit rating).

MCU Framework – Low Action Plan

LOW ACTION PLAN

Occasion

At least 1 low category action and no medium or high category action trigger the low action plan.

Ministry Initial Action

ADM writes to university VP Finance, copying the President, identifying specific metrics and categories requiring actions.

University Response Requirements

University provides a written response within 4 weeks, including at least confirmation of receipt of letter from ministry, an explanation and analysis of the causes of the financial health metric results, and the steps to be taken to restore financial metrics and improve financial health and prevent further decline.

Reporting Frequency

University provides a status report **annually** for a **3-year period** or until all financial health categories are in the no action band.

Escalation Process

The ministry will initiate escalation if the university fails to meet its financial objectives or shows a decline in financial health at the end of a 3-year period. If financial metrics cause its metric categories to remain in the low action band after 3 years, the university will be classified as requiring a **medium action plan**.



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MCU Framework – Medium Action Plan

MEDIUM ACTION PLAN						
Occasion	Ministry Initial Action	University Response Requirements				
At least 1 medium category action and no high category action trigger the medium action plan.	ADM writes to university VP Finance, Chair of Audit and Finance Committee, and Board Chair, copying the President, identifying specific metrics and categories requiring actions.	University provides a written response within 4 weeks, confirming receipt of ministry's letter, and an internal recovery plan being developed. Internal recovery plan should be received within 3 months. The plan should include a multi-year budget and cash flow projections. Response should also include: an in-depth explanation and analysis of the causes of the financial metric results, and the steps to be taken by the university to improve financial health as evidenced by the metrics and to prevent further decline.				

Reporting Frequency

University provides a status report **every 6 months** to demonstrate progress made against the internal recovery plan for a **3-year period** or until all financial health categories are not in the medium or high action bands.

Escalation Process

The ministry will initiate escalation if the university fails to meet its financial objectives or shows a decline in financial health at the end of a 3-year period. If financial metrics cause its metric categories to remain in the medium action band after 3 years, the university will be classified as requiring a high action plan.



Where York currently sits in 2023-24 Fiscal Year and beyond

- A deficit budget in financial statements in any given year will result in a **HIGH** action plan in the performance category.
- Currently, York is budgeting for at least two consecutive deficit years.
- One year of deficit (projected to be 2023-24) will require a High Action Plan response and may result in an independent advisor being required.
- A second year of deficit (projected to be 2024-25) will result in an independent advisor being required.
- Under the **HIGH** action plan, the University needs to provide a status report **every 6 months** to demonstrate progress made against the internal recovery plan for a **3-year period** or until no financial health categories are in the high action bands. If the university fails to meet its financial objectives or shows a decline in financial health at the end of a 3-year period, the effectiveness of the recovery plan and the recommendations of the independent advisor should be reconsidered.



MCU Framework – High Action Plan

HIGH ACTION PLAN							
Occasion	Ministry Initial Action	University Response Requirements					
At least 1 high category action triggers the high action plan.	ADM writes to university Board Chair, President, and VP Finance, identifying specific metrics and categories requiring actions.	University provides a written response to confirm receipt within 2 weeks, and to confirm an independent advisor being procured within 4 weeks, including timeline for onboarding and scope of work. University is responsible for the procurement of the independent advisor but may seek ministry support for the cost of the third-party review. University provides a recovery plan developed or validated by the independent advisor within 3 months. The plan should include a multi-year budget and cashflow projections.					
For high action plan	ratings, if a university is id	lentified with an overall high action plan for two					

For high action plan ratings, if a university is identified with an overall high action plan for two consecutive years, a third-party engagement as outlined above will be required. In the first year of a high action plan rating, it is the Ministry's discretion to require a third-party engagement. All other communication and reporting requirements as outlined above will be followed.

Reporting Frequency

University provides a status report **every 6 months** to demonstrate progress made against the internal recovery plan for a **3-year period** or until no financial health categories are in the high action bands.

Escalation Process

If the university fails to meet its financial objectives or shows a decline in financial health at the end of a 3-year period, the effectiveness of the recovery plan and the recommendations of the independent advisor should be reconsidered. A **new advisor** should be appointed. If progress report demonstrates that the financial objectives have been achieved and the financial health categories are in the low or medium action categories, the university will be moved out of the high action plan.



Imperatives

- Strategic enrolment approach based on York's unique value:
 - continuing to offer in-demand programs
 - delivering excellent student learning experience
 - investing and diversifying our GEI Strategy
- Recover International Enrolments
- Strengthen our *Out of Province* Strategy attracting the best students across the country
- Maintain/strengthen domestic
- Improve retention
- Diversify revenue i.e., research, philanthropy, ancillary revenues, asset monetization



Imperatives (cont'd)

- Pursue growth strategy, e.g. launching Markham Campus
- Continue to strengthen ranking and reputation
- Aligning expenditures with revenue i.e., including cost containment to align with revenue reductions



Implications and Response to New Risks and Pressures

- Full exploration and assessment of additional Strategic Enrolment Management (SEM)
 initiatives to mitigate enrolment risk underway
 - See Appendix A
- Focus strategically on a smaller number of the most impactful emerging priorities to continue to realize the vision of the University
- Need to identify additional revenues/reduced expenses in 2024-25 to manage bottom line deficit (beyond what has already been included in approved budget)



Promising Opportunities for Additional Revenue Generation

- Intensify global engagement/internationalization efforts
- Expand capacity in high demand programs
- Develop new programs in high demand with potential to enhance reputation and research across York
- Improve access, retention and student success e.g.,
 - accepting 3-year degrees from some countries for graduate admissions
 - new pathways for ESL students
 - New strategy for domestic out-of-province students
- Enhance flexibility of programs for both domestic and international
 - fully online degrees
 - 2+2 and 3+1 credit articulation agreements with partner universities
 - joint/dual degrees with international partners



Promising Opportunities for Additional Revenue Generation

- Further reputation enhancement and developing unique York value proposition
- Intensify advancement efforts
- Keele Campus Vision and Strategy
- Working in partnerships
- Monetizing assets
- Other?



Options to contain other costs to allow spending where it matters

- Reduce administrative costs including realizing goals of Service Excellence Program (streamline processes and automate manual work to improve service quality and reduce cost of non-academic operations)
- Limit growth to strategic faculty and staff imperatives
- Facilities and Energy Management efficiencies (e.g. close underused buildings during summer months; moderate temperature/air conditioning settings; reduce or eliminate land line telephones)
- Procurement Optimization (e.g. centralize computer purchasing)
- Academic Restructuring (e.g. streamlining curriculum, consolidating small units/declining enrolment programs)
- Across-the-board (with some exceptions) budget cuts
- Space optimization
- Other?



Online Resources

SHARP budget model https://www.yorku.ca/sharp/

Multi-year budgets (including details of University Fund commitments)
https://www.yorku.ca/sharp/wp-content/uploads/sites/95/2023/07/Multi-Year-Budget-Plan-2023-24-to-2025-26.pdf







Strategic Enrolment Management (SEM)

York's Strategic Enrolment Management (SEM) Framework is designed to mitigate risk of not meeting enrolment targets, through a range of strategies designed to attract qualified students to programs offered by York, and to retain them through to graduation once they have enrolled.

In 2023, the University implemented several initiatives including:

- Increased domestic intakes beyond target
- Growth planning for high-demand programs
- Additional international recruitment activities and support
- Connect2Convert Strategy (in-country immigration advising and calling campaign for new students) by faculty members and students to ensure continuous engagement and community building over the summer months.
- Retention initiatives underway (e.g. peer mentoring, referral to services and supports, interest relief, food security initiatives)
- Ensured that students registered in enrolment appointments as soon as possible to facilitate program enrolment
- Highlighted and encouraged enrolment in capacity building and bridging courses to support academic success for new students. Examples include:
 - Registration for YU Prep opened earlier than in previous years
 - Strong registration for bridging Math courses for some LA&PS programs to provide typically inadmissible students the opportunity to pursue studies





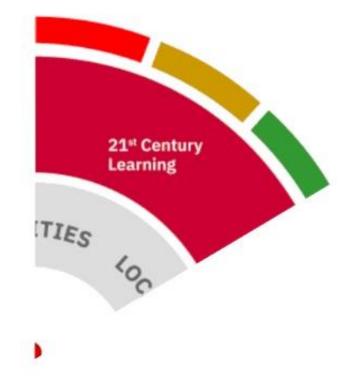
Investments in the Approved 2023-24 Budget Plan to Support the University Academic Plan





21st Century Learning, Examples

	2022/23	2023/24	2024/25	2025/26
New Hires				
Tenure Track	73	106	38	32
CLAs	12	10	5	2
Total	85	116	43	34
Retirements/Departures				
Tenure Track	35	38	41	22
CLAs	5	13	10	11
Total	40	51	51	33
In-Year Increase (Decrease)				
Tenure Track	38	68	(3)	10
CLAs	7	(3)	(5)	(9)
Total	45	65	(8)	1



- Faculties and Provost's office have continued to invest in pedagogical innovation, for example through the Academic Innovation Fund and creation of Teaching Fellows and Chairs, and supports for technology enhanced learning and experiential education.
- Salary costs of faculty complement generally reside in the Faculties where the appointments are made;
 the central University Fund and Provost's Office have also committed bridge funding to support faculty
 complement renewal, dedicated equity hiring, strategic research hiring, and Markham hiring.



Knowledge for the Future, Examples

- \$8M from the University Fund to support priorities in the Strategic Research Plan:
 - Build on areas of interdisciplinary research strength by increasing the pool of funds available for minor research grants and providing enhanced administrative support
 - o Advance Decolonization, Equity, Diversity and Inclusion (DEDI) by providing funding support for scholarship, research, and related creative activities
 - Create Phase 2 Catalyzing Interdisciplinary Research Clusters (CIRC), focused or UN Sustainable Development Goals (SDGs) and provide matching funds to support the direct costs in selected research projects
 - Implement the governance and support structures for CF-REF Connected Minds
- Growth, renewal and diversification of faculty including 61new professorial faculty appointments starting 2023-24
- Critical upgrades to infrastructure (e.g. \$2.6m from University Fund for YSciCore equipment to advance research excellence in Health, Science, and Lassonde)





From Access to Success, Examples

- Student financial assistance offerings were expanded in 2022-23 to ensure they remain competitive and responsive to student needs
- Expanded student awards represent an additional \$50M over the next 3 years for:
 - Improved entrance scholarships for domestic and international students, recognizing academic excellence, including President's International Scholarship of Excellence and York Automatic Entrance Scholarship
 - A higher volume of domestic and international bursaries
 - Tentanda Via award to students demonstrating fortitude, resilience, and a commitment to progressive and sustainable development





Advancing Global Engagement, Examples



- An additional \$2.5M is allocated to support the international student recruitment plan
- Beginning in 2023-24, implement second phase of York's Sustainability Strategy including:
 - Implementation of new Sustainability Framework
 - Expansion of the Sustainability Office
 - Re-envisioned President's Advisory Committee to Sustainability Task Force advising Sustainability Steering Committee
 - Develop, in consultation with community, next Sustainability Strategy 2023-2028
 - Expanding York as Living Lab
 - Advance York's goal of becoming a net-zero University before 2040
 - \$1M Sustainability Innovation Fund for projects led by students, faculty and staff





Working in Partnership, Example

Working in Partnership, York Region:

Markham Campus:

- Revolves around core themes of technology and entrepreneurship and how they are driving positive change across all areas of knowledge and society
- Campus opens in Spring 2024 and accommodates 4,200 students at both undergraduate and graduate level
- Total capital investment of \$310.5M.

Vaughan Healthcare Precinct:

- Collaboration between York University, the City of Vaughan, Mackenzie Health and ventureLAB
- To transform an 82-acre parcel of land at Jane Street and Major Mackenzie Drive into a unique centre of excellence for health, preventive medicine and community care
- First-of-its-kind cluster that unites health care providers, teachers and learners with researchers, innovators and business leaders, together on one site
- Foreseeable that the precinct would include a number of York programs, e.g.
 elements of nursing, health-related technologies, disease modelling, and others
- Supports York's longstanding commitment to develop a School of Medicine
- \circ Most recently, the University submitted a conceptual proposal for the school to government. YORK



Living Well Together, Examples

To diversify faculty complement, build capacity for research success of diverse scholars, and support York's DEDI Strategy (including the Indigenous Framework and Framework to Address Anti-Black Racism):

- Creation of DEDI Initiatives Fund to support projects led by students, faculty, staff
- Developing Equity Awards Program
- Support for Black and Indigenous faculty recruitment
- New institutional and Faculty-based staff positions to support DEDI work (e.g. in Teaching Commons, Faculties, and Division of Equity, People & Culture).



Living Well Together/21st Century Learning, Digital Solutions

Build an integrated IT environment that enhances service delivery, supports faculty, staff and students, and resolves complexities, by investing:

- \$67M in capital and \$5.7M in early operating deployment costs for the new Student System Renewal Program (SSRP) replacing outdated legacy systems. This multi-year project began in 2020-21 with a total capital budget of \$120M from reserves and the central University Fund
- \$15.5M base budget increase to University Infrastructure Technology (UIT) in 2023-24, growing to \$18.5M in the outer two years supporting institutional technology needs into the future including:
 - Enabling faculty and staff productivity and post-pandemic capabilities e.g. licensing and expanded after-hours service desk technicians, Office 365 resources, additional applications, and platform analysts/developers
 - Permanent operating costs associated with the new SSRP (staff support, licensing, cloud technologies, and infrastructure)
- \$21.2M for technology deferred maintenance supporting ongoing infrastructure refresh
- \$5M for a new Advancement Customer Relationship Management (CRM) system that will replace the current outdated CRM
- \$1.5M for automation and service improvements in budgeting and forecasting, Mobile Maximo for facilities, and YU-card mobile credentials







Living Well Together, Deferred Maintenance

Investments in Deferred Maintenance

	2022-23	<u>2023-24</u>	<u>2024-25</u> \$M	<u>2025-26</u>
Internal Funds* External Funds**	18.5 6.8	19.2 6.5	19.3 6.5	19.8 6.5
TOTAL	25.3	25.7	25.8	26.2

Note: Totals may not add up due to rounding



^{*}From faculty budget envelopes, University Fund, and re-purposed reserve

^{**}From Provincial Facilities Renewal Program (FRP)



Faculties Net Contribution to the University Fund

Faculties contribution to and allocation from the University Fund Actuals from 2017-18 to 2022-23

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
<u>LAPS</u>						
Contributions to University Fund	10.5	10.4	9.9	11.9	12.4	29.3
University Fund Allocation*	5.0	0.0	0.0	0.0	0.0	14.3
Net Contribution	5.5	10.4	9.9	11.9	12.4	15.0
<u>AMPD</u>						
Contributions to University Fund	1.4	1.4	1.3	1.7	1.6	3.8
University Fund Allocation*	15.1	14.2	14.2	14.2	14.2	16.8
Net Contribution	(13.7)	(12.8)	(12.9)	(12.6)	(12.6)	(13.1)
<u>EUC</u>						
Contributions to University Fund	0.6	0.5	0.5	0.6	0.6	1.3
University Fund Allocation*	4.6	4.2	4.2	4.2	4.2	6.6
Net Contribution	(4.0)	(3.7)	(3.8)	(3.7)	(3.7)	(5.3)
<u>Education</u>						
Contributions to University Fund	0.9	0.9	1.0	1.2	1.1	2.2
University Fund Allocation*	3.4	2.9	2.9	2.9	2.9	1.1
Net Contribution	(2.5)	(2.0)	(2.0)	(1.7)	(1.8)	1.1
Glendon						
Contributions to University Fund	1.6	1.6	1.4	1.7	1.6	2.0
University Fund Allocation*	5.1	4.2	4.2	4.2	4.2	10.4
Net Contribution	(3.5)	(2.5)	(2.7)	(2.4)	(2.5)	(8.4)

^{*}University Fund Allocation includes University Fund refund, operating support, and hold harmless funding. Strategic funding allocations are in addition to these allocations.



Faculties Contribution to the University Fund (cont'd)

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
<u>Schulich</u>						
Contributions to University Fund	4.0	4.0	3.6	4.4	4.2	8.1
University Fund Allocation*	3.7	1.5	1.5	1.5	1.5	0.0
Net Contribution	0.3	2.5	2.2	2.9	2.8	8.1
<u>Osgoode</u>						
Contributions to University Fund	1.9	1.9	1.8	2.2	2.1	4.0
University Fund Allocation*	5.6	4.4	4.4	4.4	4.4	0.0
Net Contribution	(3.6)	(2.5)	(2.6)	(2.1)	(2.3)	4.0
<u>Health</u>						
Contributions to University Fund	11.1	11.0	10.7	11.5	11.5	10.5
University Fund Allocation*	2.2	0.0	0.0	0.0	0.0	0.9
Net Contribution	8.9	11.0	10.7	11.5	11.5	9.6
<u>Science</u>						
Contributions to University Fund	1.6	1.6	1.5	2.0	2.1	7.3
University Fund Allocation*	10.4	9.4	9.4	9.4	9.4	3.6
Net Contribution	(8.8)	(7.8)	(7.9)	(7.4)	(7.2)	3.7
Lassonde						
Contributions to University Fund	0.9	1.1	1.2	1.9	1.9	6.6
University Fund Allocation*	0.6	0.0	0.0	0.0	0.0	3.2
Net Contribution	0.3	1.1	1.2	1.9	1.9	3.4

^{*}University Fund Allocation includes University Fund refund, operating support, and hold harmless funding. Strategic funding allocations are in addition to these allocations.



York University University Procedures for Consideration of Renewal of Deans/Principal (Dean)

Under longstanding Presidential practice, the Faculty Council and full-time staff of a Faculty have been invited to provide confidential input to the President and Provost on potential decanal reappointments, to be considered in advance of any recommendation by the President to the Board of Governors. The overriding goal of both past practice and these updated Procedures is to honour and balance all of the following principles and values:

- Recommendations must be supported by relevant and accurate information and evidence about the Dean's past performance and vision for the future.
- Given the academic and administrative leadership responsibilities of Deans, the process must provide broad scope for constructive collegial input.
- The process must afford the Dean an opportunity to provide input as well as faculty, staff and students, and must respect her or his individual privacy and professional reputation.

These principles and values will inform the application and implementation of the following procedures.

- 1. Approximately eighteen months in advance of the expiration of the Dean's term, the President and Provost consult with the incumbent about whether s/he wishes to be considered for reappointment; if a renewal is to be considered, the President informs the Faculty and initiates a review process.
- 2. The President invites the Dean to submit a written report on accomplishments (in the context of the Dean's mandate, plans and priorities) and challenges of her/his term, and on the priorities and vision for a further term.
- 3. All members of Faculty Council and full-time staff in the Faculty are invited to provide written confidential submissions, which must be signed, regarding the matter of the Dean's reappointment. It is understood that the membership of Faculty Councils includes contract faculty, undergraduate and graduate students who will have knowledge of the workings of the Faculty.
- 4. The submissions will take the form of several questions as follows:
 - a. Please comment on the Dean's success in fulfilling the requirements of the position, and achieving objectives in relation to Faculty (or College/Libraries) and institutional priorities. The report s/he submitted will be provided as background to those invited to comment on the potential reappointment.
 - b. Please comment on the appropriateness of the Dean's vision and plans for the second term.
 - c. Please indicate whether you support reappointment (yes/no) and the reasons.
 - d. The consultation might incorporate other questions at the request of the Dean.

- 5. Input is also requested from the University Executive Committee comprising the Vice-Presidents and other Deans who will have a perspective on the role of the Dean in representing the Faculty at an institutional level.
- 6. Survey input must be attributable to eligible respondents. To ensure confidentiality, the Office of Institutional Planning and Analysis (OIPA) will administer the survey. OIPA will remove personal identifier data fields (e.g., employee ID, names, email address, etc.) before forwarding the submission data to the Offices of the President and the Provost.
- 7. The President and Provost will share with the Dean a high-level summary of the data so she has a chance to respond. The summary will be unattributed and any personally identifying comments you volunteered will be redacted.
- 8. The decision about whether to reappoint the Dean rests with the President in consultation with the Provost (subject to concurrence of the Board of Governors). The President will invite a faculty member(s) from the relevant Faculty, widely respected as fair, balanced and discreet, to review submissions and any response from the Dean confidentially with the President prior to reaching this decision. In arriving at a decision, the President takes into account all of the documentation submitted in accordance with these Procedures, and her/his own assessment of the Dean's performance. No other documentation will be considered.
- 9. The President and Provost will attend the Faculty Council to report back on input and the recommendation.
- 10. In the event of a decision not to reappoint, a search is launched, in which the Dean may stand as a candidate.
- 11. A renewal will generally be limited to one additional term of five years. In exceptional circumstances, the President may agree that Council can be consulted on a third term.
- 12. The President recommends the renewal to the Board of Governors for concurrence.