

York University Board of Governors

Notice of Meeting

28 February 2023 1:30 pm to 4:30 pm

Via Videoconference

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I. CLOSED SESSION

II. OPEN SESSION – 1:45 pm

1. Chair’s Item	
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Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 28 February 2023

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

The Executive Committee dealt with an item of business since the last meeting of the Board of Governors. Pursuant to the authority accorded to it under Article VI.4.c of the General Bylaws, the Executive Committee approved a budget increase of \$1.0M (from \$12.5M to \$13.5M), inclusive of HST, for the design and construction of the Goldfarb Gallery of York University. The increase in funding is supported by an additional \$1M donation from Martin and Joan Goldfarb.

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 28 February 2023

Subject: Emergency Management Policy

Recommendation:

The Executive Committee recommends that the Board of Governors approve:

- **The Policy on Emergency Management attached as Appendix A;**
- **The rescission of the Policy on Emergency Preparedness (Appendix B) and the Policy on Weather Emergencies, (Appendix C);**

Background, Rationale and Proposed Changes:

On April 24, 2022, the Ontario government passed the *Pandemic and Emergency Preparedness Act, 2022 (PEPA)* as a part of its *Plan to Stay Open*. Schedule 1 amended the *Emergency Management and Civil Protection Act (EMCPA)*. While the University is not governed by the EMCPA, it is recommended that the University update its *Emergency Management Policy (EMP)* out of an abundance of caution and adherence to best practices.

The new EMP includes an updated purpose to identify the safety of community members and continuance of critical operations as its strategic objective for management of emergency scenarios. It provides definitions of key terms used therein.

Board of Governors

Section 5.1 of the PEPA is amended to require emergency management programs to regularly assess hazards and risks to public safety. Emergency management programs are directed to identify the necessary goods, services and resources that would be required to respond to the identified hazards and risks.

Sections 4 provides outlines the need to develop and maintain an emergency management program that includes an emergency response plan, division business continuity plans and:

- hazard identification and risk assessment
- hazard-specific response procedures
- a standard incident response system
- emergency management training and exercises
- emergency preparedness public education
- an emergency recovery plan
- an emergency notification system
- an emergency management advisory committee consisting of community members

Section 5 on Roles & Responsibilities gives responsibility for oversight of the emergency management program and establishment of pursuant procedures to the vice-president finance and administration. Responsibility for implementation of the program and development of pursuant guidelines to the executive director community safety. The current *Weather Emergencies Policy* is replaced by a procedure under the EMP.

Section 5 also grants the VPFA, executive director community safety, and university divisions the ability to delegate their responsibilities under the policy to a designated official. While best practices discourage blanket delegation of responsibility, the ability to delegate was kept ensuring continuity of emergency response.

Although the policy is not subject to mandatory review or update requirements, the policy has been amended to require its review every five years at a minimum in Section 6 to ensure the University's policy and emergency management framework are effective and adhere to best practices.

The effective date of the Policy, submitted for approval on February 28, is April 1, 2023, to provide time for its dissemination within the University Community prior to coming into force.

Appendix A – Policy on Emergency Management



University Policy

Emergency Management, Policy on

Topic:	Class & Examination Scheduling, Academic Activities Disruption, Emergencies
Approval Authority:	Board of Governors
Approval Date:	February 28, 2023
Effective Date:	April 1, 2023
Last Revised:	February 1, 2023

1. Purpose

This Policy aims to promote the safety of students, faculty, staff, and visitors, protect property, and help ensure the continuance of critical University operations during emergency scenarios. The policy outlines the fundamental elements of the University’s emergency management and continuity program, and establishes roles and responsibilities for emergency management and continuity planning activities at the University.

2. Scope and Application

- 2.1 This policy applies to University Divisions and members of the University Community, York University campuses and locations, as well as all University campuses and locations, as well as University-leased spaces, temporary field operations and University-organized or University-sanctioned off-site activities under the control of university staff.
- 2.2 This policy will supersede the President’s policy on Weather Emergencies and the Board policy on Emergency Preparedness. It does not supersede the emergency preparedness or response directives of facilities or organizations hosting York University community members.

3. Definitions

Business Continuity Plan: detailed guides on how to operate an organization’s critical functions during emergency events and safeguard its core mission and long-term health and lessen the impact of an emergency event.

Appendix A – Policy on Emergency Management

Emergency: a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise. Events can include natural disasters, a business crisis, pandemic, workplace violence, or any situation that results in a disruption of university operations.

Emergency Preparedness Advisory Committee: a pan-University body comprised of senior representatives of University divisions that is responsible for assisting the Community Safety Department with the emergency management program.

Facility: a building or structure that is used or intended to be used to provide University services.

Hazard: a phenomenon, substance, human activity, or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. These may include natural, technological, or human-caused incidents, or some combination.

University Divisions: For the purposes of this policy, “University Divisions” refers to the following: Division of the President; Division of the Provost and Vice-President Academic; Division of the Vice-President Research and Innovation; Division of Finance and Administration; Division of Equity, People and Culture; Division of Advancement; and Division of Students.

4. Policy

York University shall develop and maintain an emergency management program (the Program) that includes but is not limited to:

- an emergency response plan
- hazard identification and risk assessment
- hazard-specific response procedures
- a standard incident response system
- emergency management training and exercises
- emergency preparedness public education
- an emergency recovery plan
- divisional business continuity plans
- an emergency notification system
- an emergency management advisory committee consisting of community members

5. Roles and Responsibilities

5.1 Where individual positions are identified as having specific responsibilities under this procedure, the incumbents of those positions will ensure that a delegate or back-up is identified.

Appendix A – Policy on Emergency Management

5.2 Vice-President Finance and Administration

The vice-president finance and administration (VPFA) is responsible for oversight of the emergency management program. The VPFA may establish procedures, and guidelines pursuant hereto from time-to-time.

5.3 Executive Director Community Safety

The executive director community safety is responsible for implementation of the program. The executive director may establish guidelines pursuant hereto from time-to-time.

5.4 University Divisions

University Divisions are responsible for developing, implementing, evaluating, and revising a business continuity plan for their respective division.

6. Review

The VPFA is responsible for the review of this policy, in consultation with the Emergency Preparedness Advisory Committee, every five years at a minimum.

Legislative history:	
Date of next review:	April 1, 2028
Policies superseded by this policy:	Emergency Preparedness Policy Weather Emergencies Policy
Related policies, procedures, and guidelines:	Emergency Response Plan Class Cancellation Policy Firearms and Weapons Procedure Information Security Classification Procedure Information Security Policy Network Security and Management Guideline and Procedure Senate Policy on the Academic Implications of Disruptions or Cessations of University Business Due to Labour Disputes or Other Causes Weather Emergency Response Procedure

Appendix B – Policy on Emergency Preparedness, 2005

Emergency Preparedness

Legislative History:

Reviewed by President and UEC, May 4, 2005. Approved by Board of Governors: October 24, 2005
Effective: October 24, 2005

Approval Authority: Board of Governors

Signature: Marshall Cohen

Description: Describes the University's responsibility for and commitment to emergency preparedness, and provides the framework for ongoing implementation of the policy.

Background

York University wishes to protect in advance:

- the safety and wellbeing of members of the University and visitors to our campuses;
- University property and infrastructure;
- the orderly functioning of the University's academic, research and administrative activities; and
- the environment.

Policy

The University shall develop, implement, and continuously improve an Emergency Preparedness Program that is based on the principles, established by Emergency Management Ontario, as they exist from time to time. The Program shall apply to all York University campuses and locations, as well as University leased space, and temporary field operations and authorized off-site activities that are under the control of University staff.

Office of Emergency Preparedness

The University shall establish an Office of Emergency Preparedness to implement this policy and to integrate the Emergency Preparedness Program (EPP) within the University's organizational structure. The Office of Emergency Preparedness shall plan, manage and continuously improve the Emergency Preparedness Program and shall assist Security Services, Facilities Services, Occupational Health and Safety, other University departments and external emergency response services in the management of and recovery from emergencies as these occur.

The Vice-President Finance and Administration shall have oversight responsibility for the Office of Emergency Preparedness and the implementation of this policy.

[York University Emergency Preparedness Program Framework](#)

Appendix C – Policy on Weather Emergencies, 2011

Weather Emergencies (Policy)

Topic:	Class and Examination Scheduling, Academic Activities Disruption, Emergencies
Approval Authority:	President

Description: Has associated [procedure](#).

Policy on Weather Emergencies

1. In the interest of the safety of the University community and its visitors, the University may in response to a weather emergency, suspend normal operations or programmes at its Keele campus, Glendon campus, Miles S. Nadal Management Centre and/or Osgoode Professional Development Program Centre. A decision to adopt emergency procedures shall be taken when it is determined that weather conditions:
 - o may prevent safe travel to and from the University; or,
 - o may have a substantial adverse effect on normal University operations.
2. The Vice-President, Finance and Administration shall make the decision to adopt weather emergency procedures, or to suspend normal operating procedures. If classes and/or examinations at one or both campuses must be cancelled, the decision will be made by or with the Chair of Senate or delegate.
3. When weather emergency procedures are in force, the University shall remain open and when and where possible, essential services shall be provided.
4. A weather watch will be maintained throughout the period in which weather emergency procedures remain in force. Conditions will be monitored until a decision is made to return to normal operations.
5. Unless a decision is made to continue the weather emergency, the University will return to normal operating procedures at 11:00 p.m. on the day of a weather emergency (for evening or night shift employees) and 8:00 a.m. the following morning for all other purposes.
6. The Vice-President, Finance and Administration shall develop such Weather Emergency Procedures as are desirable to give effect to this policy.

Legislative History:	Approved by UEC: 1994/09/12; Approved by BPC: 1994/09/27; Date Effective: 1994/09/27; Updated 2011/06/15.
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PRESIDENT'S KUDOS REPORT

FEBRUARY 2023



Header photo: Michael Goldman



The [kindergarten to industry \(k2i\) academy](#) at the Lassonde School of Engineering has been recognized for inspiring underrepresented youth in STEM through numerous initiatives since 2020. On behalf of Lassonde, Lisa Cole, director of programming, k2i academy, received a Minister's Award of Excellence in the category of Equality of Opportunity. The Minister of Colleges and Universities' Awards of Excellence celebrate the work of faculty, staff and graduate students who have demonstrated outstanding leadership, innovation and vision on campus, in the community and beyond. The Equality of Opportunity category acknowledges faculty and staff who have excelled at creating opportunities in post-secondary education for marginalized and underrepresented groups. The k2i team includes Lisa Cole, Michelle Tsui-Woods and Vanessa Ironside.



YSpace startup company, [MinuteSkill](#), is attracting media attention as it prepares to launch its latest product, Cliq, later this month. MinuteSkill is a social learning app founded in 2021 that allows businesses or individuals to post short educational videos on everything from growth strategies and marketing tips to strategies for identifying the best business model. Their new product, Cliq, is a video tool that uses AI to automatically repurpose long-form content into shorter, shareable video clips, as well as social media posts, blogs and newsletters. Cliq will be rolled out in late February 2023.



APPOINTMENT



[Christine Brooks-Cappadocia](#) has been appointed interim assistant vice-president, continuing studies, effective February 1, until the completion of the search for the next AVP has concluded. Christine previously served as the executive director, programs & partnerships, the director of professional education and director of marketing & enrolment management in the School of Continuing Studies.



A new bursary award for York University's Markham Campus students will honour the contributions and legacy of Professor [Alice Pitt](#) who currently serves as senior advisor, Markham Academic Strategic Planning. Pitt has been a faculty member at York since 1995, serving the University in leadership roles such as vice-provost academic (2012-20), Faculty of Education dean (2008-12), and Faculty of Education associate dean (2002-07). The \$25,000 donation from Pitt will create an endowed bursary to benefit continuing undergraduate students entering their final year in a Markham Campus program and experiencing financial hardship. Each year, one recipient will receive approximately \$1,000 from the Alice Pitt Bursary. The award will be available through Student Financial Services once the campus opens in Spring 2024.



Photo: Michael Goldman

Following her Grammy Award win for "Best Instrumental Jazz Album", acclaimed music composer, producer and educator [Terri Lyne Carrington](#) headed to York University as this year's Oscar Peterson Artist-in-Residence at the School of the Arts, Media, Performance & Design (AMPD). As part of her residency, she will offer masterclasses, public performances and workshops geared at mentoring students who will be the future of jazz. Carrington is now a four-time Grammy award winner and was the first woman to win a Grammy for Best Jazz Instrumental Album, which she won for the second time on February 5th. As an acclaimed musician, she has a track record for being a dedicated educator and an advocate for racial and gender justice. Carrington was last at York in June 2022, when she received an honorary doctorate during AMPD's convocation.



Schulich School of Business Professor [Moshe A. Milevsky](#) was appointed Vice-Chair of the Investor Advisory Panel of the newly formed Self-Regulation Organization of Canada (SRO) this month. The SRO oversees investment dealers, mutual fund dealers and trading activity on Canada's debt and equity marketplaces with the aim of protecting investors, providing efficient and consistent regulation, and building trust in financial regulation and the people managing their investments.



Four individuals affiliated with York University have been appointed to the [Order of Canada](#): Justice Harry LaForme (LLD [Hons.] '08, LLB' 77), philanthropist Pierre Lassonde (LLD [Hons.] '14), Holocaust educator and filmmaker Eli Rubenstein (BA '84) and environmentalist John Robert Lounds (MES '81). The individuals from the York University community are among 99 new appointments to the Order of Canada. Since its creation in 1967, the Order of Canada has honoured more than 7,600 people whose service has shaped society, whose innovations have ignited imaginations, and whose compassion has united Canadian communities.



Assistant Professor [Duygu Biricik Gulseren](#)'s Fall 2022 Occupational Health & Safety (HRM 3400) class created The OHS Project, which comprises case studies, news and academic articles, and podcast episodes, as a part of a semester-long experiential education effort dedicated to advancing workplace safety. The newly launched project aims to become an informational touchstone not just for future occupational health and safety students at York's School of Human Resources Management, but for OHS researchers and educators around the world as well.



York University's Faculty of Science recognized the academic, teaching and research excellence of students, faculty and staff during its annual [Honours & Awards Ceremony](#) held on January 30th. The awardees were:

- Professor Stephen Watson, chair of the Department of Mathematics & Statistics, Dean's Special Recognition Award
- Hugo Chen, director of International Collaborations & Partnerships, Dean's Special Recognition Award
- Professor Christopher Jang, Department of Biology, Excellence in Teaching Award in the Junior Tenure Stream Faculty category
- Professor Alireza Rafiee, Division of Natural Sciences, Excellence in Teaching Award in the Contract Faculty category
- Farwa Sajadi, graduate student, Richard Jarrell Excellence in Teaching at the Graduate Level Award
- Evangelia Tzamali, graduate student, Richard Jarrell Excellence in Teaching at the Graduate Level Award
- Professor Jude Kong, Department of Mathematics & Statistics, Excellence in Research Award in the Early Career Researcher category
- Professor Neal Madras, Department of Mathematics & Statistics, Excellence in Graduate Mentorship Award



The Hill Times' list of Top 100 Best Books for 2022 included Geography Professor [Patricia Wood](#)'s book *Unstable Properties: Aboriginal Title and the Claim of British Columbia*, co-authored with York Geography PhD alumnus David Rossiter. The book investigates Aboriginal claims to Crown land and reframes the issue as a history of Crown attempts to solidify claims to Indigenous territory. The book puts critical human geography at the service of the goal of educating Canadians about the history of settler colonialism by demonstrating that understanding different conceptualizations of land and territorialization is a key element of meaningful reconciliation.



A legal team from Osgoode Hall Law School's [Community & Legal Aid Services Program](#) (CLASP) is working to obtain Canadian citizenship for a Somali man, Abdirahaman Warssama, who was incarcerated in a maximum-security prison for more than five and a half years without charge under Canada's controversial immigration detention system. By helping Warssama obtain citizenship, CLASP is hoping to help alleviate some of the suffering he endured at the hands of Canadian immigration authorities. CLASP is one of 17 clinical programs available to Osgoode students and exemplifies the law school's leadership in experiential legal education in Canada. CLASP handles cases in the areas of immigration, criminal and administrative law, including refugee claims and PR applications, immigration detention hearings, summary conviction criminal charges, record suspensions, human rights cases and tenants' rights disputes.



Recognized for his exceptional contributions to pediatric health care, York postdoctoral Fellow [De-Lawrence Lamptey](#) has been named Holland Bloorview Kids Rehabilitation Hospital's inaugural EMBARK scientist. The first program of its kind in Canada, EMBARK (Empowering Black Academics, Researchers and Knowledge creators) fills an important gap in amplifying diverse Black voices in disability research. Launched in partnership with the Black Research Network, an institutional strategic initiative at the University of Toronto, the EMBARK program addresses barriers that researchers from Black communities face in order to set them up for successful academic careers. Lamptey was selected from a competitive pool of qualified applicants from across Toronto and surrounding areas. The important work that he will perform at the hospital will support children and youth with medical complexity, illness and injury.



Professor [Carys Craig](#) of York University's Osgoode Hall Law School will lead IP Osgoode as of January 2023 after being appointed director of the independent program that explores legal governance issues at the intersection of intellectual property (IP) and technology. As a faculty member at Osgoode since 2002, and a founding member of IP Osgoode, Craig brings to the role a wealth of experience and enthusiasm for teaching, researching, mentoring and mobilizing knowledge in the field of intellectual property law and technology.



[Joy Kirchner](#), dean of York University libraries, will be retiring following an administrative leave. Kirchner joined York University as Dean in 2015 and was renewed for a second term in 2020. She has been a tireless advocate for York University Libraries throughout her time at the University, committed to aligning the Library's expertise and services with the teaching, learning and research needs of students, faculty and researchers, especially throughout the Covid-19 pandemic and campus closures. She will remain in her role until June 30, 2023, and a search for her successor has commenced.



Two students, [Avril Vernetta and Geneviève François-Kermode](#), are recipients of the Gertrude Mianda Prize for Excellence in Essay Writing, awarded to undergraduate or graduate students at York's Glendon Campus whose essay is judged by the Glendon Race Equity Caucus to be of excellent quality. Vernetta is a Sanctuary Scholar who is currently completing a BA in cognitive neuropsychology at Glendon Campus, as well as a BEd at the Keele Campus. Her essay "Migrants at the margin: On Sanctuary Students, Sanctuary Cities and Accessible pathways to Citizenship" examines how historically racist immigration policy in Canada has operated in ways that systematically and pervasively deny access to racialized migrants. François-Kermode is a fourth-year undergraduate student in the Gender and Women's Studies program, as well as the Humanities in the Power, Diaspora and Race stream. Her essay was written for the course Race, Gender, Transitional Justice and the Politics of Memory, and focuses on the ways in which personal positionality, history and memory intersect.



[Jacob Beck](#), associate professor and York Research Chair in Philosophy, won a US\$60,000 fellowship from the National Endowment for the Humanities (NEH) in recognition of the novel research carried out in his project "Minds without Language," which closely examines the process of human thought. As stated in its press release on Jan. 10, the NEH launched the \$28.1 million fund, aiding more than 200 humanities scholars across the globe, in order to support "humanities research at college campuses, conservation research, innovative digital resources, and infrastructure projects at cultural institutions." The fellowship will provide him with time to research and write a book about pre-linguistic forms of perception and thought. He is one of two researchers at Canadian institutions, and among only four researchers based outside of the U.S., to have received NEH funding.



Black Ice (2022) by director Herbert Davis

Oscar-nominated director Herbert Davis and film producer and York alum [Vinay Virmani](#) (BA 2008), attended a special screening and Q-and-A for the critically acclaimed *Black Ice* at York's Tribute Communities Recital Hall on February, 13. Debuting at the Toronto International Film Festival (TIFF) in 2022, *Black Ice* captured the attention of critics and casual moviegoers alike, earning Davis the TIFF People's Choice Award in the documentary category that year. The film explores the sordid history of discrimination against Black hockey players in leagues across North America.



An award that celebrates individuals committed to improving diversity and representation in Canada's commercial real estate industry has been awarded to [Silas Jjuuko](#), a master's student at York University's Schulich School of Business. The Gary Whitelaw Strength in Diversity Award was established by BentallGreenOak (BGO) in June 2021, and honours Gary Whitelaw's tireless efforts and commitment to creating opportunities for underrepresented communities and aims to create pathways for Black, Indigenous and female students in the commercial real estate industry. As a recipient of this award, Jjuuko will receive \$25,000 to support his scholarly activities and research as a student enrolled in Schulich's Master of Real Estate and Infrastructure program.



Andrew Dawson, an associate professor in the Department of Sociology at the Glendon Campus of York University, and Isabel Krakoff, PhD candidate in the Department of Sociology, were announced as the winners of the inaugural [Alexis de Tocqueville Award](#) for the best conference paper on democracy and public opinion, an award given by the World Association for Public Opinion Research. The paper "Political Trust and Democracy: The Critical Citizens Thesis Re-Examined" empirically assesses competing perspectives on the relationship between democracy and political trust.



For the first time, York was listed on [ShanghaiRanking's Academic Ranking of World Universities](#) in the field of telecommunications engineering (top 10 in Canada and 101-150 globally) in the 2022 rankings. The University scored particularly well in measures of research influence and international collaboration. This accomplishment was driven by the work undertaken by researchers at the Lassonde School of Engineering in areas of machine learning and artificial intelligence, molecular communication and multi-band wireless networks. The dedication and innovation of many Lassonde researchers contributed to this telecommunications ranking, including Associate Professor Ping Wang, Associate Professor Andrew Eckford, and Assistant Professor Hina Tabassum.



Each year, the York University community engages in the [York Cares United Way Campaign](#) to raise funds to help vulnerable members of the community facing crisis, in support of social services and organizations in Peel, Toronto and York Region. The 2022 campaign, which ran from Nov. 1 to Dec. 9, succeeded in raising \$132,305. The 2022 York Cares United Way Campaign Committee, Division of Advancement's Barbara Antenos and Nadia Dar engaged many volunteers across the University and were assisted by the following staff: Susana Gajic-Brueya, Louise Spencer, Karen Furlong, Tien Do-Ky, Ashley Goodfellow Craig, Vanessa Thompson, Mario So Gao, James Hsieh, Kaizad Kabraji, Mohini Jaggan, Marion Frankian, Isabelle Montagnier, Johanne Roberge, Vina Sandher, Lyna Truong, Scott Labron, Amal Awini, Gillian Cameron, and 50 executive assistants across the University who engaged their teams.

ACADEMIC RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of February 28, 2023

The Academic Resources Committee met on February 10, 2023 and makes this report to the Board for information.

1. Vice-President Research and Innovation Items

The Committee received an update on research priorities and strategic research projects, notably developments in increased support for Indigenous Research Excellence with the establishment of York's Indigenous Research Ethics Board, the first of its kind in Canada. This represents an important step in York's journey towards decolonizing research and ensures that appropriate sensitivity to cultural and community rights, roles and responsibilities is applied to all research projects conducted at York.

The Committee also received an update on the progress of University's Strategic Research Plan (SRP) for 2023-2028 as the comprehensive consultation process continues into spring with various groups. It is expected that the SRP will proceed to Senate before the end of the 2022/23 Academic year. Areas of research strengths and future areas of research opportunities have been identified.

Highlights of the Research InfoSource Rankings were presented for the 2020-2021 comparative performance on total external research funding and Tri-Council funding results to 2020-2021, noting that York's total externally sponsored research income for fiscal 2021 is the highest ever at \$105.5M equivalent to an increase of 5.1% from the previous year. York's tri-council research funding (both individually from the Natural Science and Engineering Research Council (NSERC), Social Science & Humanities Research Council of Canada (SSHRC), and Canadian Institutes of Health Research (CIHR), and accumulatively) is also the highest ever in 2021. Among the comprehensive university category, York is ranked 1st for the SSHRC research income and 2nd for the CIHR research income accumulated over the 5-year duration from 2017 to 2021. Areas for improvement include increasing corporate and not-for-profit research income where York for FY2021 is ranked in the lower 50th percentile of comprehensive universities.

2. Provost’s Items – Update on 2023 Academic Activities

The Committee received an update on the *Task Force on the Future of Pedagogy* which re-examines the University Academic Plan priority on “21st Century Learning”. The Task Force will consider the future shape and role of in-person learning; how the growth of technology supports and provides flexibility for students, advancing decolonization, equity, diversity, and inclusion in the design of future pedagogy; growing experiential learning opportunities; incorporating the UN Sustainable Development Goals and preserving academic integrity in assessment. The final report is expected in December 2023.

The Provost provided an update on the Glendon Revisioning process to renew and reposition Glendon to be more competitive among University applicants and to enhance the academic success and overall experience of its students. The revisioning process will focus on two streams: (1) degree harmonization to review program offerings and how they can be aligned with Glendon’s value proposition; and 2) options for restructuring academic units (Departments and Schools) to promote more interdisciplinary development and sharing of curricula, offer a simpler pathway for students, and streamline administrative effort. The new structure is expected to be implemented by mid 2024. Input from the Committee was gathered on how Glendon can effectively differentiate and position its academic offerings and student experience and considerations for academic restructuring.

The Committee received an update on 101 (Ontario High School) Applications for Fall 2023 which noted a 7.1% increase over Fall 2022 and an increase by 11.8% in first choice 101 applications compared to Fall 2022. In terms of 101 market share of Fall 2023 applications, York increased to 10%, which is the highest in the last 10 years.

The Committee also noted the leadership transition in several areas of the Academic Division primarily due to normal end dates of existing appointments. The establishment of the Mackenzie-Papineau Memorial Professorship in Modern Spanish History was also noted.

3. Others

The Committee received the Report of the Joint Sub-Committee on Quality Assurance from its November 2022 meeting.

Antonio Di Domenico
Chair

EXTERNAL RELATIONS COMMITTEE

Report to the Board of Governors

at its meeting of February 28, 2023

The External Relations Committee met on February 10, 2023, and makes this report to the Board for information

1. Internationalization and Global Engagement Strategy

The Committee received a presentation on *York University's Internationalization and Global Engagement Strategy* noting the importance of internationalization and the role universities play in addressing global challenges and preparing students. Four strategic priorities were identified and key initiatives under each were highlighted:

- Expand inclusive global and intercultural learning;
- Enhance the experience of international students;
- Engage and contribute to the global nature of research and innovation; and,
- Elevate global stewardship, partnerships, profile, and impact.

Major accomplishments in terms of global partnerships, research and learning opportunities and enhancing international student experience were presented. In addition, priority regions and markets in the areas of research, recruitment, global learning, capacity building, alumni engagement & philanthropy were identified.

2. Elevating York U's Profile and Reputation

The Committee received a presentation on two strategic initiatives that will help to strengthen York University's Profile and Reputation. This first is York's inaugural International Communication Strategy which supports the Internationalization and Global Engagement Strategy, an important priority as set out in the University Academic Plan. The communication strategy highlighted the important foundational elements to be established and set the stage for longer term success, and the approach in pilot markets were outlined. Planning is in early stages with a full launch expected in Fall 2023.

The second initiative is an innovative idea that was included in the president's fall sustainability action commitment – an open access Microlecture Series in Sustainable

Living, with a Digital Badge, which is the first of its kind for York, and in Canada. The series includes topics ranging from wildfires to forced climate migration in Canada, with six of York's world-renowned academic experts joining to engage and inspire people to make positive changes. At the end of each video, there will be three tangible things that people can do to live more sustainably. After successfully completing all the microlectures and committing to positive change, the individual will receive a Digital Badge and become an Ambassador, and aligns with the University's efforts to inspire positive change. The series is set to launch on March 7 and the Board is encouraged to become early adopters, earn the badge and become an ambassador for sustainable living. To receive notification of the launch please subscribe at <https://www.yorku.ca/sustainability/subscribe/>

3. Government and Community Relations & Protocol Update

The Committee received an update from Government and Community Relations & Protocol (GCRP) unit and noted that the Institutional Event Strategic Plan under the consent agenda. A presentation on the University's implementation the Social Procurement Policy at the Markham Campus and how social procurement supports the University's broader community engagement work and social impact goals was provided. In terms of Social Procurement targets for the Markham Campus, 16 equity-deserving apprentices have been hired and \$5.3M in construction spending has occurred. With regards to overall impact, there has been 14 construction and renovation projects where 58 equity-deserving apprentices were hired with \$6.7M social procurement spending on the projects.

The Committee also received consent items which included the Draft Institutional Events Strategic Plan; Report from the Division of Advancement and the Points of Pride, which, as always I encourage you to read and share as an ambassador of York.

Francesca Accinelli
Chair

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of February 28, 2023

The Finance and Audit Committee met on February 13, 2023 and makes this report to the Board for information.

1. IT Strategy

The Committee received a presentation on the IT Strategy which endeavors to address challenges the University faces in meeting the objectives of the University Academic Plan (UAP). The Strategy is based on four parallel value streams that (1) ensure a solid core that provides a consistent, reliable, and secure IT experience; (2) deliver on the Student Services Renewal Program; (3) create a unifying Digital Backbone that enables greater integration, collaboration, automation, and innovation; and (4) identify priority initiatives to meet UAP strategic outcomes that are dependent on IT investment.

2. Budget Update

The Committee received the budget update noting that the road to recovery is bumpier than expected as the macroeconomic implications of the pandemic continue to have unpredictable impacts on enrolment. Overall, the budget for 2022-2023 is tracking to plan despite revenues being below projections, as enrolments are lower than target. Expenditures are also below projections due to savings realized in unexpected vacancies and lower campus occupancy costs.

With respect to enrolment levels in Ontario, applications for Fall 2023 from Ontario high school students (101) are up by 2.9% compared to previous year. Many universities in Ontario, including York, experienced unusually low enrolments in Winter 2022 relative to historical Fall-to-Winter enrolment ratios, which impacts flow-through of continuing students. There are fewer international new student intakes into Fall 2022 and Winter 2023 due to visa processing delays and Covid impacts in students' countries of origin. York saw an increase by 7.1% over Fall 2022 in Fall 2023 101 applications and an increase by 11.8% in first choice 101 domestic applications compared to Fall 2022. However, 101 international applications decreased by 6.4% as the international market has not rebounded.

The Committee heard that the University continues to monitor the risk exposure and financial pressures for rolling budget years 2023-24 and 2024-25, including:

- Implications of the Government’s tuition framework
- Enrolment intakes and flowthrough implications
- The competitive landscape for attracting international students
- Course delivery and its potential impacts on the student experience, course-loads, and retention
- Inflationary pressures, particularly capital projects
- The need to continue advancing University priorities as articulated in the UAP

3. Annual Review of Financial Metrics

In accordance with the *Policy on Long-Term debt*, the Committee reviewed the University’s debt management and noted the University’s debt rating as provided by rating agencies (A (high) and A+) as compared to other universities (A(high)). The Committee also noted that the University met target thresholds against the four key financial ratios under the Policy.

The University also reports on five financial health indicators (FHI) to the Council of Ontario Universities (COU), namely the Primary Reserve Ratio, Viability Ratio, Interest Burden Ratio, Net Income/Loss Ratio and Net Operating Revenues. In November 2022, the Ministry of Colleges and Universities (MCU) introduced eight financial accountability ratios to monitor the financial health of Ontario Universities, which includes the five COU FHI and an additional three new ratios - Working Capital, Debt Ratio and Debt to Revenue Ratio.

Prior to the introduction of the new MCU financial accountability ratios, the Auditor General of Ontario, included a University Financial Health Indicator Achievement and Ministry Risk Assessment for 2016/17-2020/21 (Assessment), for all Ontario Universities in their 2022 Value for Money Audit: Financial Management in Ontario Universities Report. The University was within the Ministry’s benchmark for all Ministry FHI, except for the 2016/17 Net Operating Revenues Ratio.

4. Report of the Internal Auditor

The Committee received a comprehensive Internal Audit Status Report covering the period of November 1, 2022 – January 31, 2023. The department undertook nine audit

engagements, four of which have been completed, and continued with the development and implementation of the Enterprise Risk Management Initiative.

5. Other

The Committee received the Subcommittee on Digital Transformation information report, the CAUBO 2021 Investment Survey Results - Pension Fund, the Third Quarter Operating Results and the 2022-23 Enrolment follow up briefing note in response to a request from the November 2022 committee meeting. The Committee recommended the approval of tuition fees and centrally collected ancillary fees for 2023-2024 and an updated to the Long-Term Debt Policy.

Bobbi-Jean White
Chair

Board of Governors

Memorandum

To: Board of Governors

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

Date: 28 February 2023

Subject: Tuition Fees - Approval

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the domestic and international tuition fees as outlined below and in the Summary – 2023-24 Tuition Fee Rate Changes (Appendix A and B).

Program	2023-24
Regular Arts & Science Domestic International	Align to Tuition Fee Framework 4%
Professional Programs Domestic International – UG International – Masters	Align to Tuition Fee Framework 4% 2% - 10%
Research-based Graduate Programs Domestic International	0% 0%
Full Cost Recovery Programs (Domestic) Diploma in Law for Law Enforcement Graduate Diploma in Professional Accounting	5% 7%

Background and Rationale:

1. Tuition Fees for Programs Eligible for Provincial Funding

The current Tuition Fee Framework for programs eligible for provincial operating grants (regular undergraduate arts and science and other programs, professional programs, and graduate programs) expires at the end of fiscal year 2022-23. In this Framework the 2022-23 fees were frozen at the 2021-22 level for all eligible Ontario students, with allowance for flexibility to increase fees for eligible out-of-province students by up to 5%. The Ministry of Colleges and Universities (MCU) is expected to announce a new Tuition Fee Framework shortly. It is unknown what the framework will permit in terms of tuition fee increases, following the 10% cut in 2019-20, and the tuition fee freezes over the past 3 years. Like last year, the recommendations below include a request to align fees to a new Framework.

For programs eligible for provincial operating grants, the University is seeking approval for tuition fee changes as follows:

Fiscal 2023-24

- Align any changes to domestic tuition fees with the new government Tuition Fee Framework for the period May 1, 2023, to April 30, 2024 (keep tuition fees frozen until the new Tuition Fee Framework is announced)
- No fee increases are being requested for all research-based graduate programs

2. Tuition Fees for International Students

The government Tuition Fee Framework does not apply to international students.

At the March 2, 2021 meeting the Board approved a fee increase of 0% for 2021-22, and committed to fee increases of 5% or less per year for fiscal 2022-23 and beyond for undergraduate international students. These fee increase thresholds would be in place for the normal duration of the program (usually a maximum of four years, including 2021-22). Subsequently, at its March 1, 2022 meeting, the Board followed through with this commitment approving for 2022-23 a 4% increase in tuition fees for new and continuing international students in undergraduate programs. The Board also approved fee increases ranging from 2% to 7% for international professional masters programs, with no tuition fee increases for international research-based graduate programs. For 2023-24, the University is seeking approval for changes to international fees as follows:

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Fiscal 2023-24

- A 4% increase in international tuition fees for all undergraduate programs
- Tuition fee increases ranging from 2% to 10% for international professional masters programs as proposed by Faculties. These fees have taken into consideration market demand and pricing in comparison to peer institutions
- No international fee increases for research-based graduate programs

3. Tuition Fees for Full Cost Recovery Programs

Full cost recovery programs are not eligible for government grants and therefore are not governed by the Tuition Fee Framework.

The University is seeking approval for domestic fee changes in these programs as follows:

Fiscal 2023-24

- A 5% fee increase for Osgoode's Diploma in Law for Law Enforcement
- A 7% fee increase in LA&PS' Graduate Diploma in Professional Accounting

4. Appendices

The appendices below provide details for the fee increases being requested for fiscal 2023-24 as follows:

Appendix A: Domestic Tuition Fee Increases by program

Appendix B: International Tuition Fee Increases by program

APPENDIX A: Domestic Tuition Fees

Administration recommends:

1. That the Domestic Tuition Fees for Undergraduate Non-Professional Arts, Science and Other Programs as defined in the Tuition Fee Guidelines from MCU be maintained at the 2022-23 Board approved levels in 2023-24, and aligned to the new Tuition Fee Framework as soon as it becomes available. The fees are shown below:

a) Arts, Science and Other – Domestic Student Tuition Fee based on 30 credits (excludes centrally collected ancillary and student referenda fees):

Arts, Science & Other	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$6,118.12	\$6,118.12

b) Design – Domestic Student Total Fee Per Year based on 30 credits (excludes centrally collected ancillary and student referenda fees):

Bachelor of Design	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Year 1 – 4	\$8,999.51	\$8,999.51
Supplementary Year	\$3,606.07	\$3,606.07

2. That the Domestic Tuition Fees for Undergraduate Professional Programs as defined in the Tuition Fee Guidelines from MCU be maintained at the 2022-23 Board approved levels in 2023-24, and aligned to the new Tuition Fee Framework as soon as it becomes available. The fees are shown below:

a) Business (BBA, iBBA), BCom (formerly Bachelor of Administrative Studies or BAS), ITEC (BA or BSc), BPA, BDEM, Computer Science (BA, BSc, iBA, iBSc) – Domestic Student Tuition Fee based on 30 credits (excludes centrally collected ancillary and student referenda fees):

Undergraduate Professional Programs	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Year	\$8,647.35	\$8,647.35

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- b) BEng – Computer Engineering, Software Engineering, Geomatics, Engineering, Space Engineering – Domestic Student Tuition Fee based on 36 credits (excludes centrally collected ancillary and student referenda fees):

BEng - Computer, Software, Geomatics, Space - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$10,376.83	\$10,376.83

- c) BEng – Mechanical/Civil/Electrical Engineering; Lassonde’s Common 1st Year & Undeclared Majors – Domestic Student Tuition Fee based on 36 credits (excludes centrally collected ancillary and student referenda fees):

BEng - Electrical, Civil, Mechanical - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$11,486.28	\$11,486.28

- d) Law (JD/LLB) – Full-Time Domestic Student Tuition Fee Per Year (excludes centrally collected ancillary and student referenda fees):

Law (JD) – Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$24,802.27	\$24,802.27

3. That the Domestic Tuition Fees for Professional Graduate Programs as defined in the Tuition Fee Guidelines from MCU be maintained at the 2022-23 Board approved levels in 2023-24, and aligned to the new Tuition Fee Framework as soon as it becomes available. The fees are shown below:

- a) MBA/iMBA/PDAM- Full-Time Domestic Student Tuition Fee per Term (excludes centrally collected ancillary and student referenda fees):

MBA/iMBA - FT Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$17,518.52	\$17,518.52

NOTE: Part-Time students pay 40% of the FT fee

- b) MF/MBAN/MMAI – Full-Time Domestic Fee Per Term (excludes centrally collected ancillary and student referenda fees):

MF/MBAN/MMAI - FT Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$17,518.52	\$17,518.52
Year 2	\$16,684.30	\$16,684.30
Year 3	\$15,889.81	\$15,889.81

NOTE: Part-Time students pay 40% of the FT fee

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- c) Master of Real Estate and Infrastructure – Full-Time Domestic Student Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

MREI - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$17,076.72	\$17,076.72
Year 2	\$16,263.55	\$16,263.55

NOTE: Part-Time students pay 40% of the FT fee

- d) Diploma in Financial Engineering – Part -Time Domestic Student Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

Diploma in Financial Engineering - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Year 1	\$7,007.41	\$7,007.41
Continuing	\$6,673.73	\$6,673.73

NOTE: Part-Time students pay 50% of the FT fee per term. Students who do not complete the program within the three terms will be charged the part-time graduate studies tuition rate for each subsequent term until completion

- e) LLM/PDP and LLM International Business Law – Domestic Student Program Fee (excludes centrally collected ancillary and student referenda fees):

LLM/PDP – Accelerated (3 Terms) – Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$22,804.76	\$22,804.76
Year 2	\$19,558.82	\$19,558.82
Year 3	\$18,524.59	\$18,524.59

NOTE: Domestic Part-Time Fee set at 50% of FT fee

LLM/PDP – Non-Degree (36 Credits) – Domestic	Current Board Approved Fee 2022-23	2023-24 (align to new Framework once available)
Entering Year	\$22,804.76	\$22,804.76
Year 2	\$19,558.58	\$19,558.82
Year 3	\$18,524.37	\$18,524.59

LLM International Law (3 Terms) – Domestic	Current Board Approved Fee 2022-23	2023-24 (align to new Framework once available)
Entering Year	\$22,804.76	\$22,804.76
Year 2	\$16,289.10	\$16,289.10

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- f) Graduate Diploma in Foundations of Canadian Law – Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

Graduate Diploma in Foundations of Canadian Law – per Term	Current Board Approved Fee in 2022-23	2023-24 (align to new Framework once available)
Entering Year	\$4,950.00	\$4,950.00

NOTE: Part-Time fees are 50% of FT fees.

- g) HRM – Domestic Student Fee for 4 Terms – (excludes centrally collected ancillary and student referenda fees):

MHRM (4 Terms) – Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$32,386.79	\$32,386.79
Year 2	\$30,844.54	\$30,844.54
Year 3	\$29,375.74	\$29,375.74
Year 4	\$28,520.17	28,520.17

NOTE: Part-Time students pay 50% of FT fee. Students who do not complete the program within 4 terms for FT and 8 terms for PT will be charged the part-time graduate studies tuition rate for each subsequent term until completion.

- h) MPPAL - Domestic Student Fee for 6 Terms (excludes centrally collected ancillary and student referenda fees):

MPPAL - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$20,327.73	\$20,327.73
Year 2	\$19,359.70	\$19,359.70
Year 3	\$18,437.81	\$18,437.81
Year 4	\$17,900.78	\$17,900.78
Year 5	\$17,379.41	\$17,379.41

NOTE: Part-Time students pay 50% of the FT fee. Students who do not complete the program within 6 terms will be charged the part-time graduate studies tuition rate for each subsequent term until completion.

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- i) MFAcc - Domestic Student Fee for 4 Terms (excludes centrally collected ancillary and student referenda fees):

MFAcc - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$32,565.47	\$32,565.47
Year 2	\$31,014.72	\$31,014.72
Year 3	\$29,537.82	\$29,537.82
Year 4	\$28,677.49	\$28,677.49

NOTE: Part-Time students pay 50% of the FT fee. Students who do not complete the program within 4 terms for FT and 8 terms for PT will be charged the PT graduate studies tuition rate for each subsequent term until completion.

- j) Master of Leadership and Community Engagement (MLCE) - Part-Time - Fee per Year (excludes centrally collected ancillary and student referenda fees):

MCLE - PART-TIME - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$8,064.90	\$8,064.90
Year 2	\$7,830.00	\$7,830.00

- k) EMBA Domestic Student Program Fee – fee changes effective in the Winter Term (excludes ancillary and student referenda fees):

EMBA - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$110,192.47	\$110,192.47

- l) Master of Conference Interpreting (MCI) - Fee Per Term (excludes centrally collected ancillary and student referenda fees):

MCI - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
Entering Year	\$2,187.91	\$2,187.91

NOTE: Domestic Part-Time tuition fee set at 50% of the FT fee

- m) Master in Management (MMgt), Master in Accounting (MAcc) and Diploma in Accounting (DIAcc) programs - Fee Per Term (excludes centrally collected ancillary and student referenda fees):

MAcc/DIAcc, MMgt - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$8,506.80	\$8,506.80

NOTE: Domestic Part-Time tuition fee set at 40% of the FT fee

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- n) Master of Applied Science (MASc) – Civil & Mechanical Engineering - Full-Time Fee per Year – 3 Terms (excludes centrally collected ancillary and student referenda fees):

MASc (Civil & Mechanical Engineering) – 3 Terms	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$9,000.00	\$9,000.00

NOTE: Domestic Part-Time tuition fee set at 50% of the FT fee

- o) Master of Marketing (MMKG) - Fee per Term (excludes centrally collected ancillary and student referenda fees):

MMKG - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$11,987.80	\$11,987.80

NOTE: Domestic Part-Time tuition fee set at 50% of the FT fee

- p) Master of Supply Chain Management (MSCM) - Fee per Term (excludes centrally collected ancillary and student referenda fees):

MSCM - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$17,518.41	\$17,518.41

NOTE: Domestic Part-Time fees set at 50% of the FT fee.

- q) Graduate Diploma in Management (GDM) - Fee per Term (excludes centrally collected ancillary and student referenda fees):

GDM - Domestic	Current Board Approved Fee 2022-23	2023-24 (align to the new Framework once available)
All Years	\$3,500.10	\$3,500.10

4. That the Domestic Tuition Fee per Term for the Master of Design program be maintained at the 2022-23 Board approved level for 2023-24. The fee for this program is as shown below:

MDes - Domestic Fees per Term	Current Board Approved Fee 2022-23	2023-24
All Years	\$1,435.51	\$1,435.51

NOTE: Domestic Part-Time students pay 50% of the FT fee.

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5. That the Domestic Tuition Fee per Term for research-based Graduate programs (Masters & Doctoral) be maintained at the 2022-23 Board approved levels for 2023-24. The fees are shown below:

Research-based masters and doctoral - Domestic FT	Current Board Approved Fee 2022-23	2023-24
All Years	\$1,435.51	\$1,435.51

NOTE: Domestic Part-Time students pay 50% of the FT fee.

6. That the Domestic Tuition Fees for LA&PS Graduate Diploma in Professional Accounting (2 terms), be increased by 7% for 2023-24. This is a full cost recovery program and is not governed by MCU's Tuition Fee Framework. The fee change is effective in the winter term (excludes centrally collected ancillary and student referenda fees):

Diploma - Professional Accounting - Domestic (full cost recovery program)	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$7,813.97	\$8,360.95

Annual Fee Changes	2023-24
Entering Year	\$546.98

NOTE: Part-Time fee set at 50% of the FT fee. No increase for continuing students paying the program fee

7. That the Domestic Tuition Fees for the Graduate Diploma in Law for Law Enforcement (GDLLE) be increased by 5% for 2023-24. This is a part-time, full-cost recovery program, and is not governed by MCU's Tuition Fee Framework. The proposed fee below is a per Term Fee (excludes centrally collected ancillary and student referenda fees):

GDLLE - Domestic Per Term (full cost recovery program)	Current Board Approved Fee 2022-23	2023-24
All Years	\$2,100	\$2,205

Annual Fee Changes	2023-24
Entering Year	\$105.00

APPENDIX B: International Tuition Fees

International tuition fees are not subject to MCU’s Tuition Fee Framework, and the university is able to set these fees at its discretion. The proposed international fees for 2023-24 are as follows:

- A 4% increase for undergraduate programs (new and continuing)
- increase of 2% to 10% for professional Masters programs
- no fee changes for research-based Masters and Doctoral programs

All international fees (except those in doctoral programs) include \$825.00 to offset the impact of the international student tax announced by the Government in the March 2012 Provincial Budget. **(NOTE: Should the government levy additional international student taxes, the fee increases proposed below will be increased to offset the tax).**

1. **That the International Tuition Fees in the undergraduate categories of Non-Professional Arts, Science and Other be increased by 4% for 2023-24. This excludes centrally collected ancillary and student referenda fees:**

UG Arts, Science & Other	Current Board Approved Fee 2022-23	2023-24
All Years	32,756.30	34,066.55

Annual Fee Changes		2023-24
All Years		1,310.25

2. **That the International Tuition Fees (per year/30 credits) in the Bachelor of Design (BDes) be increased by 4% for 2022-23. This excludes centrally collected ancillary and student referenda fees:**

BDes	Current Board Approved Fee 2022-23	2023-24
All Years	30,501.55	31,721.61
Supplementary	9,931.72	10,328.99

Annual Fee Changes		2023-24
All Years		1,220.06
Supplementary		397.27

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3. That the International Tuition fee be increased by 5% for entering students, and by 3% for continuing students in the professional MHRM, MPPAL, MFAcc and GDM programs in 2023-24, as follows:

- a) 5% tuition fee increase in the MHRM program – International Student Tuition Fee - 4 Terms Full-Time for entering students, 3% increase for continuing students (excludes centrally collected ancillary and student referenda fees):

MHRM - International 4 Terms	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$64,510.60	\$67,736.13
Year 2	\$63,281.83	\$66,445.92
Year 3	\$62,076.46	\$65,180.29

Annual Fee Changes		2023-24
Entering Year		\$3,225.53
Year 2		\$1,935.32
Year 3		\$1,898.45

NOTE: Part Time students pay 50% of the full-time fee.

- b) 5% tuition fee increase in the MPPAL program – International Student Tuition Fee - 6 Terms Part-Time for entering students, 3% increase for continuing students (excludes centrally collected ancillary and student referenda fees):

MPPAL	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$49,809.72	\$52,300.21
Year 2	\$48,860.97	\$51,304.02
Year 3	\$47,930.28	\$50,326.80
Year 4	\$45,647.89	\$49,368.19

Annual Fee Changes		2023-24
Entering Year		\$2,490.49
Year 2		\$1,494.29
Year 3		\$1,465.83
Year 4		\$1,437.91

No fee increases for continuing students paying the program fee

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- c) 5% tuition fee increase in the MFAcc program – International Student Tuition Fee - 4 Terms Full-Time for entering students, 3% increase for continuing students (excludes centrally collected ancillary and student referenda fees):

MFAcc	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$64,756.30	\$67,994.11
Year 2	\$63,522.84	\$66,698.99
Year 3	\$62,312.88	\$65,428.53
Year 4	\$60,497.95	\$64,182.27

Annual Fee Changes	2023-24
Entering Year	\$2,936.79
Year 2	\$1,762.08
Year 3	\$1,710.75
Year 4	\$1,660.93

NOTE: Part Time fee is 50% of FT fee. No fee increases for continuing students paying the program fee

- d) 5% tuition fee increase in the Graduate Diploma in Management (GDM) program – International Student Fee – 2 Terms for Year 1 students (excludes centrally collected ancillary and referenda fees):

GDM - International Fee for 2 Terms	Current Board Approved Fee 2022-23	2023-24
Year 1	\$11,576.58	\$12,155.41

Annual Fee Changes	2023-24
Year 1	\$578.83

NOTE: Part Time fee is 50% of FT fee

4. That the International Tuition fee for students in the EMBA program be increased by 5% for 2023-24 (fees are effective Winter Semester and exclude all centrally collected ancillary and student referenda fees):

EMBA Fee increase effective Winter Term	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$133,700.20	\$140,385.21

Annual Fee Changes	2023-24
Entering Year	\$6,685.01

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5. That the International Tuition fee for students in the JD/LLB Program be increased by 4% for 2023-24 (excludes centrally collected ancillary and student referenda fees):

Osgoode JD/LLB	Current Board Approved Fee in 2022-23	2023-24
All Years	38,023.04	39,543.97
Annual Fee Changes		2022-23
All Years		1,520.92

6. That the International Tuition fees for students in the LLM International Business Law and LLM/PDP programs be increased by 5% for 2023-24 as follows (excludes centrally collected ancillary and student referenda fees):

- a) International Business Law – increase of 5% in 2023-24:

LLM International Business Law - 3 Terms	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$45,763.39	\$48,051.56
Annual Fee Changes		2023-24
Entering Year		\$2,288.17

NOTE: No fee increases for continuing students paying the program fee

- b) LLM/PDP – increase of 5% in 2023-24:

LLM/PDP - accelerated - 3 Terms; LLM/PDP - Non Degree 36 Credits	Current Board Approved Fee 2022-23	2023-24
Entering Year	\$45,763.39	\$48,051.56
Annual Fee Changes		2023-24
Entering Year		\$2,288.17

NOTE: No increase for continuing students paying the program fee. Part-Time fee is 50% of FT fee. After 3 FT or 6 PT terms, the regular FGS Masters fee rate applies.

7. That the International Tuition fee for the Graduate Diploma in Foundations of Canadian Law be increased by 5% for 2023-24, as follows:

- a) Graduate Diploma in Foundations of Canadian Law - Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

Graduate Diploma in Foundations of Canadian Law - FT fees per Term	Current Board Approved Fee in 2022-23	2023-24
Entering Year	9,355.50	9,823.28
Annual Fee Changes		2023-24

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Entering Year		467.78
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NOTE: Part-Time fees are 50% of Full-Time fees

8. That the International Tuition fee for students in the BBA and iBBA programs (based on 30 credits) be increased by 4% for 2023-24 (excludes centrally collected ancillary and student referenda fees):

International BBA/iBBA	Current Board Approved Fee in 2022-23	2023-24
All Years	34,219.15	35,587.92

Annual Fee Changes	2023-24
Entering Year	1,368.77

9. That the International Tuition fee for students in the MBA/PDAM programs and for the MF/MBAN/MMAI programs be increased by 5% for 2023-24:

- a) MBA/PDAM – International Tuition Fee per Term (excludes centrally collected ancillary and student referenda fees):

MBA/PDAM	Current Board Approved Fee in 2022-23	2023-24
All Years	\$27,580.25	\$28,959.26

Annual Fee Changes	2023-24
Entering Year	\$1,379.01

NOTE: Part-Time students pay 40% of the Full-Time fee

- b) MF/MBAN/MMAI – International Student Tuition Fee per Term (excludes centrally collected ancillary and student referenda fees):

MF/MBAN/MMAI	Current Board Approved Fee in 2022-23	2023-24
Entering Year	\$27,563.85	\$28,942.04

Annual Fee Changes	2023-24
Entering Year	\$1,378.2

NOTE: Part-Time students pay 40% of the Full-Time fee.

10. That the International Tuition Fees for students in the Master in Accounting (MAcc), Diploma in Accounting (DIAcc) and Master in Management (MMgt) programs be increased by 5% for 2023-24:

MAcc/DIAcc/MMgt	Current Board Approved Fee in 2022-23	2023-24
All Years	\$19,352.18	\$20,319.79

Annual Fee Changes	2023-24
All Years	\$967.61

Board of Governors

NOTE: Part Time Students pay 40% of FT fees per term

11. That the International Tuition Fees for Undergraduate Professional Programs be increased by 4% for 2023-24, as follows:

- a) Undergraduate Professional programs in BCom, ITEC (BA or BSc), BPA, BDEM based on 30 Credits or five full courses (excludes centrally collected ancillary and student referenda fees):

BCom, ITEC, BPA, BDEM	Current Board Approved Fee in 2022-23	2023-24
Entering Year	34,962.51	36,361.01
Year 2	34,962.51	36,361.01
Year 3	33,373.31	36,361.01
Year 4	31,856.34	34,708.24

Annual Fee Changes		2023-24
Entering Year		1,398.50
Year 2		1,398.50
Year 3		1,398.50
Year 4		1,334.93

- b) Undergraduate Professional programs in Computer Science (BA, BSc, iBA, iBSc) based on 30 credits or 5 full courses (excludes centrally collected ancillary and student referenda fees):

Computer Science (BA, BSc, iBA, iBSc)	Current Board Approved Fee in 2022-23	2023-24
All Years	30,111.13	31,315.58

Annual Fee Changes		2023-24
Entering Year		1,204.45

- c) Undergraduate Professional programs in BEng - Software Engineering, Computer Engineering, Geometrics Engineering, Space Engineering (excludes centrally collected ancillary and student referenda fees):

International BEng (Software, Computer, Geometrics, Space)	Current Board Approved Fee in 2022-23	2023-24
All Years	37,546.80	39,048.67

Annual Fee Changes		2023-24
All Years		1,501.87

- d) Undergraduate Professional programs in BEng - Electrical/Civil/Mechanical Engineering and in the Common 1st Year & Undeclared Majors (excludes centrally collected ancillary and student referenda fees):

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International BEng (Electrical/Civil/Mechanical)/Comm on 1st year & Undeclared majors	Current Board Approved Fee in 2022-23	2023-24
All Years	37,546.80	39,048.67

Annual Fee Changes		2023-24
All Years		1,501.87

- 12. That the International Tuition Fees for the Master of Real Estate and Infrastructure (MREI) program be increased by 5% for 2023-24:**

MREI - International Students	Current Board Approved Fee in 2022-23	2023-24
Entering Year	\$27,563.85	\$28,942.04

Annual Fee Changes		2023-24
Entering Year		\$1,378.19

NOTE: Part Time Students pay 40% of FT fees. No increases for continuing students paying the program fee

- 13. That the International Tuition Fees for the Master of Leadership and Community Engagement (MLCE) program be increased by 5% for 2023-24:**

MLCE - PT, International	Current Board Approved Fee in 2022-23	2023-24
Entering Year	\$20,746.96	\$21,784.30

Annual Fee Changes		2023-24
Entering Year		\$1,037.34

- 14. That the International Tuition Fees in the Graduate Diploma in Professional Accounting (Type 3) program be increased by 10% for 2023-24. The fee increase is effective in the Winter Term. The resultant fee increase is outlined below:**

- a) Graduate Diploma in Professional Accounting (Type 3) program - Tuition Fee per Year (excludes centrally collected ancillary and student referenda fees):

Graduate Diploma - Professional Accounting – 2 Terms	Current Board Approved Fee Winter, Summer 2023	Winter, Summer 2024
Entering Year	\$9,855.70	\$10,841.27

Annual Fee Changes		Winter, Summer 2024
Entering Year		\$985.57

NOTE: Part-Time students pay 50% of the FT fee

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15. That the International Tuition Fee for the Master of Marketing (MMKG) program be increased by 5% for 2023-24:

- a) Master of Marketing (MMKG) Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees)

MMKG - International	Current Board Approved Fee in 2022-23	2023-24
Year 1	\$27,563.85	\$28,942.04

Annual Fee Changes	2023-24
Year 1	\$ 1,378.19

NOTE: Part-Time program fee is 50% of the Full-Time fee

16. That the International Tuition Fee for the Master of Supply Chain Management (MSCM) be increased by 5% for 2023-24:

- a) Master of Supply Chain Management (MSCM) Tuition Fee per Term (excludes centrally collected ancillary and student referenda fees):

MSCM - International	Current Board Approved Fee in 2022-23	2023-24
Year 1	\$27,563.84	\$28,942.04

Annual Fee Changes	2023-24
Year 1	\$ 1,378.19

NOTE: Part-Time program fee is 50% of the Full-Time fee. No increase for continuing students paying the program fee

17. That the International Tuition Fee for the Master of Conference Interpreting (MCI) program – 6 Terms - be increased by 2% for 2023-24:

- a) Master of Conference Interpreting (MCI) Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

MCI - International	Current Board Approved Fee in 2022-23	2023-24
All Years	\$7,197.68	\$7,341.64

Annual Fee Changes	2023-24
All Years	\$143.95

Board of Governors

- 18. That the International Tuition Fee for the Graduate Diploma in Law for Law Enforcement (GDLE) – Part-Time fees for 6 Terms – be increased by 5% for 2023-24. The fee increase is effective in the Winter Term:**

- a) Graduate Diploma in Law for Law Enforcement GDLE) – Part-Time fees for 6 Terms (excludes centrally collected ancillary and student referenda fees):

GDLE - International PT Fees for 6 Terms	Current Board Approved Fee in 2022-23	2023-24
Year 1	\$22,711.50	\$23,847.08

Annual Fee Changes		2023-24
Year 1		\$1,135.58

- 19. That the International Tuition Fee for the Master of Applied Science – Civil and Mechanical Engineering – be maintained at the 2022-23 Board approved level for 2023-24:**

- a) Master of Applied Science – Civil & Mechanical Engineering Tuition Fee per Term (excludes centrally collected ancillary and student referenda fees):

MASc (Civil & Mechanical Engineering) per Term	Current Board Approved Fee in 2022-23	2023-24
All Years	\$7,000.00	\$7,000.00

NOTE: Part-Time students pay 50% of FT fee

- 20. That the International Tuition Fee for the Master of Design program be maintained at the 2022-23 Board approved level for 2023-24:**

- a) Master of Design – Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

MDes - Per Term	Current Board Approved Fee in 2022-23	2023-24
All Years	\$6,275.00	\$6,275.00

Annual Fee Changes		2023-24
All Years		0.00

NOTE: Part-Time students pay 50% of FT fee

Board of Governors

21. That the International Tuition Fees for the research-based Masters and Doctoral programs be maintained at the 2022-23 Board approved levels for 2023-24, as follows:

- a) Research-based Masters Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

Research-based Masters - International FT	Current Board Approved Fee in 2022-23	2023-24
All Years	\$6,275.00	\$6,275.00

NOTE: Part-Time fees are 50% of FT fees

- b) Doctoral programs - Tuition Fee Per Term (excludes centrally collected ancillary and student referenda fees):

International PhD programs	Current Board Approved Fee in 2022-23	2023-24
All Years	\$6,000.00	\$6,000.00

NOTE: Part-Time fees are 50% of FT fees

Board of Governors

Memorandum

To: Board of Governors

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

Date: 28 February 2023

Subject: Centrally Collected Ancillary Fees 2023-2024

Recommendation:

Finance and Audit Committee recommends that the Board of Governors approve a 5.00% increase in centrally collected ancillary fees in 2023-2024, effective May 1, 2023.

- For undergraduate students, the recommended increase is \$1.21 per credit, from \$24.12 to \$25.33, resulting in an increase from \$723.60 to \$759.90 (\$36.30) for full-time students (enrolled in 30 credits).
- For graduate students in professional programs, the recommended increase is \$18.09, from \$361.73 to \$379.82 for programs charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.

Background and Rationale

Centrally collected ancillary fees provide direct support for student activities and services, including counselling, career, athletics and recreation, community safety and student development.

The 5.00% increase in ancillary fees is proposed in accordance with the provisions of the Ancillary Fee Agreement, and is required to address inflationary increases in operating costs for areas and programs supported through ancillary fees.

Recent increases in ancillary fees were:

- 3.30% in 2022-2023
- 1.90% in 2021-2022
- 1.90% in 2020-2021

Board of Governors

- 2.40% in 2019-2020
- 2.50% in 2018-2019

For information, a summary of ancillary fees collected by other Ontario Universities is attached at Appendix A.

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Appendix A

Student Ancillary Fees - Ontario Universities

Compulsory Ancillary Fees are affected by various factors, including the following:

- The Ministry of Colleges and Universities (MCU) provides broad fee categories which allows institutions to collect fees for a wide variety of programs based on student needs.
- Funding models for each institution is different, so what is covered by central base funding at one institution may not be covered by another.

Student ancillary fees collected and retained by an institution are not the only fees paid by students. Students also pay levy fees, determined through student referenda and approved by relevant institutional governance bodies.

The Council of Ontario Universities (COU) chart, below, shows the compulsory ancillary fees retained by Ontario universities.

Board of Governors

2022-2023 Domestic Tuition Fees plus Ancillary Fees for Undergraduate Arts and Science Programs, by Institution (COU, 2022)

		Compulsory Ancillary Fees		Total
Tuition Fees		Collected by and Retained by Institution	Collected on Behalf of Student Govt	Tuition plus Ancillary Fees ¹
Algoma	\$5,865	\$942	\$320	\$7,127
Brock	\$6,089	\$393	\$947	\$7,430
Carleton	\$6,067	\$413	\$824	\$7,304
Guelph	\$6,091	\$650	\$875	\$7,616
Lakehead	\$5,985	\$438	\$857	\$7,279
Laurentian	\$6,000	\$216	\$813	\$7,028
McMaster	\$6,043	\$765	\$728	\$7,535
Nipissing	\$5,781	\$735	\$863	\$7,380
OCAD	\$6,052	\$520	\$655	\$7,228
OntarioTech ²	\$5,983	\$1,192	\$993	\$8,168
Ottawa	\$6,088	\$333	\$971	\$7,392
Queen's	\$6,083	\$260	\$1,080	\$7,423
Toronto Metropolitan	\$6,110	\$412	\$546	\$7,068
Toronto	\$6,100	\$1,068	\$679	\$7,847
Trent	\$6,118	\$785	\$704	\$7,608
Waterloo	\$6,128	\$713	\$783	\$7,624
Western	\$6,050	\$517	\$1,040	\$7,607
WLU	\$6,059	\$541	\$788	\$7,388
Windsor	\$5,800	\$731	\$485	\$7,015
York	\$6,118	\$724	\$574	\$7,416

1. Excludes co-op fees

2. The compulsory ancillary fee collected by and retained by institution' figure includes a technology enriched learning environment fee

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2022-2023 International Tuition Fees plus Ancillary Fees for Undergraduate Arts and Science Programs, by Institution (COU, 2022)

		Compulsory Ancillary Fees		Total
Tuition Fees		Collected by and Retained by Institution	Collected on Behalf of Student Govt	Tuition plus Ancillary Fees ¹
Algoma	\$19,496	\$942	\$320	\$20,758
Brock	\$31,622	\$393	\$947	\$32,963
Carleton	\$28,408	\$413	\$824	\$29,645
Guelph	\$30,317	\$650	\$875	\$31,842
Lakehead	\$27,295	\$438	\$857	\$28,590
Laurentian	\$25,960	\$216	\$813	\$26,988
McMaster	\$43,116	\$765	\$728	\$44,608
Nipissing	\$21,000	\$735	\$863	\$22,599
OCAD	\$26,119	\$520	\$655	\$27,294
OntarioTech ²	\$29,196	\$1,192	\$993	\$31,380
Ottawa	\$38,692	\$333	\$971	\$39,996
Queen's	\$53,472	\$260	\$1,080	\$54,811
Toronto Metropolitan	\$30,100	\$412	\$546	\$31,058
Toronto	\$59,320	\$1,068	\$679	\$61,067
Trent ³	\$26,191	\$1,085	\$704	\$27,980
Waterloo	\$46,772	\$713	\$783	\$48,268
Western	\$39,105	\$517	\$1,040	\$40,662
WLU	\$30,716	\$541	\$788	\$32,044
Windsor	\$30,200	\$738	\$485	\$31,423
York	\$32,756	\$724	\$574	\$34,054

1. Excludes co-op fees and UHIP costs

2. The compulsory ancillary fee collected by and retained by institution' figure includes a technology enriched learning environment fee

3. Under Compulsory Ancillary Fees Collected by and Retained by Institution, Trent includes a mandatory fee for International Camp (an orientation program for new undergraduate international students).

Board of Governors

Memorandum

To: Board of Governors

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

Date: 28 February 2023

Subject: Long-Term Debt Policy Update

Recommendation:

Finance and Audit Committee recommends that the Board of Governors approve amendments to the Long-Term Debt Policy (policy), attached as Appendix B.

Background and Rationale

York University has identified long-term debt as an integral component of the University's overall capital structure and its long-term asset management plan.

The University currently has \$600M in debentures, with maturity dates ranging from 2042 to 2060. Other debts totaling less than \$1M will mature in 2023.

Long-term debt may be used as a source of financing for capital projects and other critical needs, subject to approval by the Board of Governors.

The management and monitoring of debt is an important element in preserving credit worthiness. The University approved its policy on long term in debt in May 2021. The policy outlined the philosophy for debt usage by the University and introduced specific metrics to assess overall debt capacity and debt affordability. The policy stipulated that the University's performance to the debt ratios were to be reviewed annually and the policy was subject to biennial review.

The metrics and targets (thresholds) included in the debt policy were:

Board of Governors

Key Financial Ratio	Formula	Target	At April 30, 2022
Debt per FTE (\$)	$\frac{\text{Total Debt}}{\text{FTE}}$	< 12,250	\$12,175
Viability Ratio (%)	$\frac{\text{Expendable Net Assets}}{\text{Total Debt}}$	> 80%	113%
Interest coverage (times)	$\frac{\text{Adjusted Cash Flow from Operations} + \text{Gross Interest}}{\text{Gross Interest}}$	> 2.5	4.75
Surplus to revenue (five-year rolling average) (%)	$\frac{\text{Surplus (annual)} - \text{Extraordinary Items}}{\text{Total Revenue}}$	> 2.0%	6.63% 5-year avg. 2.33% fiscal 2021/22

In November 2022, the Ministry of Colleges and Universities (MCU) introduced eight financial accountability ratios that it would be using to monitor the financial health of Ontario Universities. The eight ratios measured, liquidity, sustainability, and performance with a medium and high-risk threshold based on fiscal year results.

Of the MCU's 8 ratios, four ratios were focused on sustainability. The MCU's sustainability ratios and related thresholds are as follows:

Key Financial Ratio	Formula	Threshold	At April 30, 2022
Viability Ratio (%)	$\frac{\text{Expendable Net Assets}}{\text{Total Debt}}$	Medium Risk <60% High Risk <30%	113%
Debt Ratio (%)	$\frac{\text{Total Debt}}{\text{Total Assets}}$	Medium Risk >35% High Risk >70%	17%
Debt to Revenue Ratio	$\frac{\text{Long Term Debt}}{\text{Total Revenues}}$	Medium Risk >35% High Risk >50	48%
Interest Burden Ratio	$\frac{\text{Interest Expense}}{\text{Total Expenses less Amortization}}$	Medium Risk >2% High Risk >4%	2.5%

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** Viability Ratio is included in current debt policy

Though the policy is not subject to review until January 2, 2024, the policy is being brought forward for update in response to the new MCU reporting financial accountability ratios. It is proposed that the debt policy be updated to include the three new sustainability ratios proposed by MCU, with the following thresholds:

- Debt Ratio less than 35% (low risk threshold limit per MCU)
- Debt to Revenue Ratio less than 50% (medium risk threshold limit per MCU)
- Interest Burden Ratio less than 4% (medium risk threshold limit per MCU).

Though the University is in the MCU low-risk threshold for the Viability Ratio and Debt Ratio, current debt levels place the University in the medium risk threshold for the Debt to Revenue Ratio and the Interest Burden Ratio. The medium risk threshold was selected for the latter two ratios, as the University would need to increase revenues by \$500M to be in MCU's low risk threshold for the Debt to Revenue Ratio. When an entity is in the medium risk threshold for a ratio, the MCU requires an internal management strategy or internal recovery strategy.

As part of its internal debt management strategy, the University has established an internally restricted sinking fund to extinguish its first two debentures (\$200M due in 2042 and \$100M due in 2044). Sinking funds are used by peer Universities, including McMaster, Queens, University of Ottawa, and University of Toronto. As at April 30, 2022 the sinking fund was valued at \$86M. Though the internally restricted fund has been disclosed in the University's financial statements, the sinking fund has not been incorporated into the policy. To formalize the University's debt repayment strategy, it is recommended that the policy also be updated to reference the University Sinking Fund as follows:

The University will maintain a sinking fund, to repay at a minimum 50% of the total balance of long-term debt. The sinking fund will be invested in either the University's Short-Medium Term Fund or alongside the University's Endowment Fund and be governed by their respective Statement of Investment Policies and Procedures. On a biennial basis the Finance and Audit Committee will review the value of the sinking fund relative to projected target and consider recommendations to increase the sinking fund to ensure sufficiency of funds to repay principal.

The current policy, has also been updated to include guidance on when a debt policy ratio does not meet the established target as follows:

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When the University is not compliant with a debt policy metric, administration will undertake a comprehensive review and provide a report with recommendations to the Finance and Audit Committee on how to obtain compliance.

Attached:

Appendix A - Summary of Proposed Amendments

Appendix B - DRAFT- Policy on Long-Term Debt (13 February 2023)

Board of Governors

Appendix “A” – Proposed Amendments

Current Policy	Proposed Amendment
<p>4. Policy</p> <p>The University will maintain the following key financial ratios.</p> <p>a. Debt per FTE (\$)</p> <p>Total university debt ÷ FTEs</p> <p>Where total university debt includes</p> <ul style="list-style-type: none"> • Long-term debt (debentures, bank loans, long-term credit facilities) • Public-private partnership obligations • Capital leases • Less: Sinking fund assets <p>And where FTEs is the number of enrolled students on a standard credit load basis</p> <p>Maximum debt per FTE (\$) =12,250</p> <p>b. Viability Ratio (Expendable resources to debt (%))</p> <p>Expendable resources ÷ Total university debt</p> <p>Where expendable resources include:</p> <ul style="list-style-type: none"> • Internally restricted endowments • Internally restricted net assets (excluding investment in capital assets and employee future benefits and other amounts which are committed to near term uses or otherwise restricted • Unrestricted surplus (deficit) 	<p>4. Policy</p> <p>4.1 The University will maintain the following key financial ratios.</p> <p>a. Debt per FTE(\$) – Measures Debt per Full Time Equivalent</p> <p>Total university debt ÷ FTEs</p> <p>Where total university debt includes:</p> <ul style="list-style-type: none"> • Long-term debt (debentures, bank loans, long-term credit facilities) • Public-private partnership obligations • Capital leases • Less: Sinking fund assets <p>And where FTEs is the number of enrolled students on a standard credit load basis</p> <p>Maximum debt per FTE (\$) =12,250</p> <p>b. Viability Ratio - Measures assets available to settle long-term debt</p> <p>Expendable Net Assets resources ÷ Total university debt</p> <p>Where expendable resources includes:</p> <ul style="list-style-type: none"> • Internally restricted endowments • Internally restricted net assets (excluding investment in capital assets and employee future benefits and other amounts which are committed to near term uses or otherwise restricted • Unrestricted surplus (deficit)

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<p>Minimum expendable resources to debt = 80% Interest coverage</p> <p>c. Minimum interest coverage (times) Adjusted cash flow from operations + gross interest charges ÷ gross interest charges</p> <p>Where adjusted cash from operations is:</p> <ul style="list-style-type: none"> • Excess of consolidated revenue over consolidated expense (as reported) • Amortization • Less: other non-cash adjustments (before change in working capital) <p>An institution's interest coverage ratio (adjusted OCF-to-interest charges) is a key metric tracked by credit rating agencies to assess capacity to meet annual debt servicing requirements with cash generated from operations.</p> <p>Minimum interest coverage (times) = 2.5 times</p> <p>d. Surplus to revenue (five-year rolling average) (%)</p> <p>The University's consolidated operating balance in relation to its total revenue is a key measure of financial sustainability. The credit assessment of an institution is often assessed based on an historical five-year rolling average of this ratio, where the adjusted surplus (deficit) is the excess of consolidated revenue over consolidated expense (as reported), less any non-recurring/ one-time revenue or expenses.</p>	<p>Minimum Expendable Net Assets to Debt = 80%</p> <p>c. Debt Ratio - Measures extent of University's leverage</p> <p>Total Debt/Total Assets</p> <p>Maximum Debt Ratio = 35%</p> <p>d. Debt to Revenue Ratio - Measures ability to repay debt</p> <p>Long-term Debt/Total Revenue</p> <p>Maximum Debt to Revenue Ratio = 50%</p> <p>e. Interest Burden Ratio – Measures debt affordability</p> <p>Interest Expenses/Total Expenses less Amortization</p> <p>Maximum Interest Burden Ratio = 4%</p> <p>f. Interest Coverage (times) - An institution's interest coverage ratio (adjusted Operating Cash Flows -to-interest charges) is a key metric tracked by credit rating agencies to assess capacity to meet annual debt servicing requirements with cash generated from operations.</p> <p>Adjusted cash flow from operations + gross interest charges ÷ gross interest charges</p> <p>Where adjusted cash from operations is:</p> <ul style="list-style-type: none"> • Excess of consolidated revenue over consolidated expense (as reported)
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<p>Minimum Surplus-to-revenue (five-year rolling average) (%) = 2%</p> <p>Summary of Key Financial Ratios</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Key Financial Ratio</th> <th style="text-align: left;">Min/Max</th> </tr> </thead> <tbody> <tr> <td>Debt per FTE (\$)</td> <td><12,250</td> </tr> <tr> <td>Viability Ratio (%)</td> <td>>80</td> </tr> <tr> <td>Interest coverage (times)</td> <td>>2.5</td> </tr> <tr> <td>Surplus to revenue (five-rolling average)(%)</td> <td>>2</td> </tr> </tbody> </table>	Key Financial Ratio	Min/Max	Debt per FTE (\$)	<12,250	Viability Ratio (%)	>80	Interest coverage (times)	>2.5	Surplus to revenue (five-rolling average)(%)	>2	<ul style="list-style-type: none"> • Amortization • Less: other non-cash adjustments (before change in working capital) <p>Minimum interest coverage (times) = 2.5 times</p> <p>g. Surplus to revenue (five-year rolling average) (%) – Measures financial sustainability</p> <p>The credit assessment of an institution is often assessed based on an historical five-year rolling average of this ratio, where the adjusted surplus (deficit) is the excess of consolidated revenue over consolidated expense (as reported), less any non-recurring/ one-time revenue or expenses.</p> <p>Minimum Surplus-to-revenue (five-year rolling average) (%) = 2%</p> <p>Summary of Key Financial Ratios</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Key Financial Ratio</th> <th style="text-align: left;">Min/Max</th> </tr> </thead> <tbody> <tr> <td>Debt per FTE (\$)</td> <td><12,250</td> </tr> <tr> <td>Viability Ratio (%)</td> <td>>80</td> </tr> <tr> <td>Debt Ration (%)</td> <td><35</td> </tr> <tr> <td>Debt to Revenue (%)</td> <td><50</td> </tr> <tr> <td>Interest Burden Ratio</td> <td><4</td> </tr> <tr> <td>Interest coverage (times)</td> <td>>2.5</td> </tr> <tr> <td>Surplus to revenue (five-rolling average)(%)</td> <td>>2</td> </tr> </tbody> </table>	Key Financial Ratio	Min/Max	Debt per FTE (\$)	<12,250	Viability Ratio (%)	>80	Debt Ration (%)	<35	Debt to Revenue (%)	<50	Interest Burden Ratio	<4	Interest coverage (times)	>2.5	Surplus to revenue (five-rolling average)(%)	>2
Key Financial Ratio	Min/Max																										
Debt per FTE (\$)	<12,250																										
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Interest coverage (times)	>2.5																										
Surplus to revenue (five-rolling average)(%)	>2																										
<p>4.2</p>	<p>4.2 When the University is not compliant with a debt policy metric, administration will undertake a comprehensive review and provide a report with recommendations to the Finance and</p>																										

Board of Governors

	Audit Committee on how to obtain compliance.
4.3	4.3 The University will maintain a sinking fund, to repay at a minimum 50% of the total balance of long-term debt. The sinking fund will be invested in either the University's Short-Medium Term Fund or alongside the University's Endowment Fund and be governed by their respective Statement of Investment Policies and Procedures. On a biennial basis the Finance and Audit Committee will review the value of the sinking fund relative to projected target and consider recommendations to increase the sinking fund to ensure sufficiency of funds to repay principal.
	Date of next review: March 1, 2025

Appendix B: Draft Long-term Debt Policy



University Policy

Long-term Debt Policy

Topic:	Long-term Debt Policy
Approval Authority:	Board of Governors
Approval Date:	February 28, 2023
Effective Date:	March 1, 2023
Last Revised:	May 4, 2021

1. Purpose

Capital projects and other university priorities require a combination of funding sources including internal reserves, external debt, gifts, future revenue streams, and grants. Debt is an integral component of the University’s overall capital structure.

The purpose of this policy is to ensure that the University has a robust debt management and monitoring review process. The policy will provide credit rating agencies, the holders of University debt, and other external stakeholders, such as the Ministry of Colleges and Universities, with comfort that the University has a disciplined approach to managing its long-term debt obligations. This policy assists in ensuring that debt is used strategically to support the University’s mission and strategy.

2. Scope and Application

This policy applies to all long-term debt assumed by the University.

3. Principles and Definitions

In order that present and future University administrations preserve the overall financial health and credit worthiness of the University, the University monitors and

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manages its long-term debt obligations, and develops and updates its strategy to retire or refinance its debt. The University may use debt to finance long-term capital projects, including ancillary capital projects.

The University will not use long-term debt to finance operations.

4. Policy

4.1. The University will maintain the following key financial ratios.

a. Debt per FTE (\$) Measures debt per Full Time Equivalent

Total university debt ÷ FTEs

Where total university debt includes:

- Long-term debt (debentures, bank loans, long-term credit facilities)
- Public-private partnership obligations
- Capital leases
- Less: Sinking fund assets

And where FTEs is the number of enrolled students on a standard credit load basis

Maximum debt per FTE (\$) =12,250

b. Viability Ratio

Measures assets available to settle long term debt

Expendable Net Assets ÷ Total university debt

Where expendable resources includes:

- Internally restricted endowments
- Internally restricted net assets (excluding investment in capital assets and employee future benefits and other amounts which are committed to near term uses or otherwise restricted)
- Unrestricted surplus (deficit)

Minimum Expendable Net Assets to Debt = 80%

Board of Governors

c. **Debt Ratio**

Measures extent of University's leverage

Total Debt/Total Assets

Maximum Debt Ratio = 35%

d. **Debt to Revenue Ratio**

Measures ability to repay debt

Long Term Debt/Total Revenue

Maximum Debt to Revenue Ratio = 50%

e. **Interest Burden Ratio**

Measures debt affordability

Interest Expenses/Total Expenses less Amortization

Maximum Interest Burden Ratio = 4%

f. **Interest coverage (times)**

An institution's interest coverage ratio (adjusted Operating Cash Flows-to-interest charges) is a key metric tracked by credit rating agencies to assess capacity to meet annual debt servicing requirements with cash generated from operations.

Adjusted cash flow from operations + gross interest charges ÷ gross interest charges

Where adjusted cash from operations is:

- Excess of consolidated revenue over consolidated expense (as reported)
- Amortization
- Less: other non-cash adjustments (before change in working capital).

Minimum interest coverage (times) = 2.5 times

Board of Governors

g. Surplus to revenue (five-year rolling average) (%).

Measures financial sustainability

The credit assessment of an institution is often assessed based on an historical five-year rolling average of this ratio, where the adjusted surplus (deficit) is the excess of consolidated revenue over consolidated expense (as reported), less any non-recurring/ one-time revenue or expenses.

Minimum Surplus-to-revenue (five-year rolling average) (%) = 2%

Summary of Key Financial Ratios

Key Financial Ratio	Min/Max
Debt per FTE (\$)	< 12,250
Viability Ratio (%)	>80
Debt Ratio (%)	<35
Debt to Revenue (%)	<50
Interest Burden Ratio (%)	<4
Interest coverage (times)	>2.5
Surplus to revenue (five-year rolling average) (%)	>2

4.2 When the University is not compliant with a debt policy metric, administration will undertake a comprehensive review and provide a report with recommendations to the Finance and Audit Committee on how to obtain compliance.

4.3 The University will maintain a sinking fund, to repay at a minimum 50% of the total balance of long-term debt. The sinking fund will be invested in either the University's Short-Medium Term Fund or alongside the University's Endowment Fund and be governed by their respective Statement of Investment Policies and Procedures. On a biennial basis, the Finance and Audit Committee will review the value of the sinking fund relative to projected target and consider recommendations to increase the sinking fund to ensure sufficiency of funds to repay principal.

5. Monitoring

On an annual basis, the Finance and Audit Committee will review the University's debt management, which will include the following:

Board of Governors

- A review of the University’s debt rating, as provided by debt rating agencies
- A review of the University’s debt rating as compared to other universities
- The financial metrics outlined in this policy

6. Review

This policy will be reviewed biannually to consider changes in the University’s objectives and the external environment.

7. Approval Authority

Board of Governors

Legislative history:	
Date of next review:	March 1, 2025
Policies superseded by this policy:	
Related policies, procedures and guidelines:	

Budget Consultation Fall-Winter 2022-23

Rhonda Lenton, President & Vice-Chancellor
Lisa Philipps, Provost and Vice-President Academic
Carol McAulay, Vice-President Finance & Administration

YORK 



Agenda

1. Context
2. Community priorities highlighted in previous years
3. Strategic investments in 2022-23
4. Multi-year budget plan – 2022-23, 2023-24, 2024-25
5. SHARP Budget Model
6. Community feedback – priorities for strategic investments

1. Context

- The University's SHARP budget model designed to enhance:
 - Transparency around revenues and costs
 - Alignment of resources to our University Academic Plans e.g., 2020-2025 UAP: *Building a Better Future*
- Annual budget consultations since 2018
- 2022-23 budget objectives:
 - Maximize advancement of the University Academic Plan priorities
 - Ensure long-term sustainability of the University
 - Adapt to post-pandemic needs through bold thinking and responding to emerging opportunities
 - Utilize a reasonable portion of the accumulated carry forwards to invest in growth and success
- Budget risks:
 - Federal and Provincial government challenges and priorities
 - Uncertainties around enrolments in a globally competitive market and disruptive world events
 - Inflationary pressures

A photograph of a modern, multi-story building with a glass facade, illuminated from within at dusk. The building features a prominent glass staircase on the right side. The sky is a mix of blue and orange, suggesting sunset or sunrise. The entire image is framed by a thick red border.

2. Community Priorities Highlighted in Previous Years

Budget Consultations

Since 2018-19, annual budget consultations each Fall-Winter provide the community:

- Overview of York's finances
- Update on the current budget
- Opportunity to share input about the budget process and priority areas for investment

The input is integral to developing annual budgets and is shared back with the community in the following year.

Community Priorities for Investment

February 2022

(at the end of 2021-22 cycle of consultations*)



February 2021

(at the end of 2020-21 cycle of consultations)

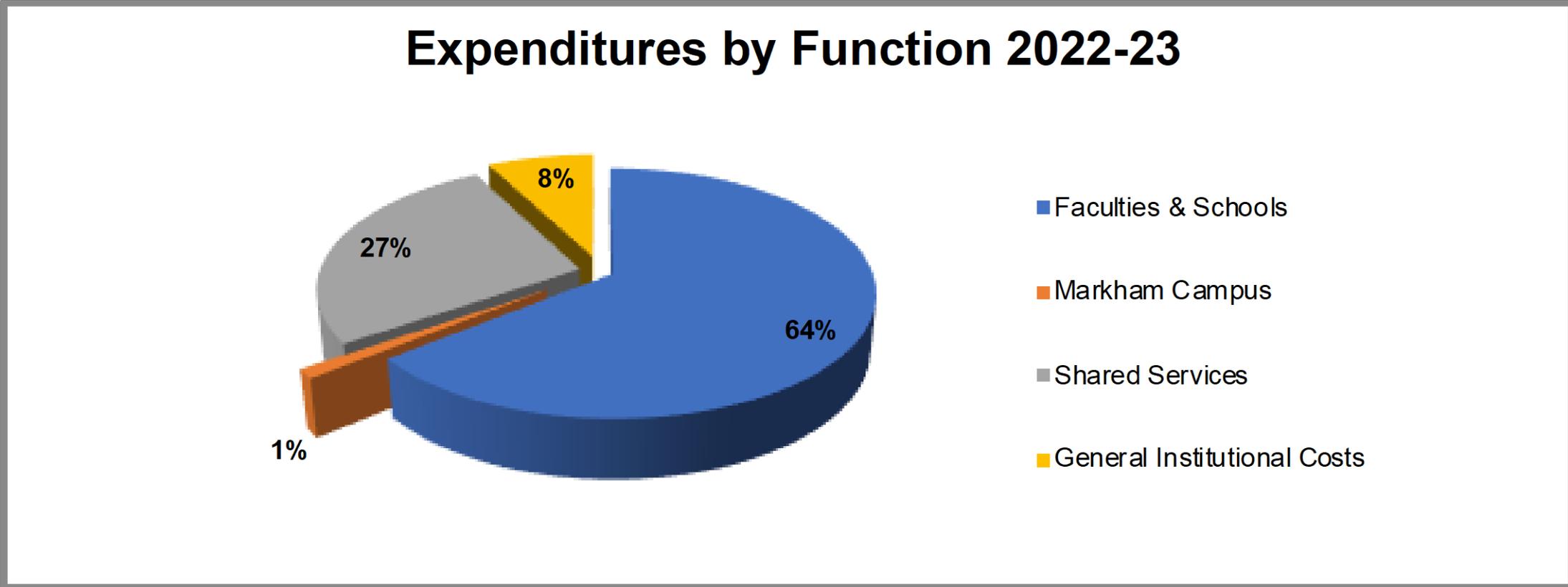


* In 2021-22, 17 sessions were held with Faculty Councils, employee groups, student groups, and a Presidential Town Hall asking for input on budget priorities for 2022-23 and beyond. In total, around 1,000 people attended the consultations.



3. Strategic Investments in 2022-23

The University invests in strategic priorities collectively



Priority investments in the 2022-23 Budget Plan to support the University Academic Plan

Advancing the DEDI Strategy including the Indigenous Framework, Decolonizing Indigenous Research, Anti-Black Racism Framework and Action Plan

Enhancing services through digital transformation and system innovation

Continuing to evolve our campuses e.g., Markham, Glendon, Campus Vision and Strategy at Keele, addressing deferred maintenance backlogs

Advancing strategic and transformative initiatives for the University including strengthening strategic partnerships, infrastructure needs e.g., Vaughan Healthcare Precinct, SoM, iHive

Launch of new Global Engagement Strategy including raising our international profile



Strengthening our impact on UN SDGs through innovative research, academic programming, and a collective focus on global well-being supported by a new Sustainability Framework (organizational structure) and Sustainability Strategy⁶⁷

Renewing and diversifying faculty complement to support 21st c learning, knowledge for the future, etc

Investing in 21st century learning e.g., new programs to meet demand and emerging market needs, curricular innovation, credential diversification and micro-credentials, flexible learning opportunities for a diverse student population, high-quality digital learning, experiential education

Supporting research success including emerging areas of research leadership, catalyzing collaborations to promote large-scale research projects, Research Office

Meeting diverse needs of students including high quality student services and targeted programs, initiatives and awards to enhance access, recruitment, excellence, and academic progression, as well as supports during ongoing post-pandemic financial pressures

21st Century Learning, Knowledge for the Future

	<u>2021-22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>
New Hires				
Tenure Track	71	106	67	71
CLAs	19	13	1	0
Total	90	119	68	71
Retirements/Departures				
Tenure Track	61	34	29	23
CLAs	8	4	15	7
Total	69	38	44	30
In-Year Increase (Decrease)				
Tenure Track	10	72	38	48
CLAs	11	9	(14)	(7)
Total	21	81	24	41

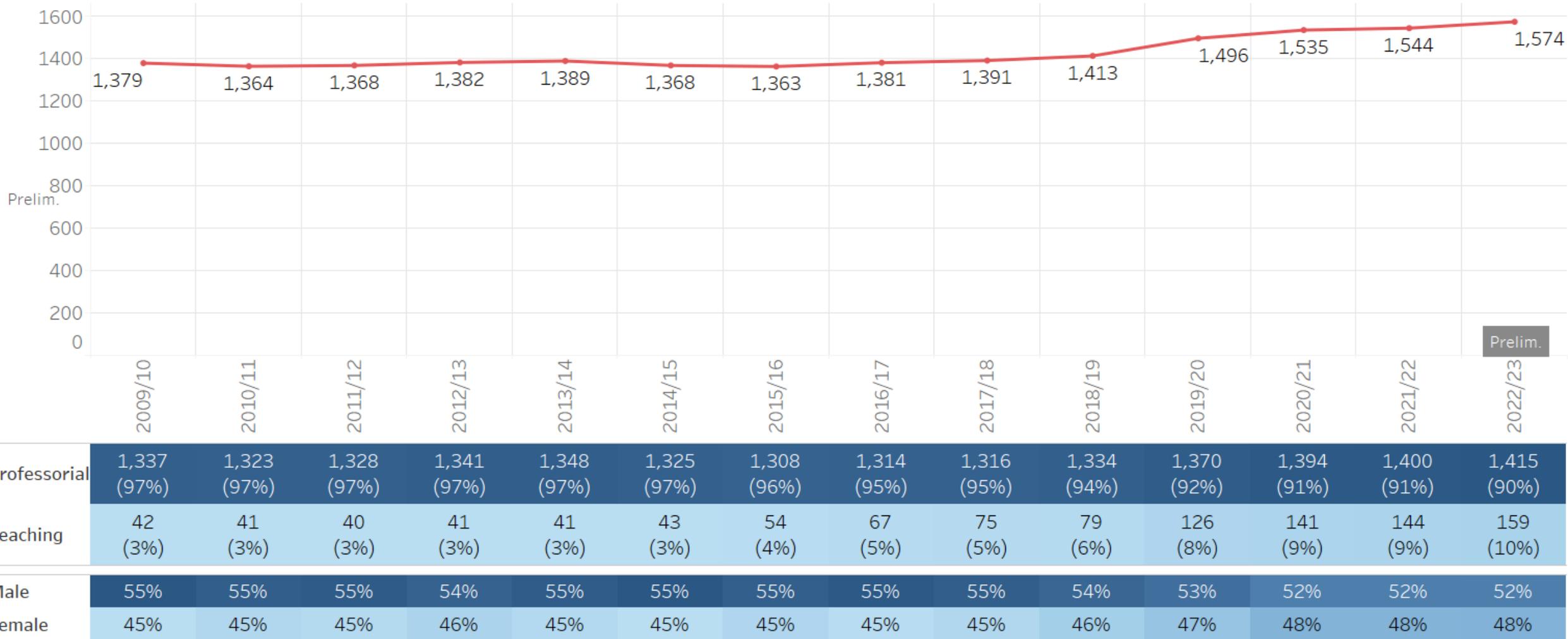
NOTE: 2021-22 numbers are included for comparison purposes only. 2022-23 to 2024-25 are budgeted numbers



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.

Tenure Stream Faculty Complement (Heads) and Breakdown by Streams and Gender, 2009-10 to 2022-23 (per October 1, excluding Librarians)

Total Tenure Stream Faculty



Knowledge for the Future, SDG Challenge

- \$13.2M 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
 - Support emerging areas of research leadership by providing CFI matching funds to secure large-scale awards
 - Advance Decolonization, Equity, Diversity and Inclusion by providing funding support for scholarship, research, and related creative activities
 - Create Phase 2 Catalyzing Interdisciplinary Research Clusters (CIRC) that will be focused on UN Sustainable Development Goals (SDGs) and provide matching funds to support the direct costs in selected research projects over the next 3 years
- \$6M in bridge funding for faculty complement growth and renewal specifically pertaining to research amplification, intended to support up to 40 strategic hires



From Access to Success

- \$40M over the next 3 years to expand student financial assistance offerings and ensure they remain competitive and responsive to student needs, including:
 - Improved entrance scholarships for domestic students recognizing academic excellence
 - A higher volume of domestic and international bursaries
 - A new Tentanda Via award to students demonstrating fortitude, resilience, and a commitment to progressive and sustainable development
- An additional \$5M for international student bursaries in 2022-23, recognizing ongoing financial difficulty to access or progress with their academic programs considering the effects of the pandemic



Living Well Together

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

- \$2M for high priority initiatives and support positions to advance indigenization, reconciliation and decolonization, e.g. creating a DEDI Initiatives Fund engaging community members and funding selected proposals, expanding DEDI Speakers Series, developing an Equity Awards Program, etc.
- \$3M from the University Fund and Provost's Office for dedicated Black and Indigenous faculty hires over 3 years, to augment hiring activities in the Faculties
- Investment in support positions for ongoing DEDI work, e.g. AVP Indigenous Initiatives, EDI Program Manager
- Institutional positions to support DEDI in the Faculties

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21st Century Learning, Living Well Together

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

1. \$120M for a new Student System Renewal Program (SSRP) replacing outdated legacy systems – multi-year project expected to conclude in 2025-26 and funded from a combination of capital reserves (\$41M) and the central University Fund (\$79M)*
2. \$4M for automation and service improvements in HR, budgeting and forecasting, Mobile Maximo for facilities, and YU-card mobile credentials
3. Improving teaching and learning supports e.g. SAVY, classroom technology refresh
4. Enabling faculty and staff productivity and post-pandemic capabilities e.g. licensing and expanded after-hours service desk technicians, Office 365 resources, additional application and platform analysts/developers
5. \$1.2M in enhanced ongoing cybersecurity capabilities

* Alongside the development of SSRP, the resources required to successfully operate its emerging solutions, e.g. staff support, licensing, cloud technologies and infrastructure etc. are being evaluated and incorporated into multi-year budgets



Living Well Together

Investments in Deferred Maintenance

	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
	\$M			
Internal Funds	12.5	18.5	19.3	19.7
External Funds	5.7	6.4	5.7	5.7
TOTAL	18.2	24.8	25.0	25.4

Extending the successful Classroom and Washroom Renewal Program:

- Phase 1 originally planned for \$30M between 2019-2025 was accelerated to 3 years and is being completed in 2022
- Phase 2 has committed a further \$30M over 5 years and will commence in 2023



Working in Partnership – Markham Campus

The University's largest capital project will open in 2024.

Capital budget:

- Funded from multiple sources including the City of Markham and York Region, external donations, debentures, and a contribution from the University Fund in 2019-20.

Operating budgets:

- The University has developed 10-year operating budgets for the new campus, incorporated into the Budget Plan
- The pre-opening and initial years of Markham's operations allow for deficit spending as it builds towards break-even. Work is underway to identify opportunities for achieving break-even as early as possible, while also investing in long-term success
- At steady state, the campus will attract approximately 4,200 students and generate an annual surplus, enabling the campus to re-pay its early year deficits, invest in its own renewal, and financially contribute to the institution overall

University Fund Commitments

	Commitments (\$M)		
	2022-23	2023-24	2024-25
Operating Support to three Faculties	32.1	26.2	19.5
Research Support	7.1	3.8	2.3
Student Support *	14.2	0.9	0.9
Institutional Support **	7.3	1.3	0.9
Capital Projects and Renovations	8.0	6.0	6.0
Technology Investments	19.9	13.1	27.9
TOTAL	88.6	51.3	57.4

* Expanded student awards are paid from Faculty budgets beginning in 2023-24

** Includes high-priority indigenization, reconciliation, and decolonization initiatives, Congress 2023, and \$3M for post-pandemic return-to-campus support which will be re-evaluated mid-year

Renewing our Physical Environment: Major Capital Projects

Board-approved capital projects currently underway to advance the academic, research and student success priorities, including (in order of expected completion):

- \$72.7M for a new building for the School of Continuing Studies (Fall 2022)
Funded by the School of Continuing Studies
- \$7.5M for a modernization of the Faculty of Education's facilities (Fall 2022)
Funded by the Faculty of Education
- \$48.5M for expansion of the Sherman Health Science Research Centre, including a Neuroscience Facility and additional office space (2023)
Funded by capital reserves, external debentures, CFI, the University Fund, and an internal loan with the Faculty of Health
- \$12.5M for a new building for the Goldfarb Gallery at York University (2023)
Funded by external donations and the University Fund
- \$31.3M for a two-story addition to Vari Hall for the Faculty of Liberal Arts & Professional Studies (2024)
Funded by the Faculty of Liberal Arts & Professional Studies

Major capital priorities – summary

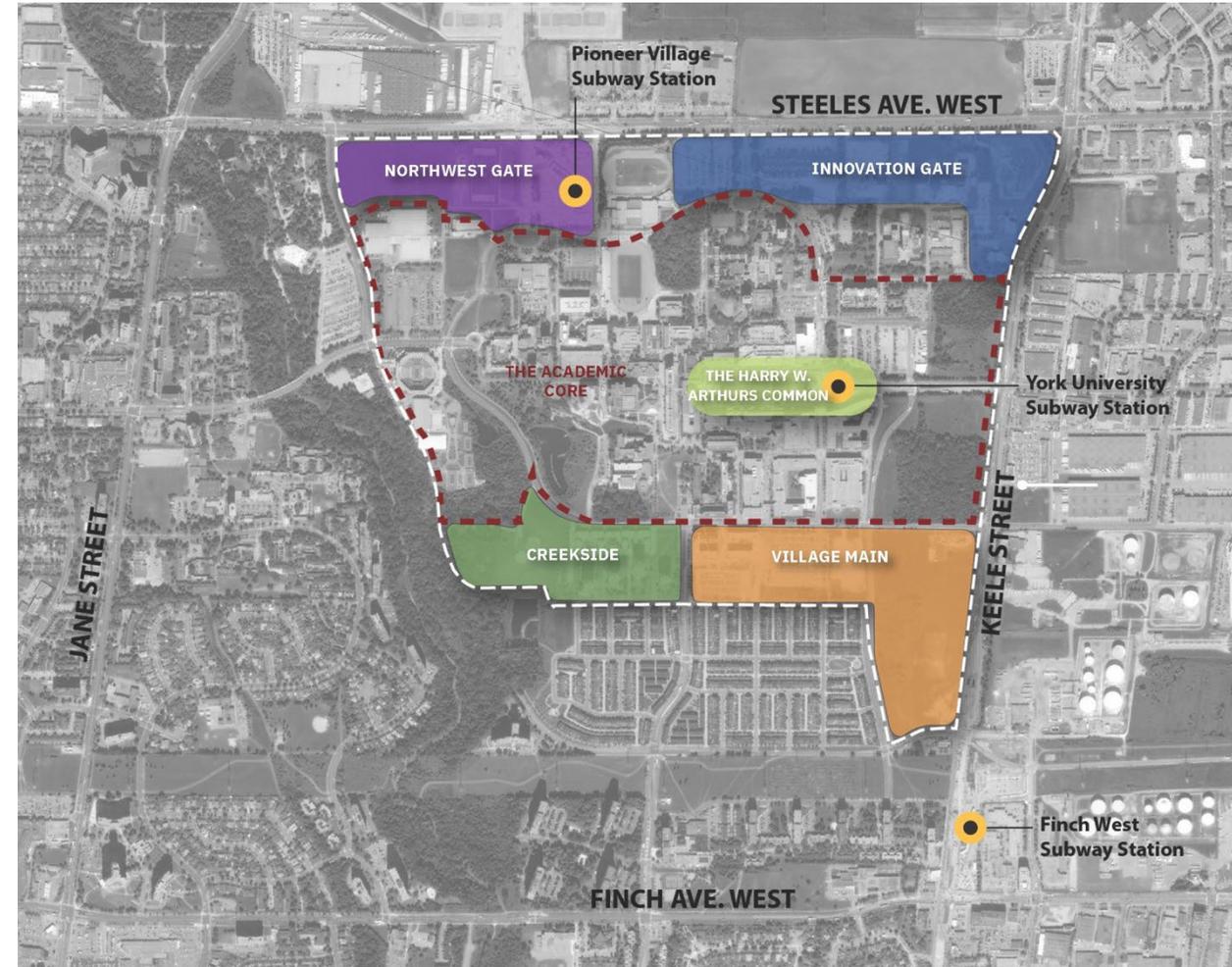
PROJECT	PROJECT SUMMARY	APPROXIMATE SIZE	APPROXIMATE COST
1. iHive Building (updated from 2 nd Science and Engineering Building)	To accommodate growth in Science and Engineering programs and interdisciplinary research with emphasis on the Internet of Things (IOT), Space Engineering, Smart Cities, Mechatronics, and Automation Technologies. Additional science and health programs, as well as interdisciplinary space for Organized Research Units (ORUs)	250,000 sf (new construction)	\$220M
2. Scott Library Improvements (updated program)	Replacement of book stacks with compact, automated book retrieval increasing floor capacity and allowing expanded student study and lounge space, new makerspace, and other collaborative opportunities. Second elevator in an unused shaft will increase circulation and reduce existing traffic bottlenecks.	206,000 sf (renovated space), 28,000 sf (new construction)	\$121M
3. Central Square Revitalization and New Vision (new)	Modernization of Central Square to improve access and services to students, and to revitalize the space to reflect institutional priorities, including sustainability and indigeneity. Create a better sense of place by unifying the needs of multiple stakeholders including LA&PS, Division of Students, Food Services, and Scott Library. Create new flexible multi-use areas, increase student spaces, accessibility, sustainability, and heritage.	254,900 sf renovated space over 3 levels	\$198M
4. Student Services Hub (new)	Central access point for students at the heart of the Keele Campus. State of the art coordinated and adaptable student service model, combining transactional services with learning and developmental opportunities across the student journey, augmented with technology.	46,600 renovated space over 2 levels	\$29.5M

Major capital priorities – summary (cont'd)

PROJECT	PROJECT SUMMARY	APPROXIMATE SIZE	APPROXIMATE COST
<p>5. Vaughan Healthcare Centre Precinct</p>	<p>Collaboration between York University, the City of Vaughan, Mackenzie Health (operator of Cortellucci Vaughan Hospital) 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. The precinct is a first-of-its-kind innovation that unites health care providers, teachers and learners with researchers, innovators and business leaders, together on one site, providing opportunities to leverage shared infrastructure needs and ancillary support services, along with shared costs. It's foreseeable that the precinct would include a number of York programs, e.g. elements of nursing, health-related technologies, disease modelling, and others.</p> <p>York's longstanding commitment to develop a School of Medicine has been reflected in successive University Academic Plans and the University's Strategic Mandate Agreements with the government of Ontario. The vote at Vaughan City Council affirms the City of Vaughan's support for a School of Medicine within the precinct. Most recently, the University submitted a conceptual proposal for the school to government.</p>		

Campus Vision: Four New Neighbourhoods

York University's Keele Campus is where university and city, academia and industry, people and culture meet and thrive. That energy will soon extend from Keele's historic academic core into four new neighbourhoods, nurturing a dynamic, flourishing, and complete community, and modelling the university's best and most innovative thinking. The results will demonstrate York's commitment to community well-being and environmental stewardship – to Living Well Together





4. Multi-Year Budget Plan

2022-23, 2023-24, 2024-25

Planned In-year Deficits

1. In 2021-22, the healthy carry forward was maintained due to the prolonged effects of the pandemic on regular University operations, e.g. lower travel, hospitality, conferences, and campus occupancy costs
2. Opportunity to spend down positive carry forward in 2022-23, 2023-24, and 2024-25 to further advance and accelerate the UAP priorities and emerging opportunities
3. Planned in-year deficits based on:
 - strategic draw-down of positive carry forward, continuing to boldly invest while addressing and adapting to post-pandemic needs
 - incurred Markham costs through to opening and steady state
 - significant enrolment contingencies in light of international recruitment challenges
4. Continue to reassess enrolment contingency requirements through Fall-Winter 2022-23 to guide decisions

Operating Budget approved by the Board of Governors in April 2022

	2021-22		2022-23	2023-24	2024-25
	Budget	Actuals	Budget	Budget	Budget
Operating Revenues					
(1) → Government Operating Grants	305.9	308.4	304.3	305.6	307.3
(2) → Student Fees	762.0	731.2	780.0	849.2	931.5
Grants and Student Fees Subtotal	1,067.9	1,039.7	1,084.3	1,154.8	1,238.8
Funding from Donations, Endowments, & Trusts	6.5	7.8	8.2	8.2	8.0
Investment Income	8.9	14.9	13.9	13.5	13.4
Other Recoveries	38.0	40.7	42.8	43.4	46.4
Total Operating Revenues	1,121.2	1,103.1	1,149.2	1,219.9	1,306.6
(3) → Enrolment Contingency	(22.0)	-	(23.2)	(46.6)	(60.9)
Total Operating Revenues, Net of Contingencies	1,099.3	1,103.1	1,126.0	1,173.3	1,245.7
Operating Expenditures					
(4) → Salaries and Wages	650.8	627.6	651.1	670.3	687.7
Employee Benefits	154.6	145.4	162.4	167.3	171.6
Operating Costs	159.4	123.4	164.0	173.4	166.7
Scholarships and Bursaries	99.7	88.2	96.6	98.2	101.9
Taxes and Utilities	26.2	21.1	24.7	26.7	27.6
Interest on Long-Term Debt	25.1	25.1	25.3	25.6	25.8
Total Operating Expenditures	1,115.9	1,030.9	1,124.1	1,161.4	1,181.3
In Year Surplus/(Deficit) for Operating Fund, Before Transfers	(16.6)	72.1	1.9	11.8	64.4
Transfers to Restricted Funds					
Transfers to Capital Fund	(42.7)	(63.8)	(38.5)	(35.2)	(49.7)
Transfers to Ancillary Fund	(4.0)	(4.2)	(4.0)	(3.6)	(3.2)
Transfers to Other Funds	(5.3)	(6.6)	(5.0)	(4.4)	(3.4)
Total Transfers to Restricted Funds	(52.0)	(74.5)	(47.4)	(43.2)	(56.3)
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.	(68.6)	(2.4)	(45.6)	(31.3)	8.2
Remeasurement of Employee Benefit Plans	-	(58.1)	-	-	-
GAAP Adjustments	-	(58.1)	-	-	-
In Year Surplus/(Deficit) for Operating Fund	(68.6)	(60.4)	(45.6)	(31.3)	8.2
Opening Accumulated Surplus/(Deficit) for Operating Fund	316.8	316.8	256.3	210.8	179.4
(5) → Closing Accumulated Surplus/(Deficit) for Operating Fund	248.1	256.3	210.8	179.4	187.6

Key Budget Assumptions

1. Government grants – Strategic Mandate Agreement (SMA3) for 2020-25:
 - Performance-based funding metrics de-coupled from funding for 2020 to 2023 but still being monitored and reported
 - No decision yet by MCU on potential activation in 2023-24
 - York's target achievement of metrics is 99.9%

2. Student fees:
 - Domestic tuition fees frozen for 2022-2023
 - Government's new tuition framework for domestic students expected for 2023-24
 - Market factors for international students, fee increase of 4% in 2022-23
 - Enrolment contracts with the Faculties

3. Enrolment contingencies – risk analysis with the Faculties

4. Salaries and benefits – collective agreements

Closing accumulated balances – (5)

In 2021-22, the closing accumulated surplus in the Operating Budget was \$256.3M, comprising:

	\$M	
	2021-22	2020-21
1. Balances in the Divisions and Faculties	144.3	138.0
2. Balances in General Institutional (GI) reserves	71.0	128.3
3. Balance in the University Fund	45.5	50.9
4. Markham	(4.4)	(0.4)
TOTAL	256.3	316.8

NOTES:

1. Balances distributed across the Faculties, Administrative Units, and the School of Continuing Studies and available to them for investing in priorities
2. Balances required to meet various institution-wide financial obligations, e.g. collective agreement funds, pension special payments and post-employment benefits, insurance payments, HR provisions, and a \$25M contingency reserve. The reduction in 2021-22 relates to an accounting re-measurement of employee benefit plans
3. The remaining, uncommitted balance of the University Fund, available for use in future years to support institutional priorities.
4. Pre-opening deficit (primarily the payment of debenture interest)

A photograph of a university campus during autumn. In the foreground, there are trees with vibrant red and yellow leaves. A paved walkway leads through a green lawn where several people are walking. In the background, there are modern university buildings, including one with a distinctive facade of vertical slats. The sky is clear and blue.

5. SHARP Budget Model

SHARP 2.0

Implemented in 2022-23 following the external review and recommended improvements in 2019-20. Key elements:

1. Budget Cycle and Accountability:

- Enrolment planning over longer time horizon
- Multi-year budgets approved by Board each April, before entering the new fiscal year
- Service Tables for services providers and service users to discuss priorities, needs, resources, and service levels

2. Hold Harmless:

- Hold Harmless amounts automatically provided to the Faculties based on 2013-14 replaced by transparent method of providing operating support where needed, based on current data and reviewed annually

3. University Fund:

- 8% annual contributions from the revenue-generating areas (Faculties, School of Continuing Studies, Ancillary Services) for a sustainable, predictable UF to support institutional strategic priorities

4. Governance:

- Two distinct Councils providing advice to the President -
 - University Fund Council* on time-limited strategic requests of Faculties and Units for University Fund support
 - Budget Council** on base budget requests of shared services Units

5. Interfaculty Revenue Sharing:

- Options for an enhanced framework being developed by a Working Group of Faculties

*Chaired by the Provost. Membership – VPFA, VPRI, four Resource Faculty Deans representing large and small Faculties, and professional Schools

** Chaired by the President. Membership – Divisional VPs, all Resource Faculty Deans, Executive Director of the School for Continuing Studies

SHARP Website

<https://www.yorku.ca/sharp/>



**6. Community Feedback –
What should be prioritized
for investment in the next
multi-year budgets?**

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of February 28, 2023

The Governance and Human Resources Committee met on February 13, 2023 and makes this report to the Board for information.

1. Covid-19 Updates

Vice-President McAulay provided the Committee an update on measures University takes to address the health and wellbeing of community members and noted that this is the final update with respect to COVID-19 as work is underway to transition to a broader approach to public health management. This is aligned with the public health approach recommended by Ontario's Chief Medical Officer of Health (CMOH) and other post-secondary institutions in the province. However, the current level of COVID-19 supports, and services will be maintained until the end of respiratory season in late February after which the wind-down period will begin with several services transitioning fully by May 2023.

2. Updates from the Division of Equity, People and Culture

The Committee was informed of the work done by the President's Advisory Council to support the Decolonization, Equity, Diversity and Inclusion (DEDI) Strategy, with the strategy expected to launch in the winter. The ad-hoc subcommittee of Indigenous Council is working on developing a protocol on Indigenous identity and community consultations are scheduled to take place in March and April 2023. A subcommittee of Indigenous Council is leading a review of the Indigenous Framework to evaluate the impact of the Framework relative to 10 principles and look at ways to improving the framework.

As HR continues to transition to the HR Service Delivery Model to better meet the needs of the York community, HR service levels have steadily improved toward the University's goal of an increase in net service satisfaction.

The Committee received a brief update on the state of labour relations.

3. Governance

The Committee received the Annual Board Survey Results of Board members, noting that in general members agreed or strongly agreed on the Board's ability to carry out its duties; that the Board is properly informed and understand their role and that members have sufficient exposure to, and knowledge of the President and University administration, and noted a sufficient level of knowledge regarding university operations. The survey identified areas for improvement with regards to the format and length of presentations, the timeliness of agendas and that full agendas may impede board discussion.

The committee discussed opportunities for board education and progress made towards harnessing available resources to offer an ongoing board education path for members. Members were invited to identify topics of interest relevant to the role of governor; the university sector, York University operations and strategic priorities, and/or the Board's governance obligations. The committee narrowed down the topics to either finance or research and innovation and proposed an education session on research be explored in spring. Committee also considered that two voluntary training sessions be included in the Annual Board cycle, to be held outside of Board Committee and Board meetings.

The Committee received an update on potential Board members. In an effort to reach a greater number of qualified and diverse members, the committee heard about Board recruitment tools used by other universities. An environmental scan of board recruitment best practices with a focus on Canadian peers will be prepared for the Committee's consideration.

*Konata Lake
Chair*

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of February 28, 2023

The Land and Property Committee met on February 13, 2023, and makes this report to the Board for information.

1. Deferred Maintenance: Life Safety Equipment

At the Committee's request, a report on the maintenance of life safety equipment was prepared. The Committee heard that the University uses Building Owners and Managers Association (BOMA) standards to plan for replacement timelines and that a 5-year plan for life safety system replacements is maintained and reviewed semi-annually. In terms of preventive maintenance, the University implements a comprehensive process for maintaining life safety equipment and systems and all required testing and inspections are completed on schedule. Results are recorded in a digital maintenance management system that provides a full audit trail.

Since 2014 \$6.3M has been invested on life safety system replacements and upgrades, which is funded through the annual Deferred Maintenance budget, or through Ancillary Services for residences. The 5-year Deferred Maintenance Plan indicates that a further investment of \$7.8M will be made in life safety systems, including residences, through 2027. This will ensure that life safety systems are up to date, and that replacement parts and skilled trades resources are available to service these systems.

2. Capital and Construction Report

Keele and Glendon Campuses

The Committee received updates on Board-approved capital construction projects as of January 31, 2023. Supply chain and staffing challenges continue to impact both the construction cost and schedule with the primary driver being supply chain dynamics. The Committee noted that the construction tendering for the Vari Hall Addition (Budget of \$31.3M) has not taken place and project managers are working with consultants to manage and mitigate risks going forward.

In total, York has set aside \$259M for Board-approved (\$234M) and VPFA-approved (\$25M) capital projects. Board-approved projects include:

Project	Approved Budget
School of Continuing Studies building	\$72.70 M
Neuroscience Facility at Sherman Science Research Centre	\$48.50 M
Research Space to Support Faculty Complement Renewal	\$9.60 M
Washroom Renewal Program	\$3.50 M
Classroom Renewal Program at both the Keele and Glendon campuses	\$20.00 M
Central Utilities Building	\$2.35 M
Goldfarb Gallery	\$13.50 M
additions to the south wing of Vari Hall	\$31.30 M
Faculty of Education Building Renovations	\$7.46 M

A list of VPFA-approved projects was also provided and it was noted that as the School of Continuing Studies project was completed, it will no longer be reported.

Markham Campus

The Committee received an update on the Markham Campus noting that the project continues to move forward to meet its completion date of April 2024, with a “topping-off” ceremony held on February 1 that signaled the completion of the main structure of the building.

Key risk areas that remain include: the potential impact of the pandemic on skilled trades availability and supply chain disruptions and the potential impact of the war in Ukraine on the global supply chain and availability of raw materials. A new risk identified is the potential delay resulting from other major Toronto-area projects that are absorbing the region’s available workforce. However, based on current information, this is not anticipated to impact the budget or schedule.

With respect to Social Procurement targets for the Markham Campus project, the committee noted that 16 equity-deserving apprentices have been hired to date, which is over the original target of 10 apprentices, and \$5.0M in construction spending has occurred within York Region, which exceeds the initial \$3.0M target.

Board of Governors – Finance and Audit Committee

As previously reported, construction of a parking lot to serve the campus is underway as meetings continue to take place to ensure that the parking lot design meets appropriate community safety and operational requirements. The parking lot is expected to be operational by April 2024.

Mary Traversy

Chair

INVESTMENT COMMITTEE

Report to the Board of Governors

at its meeting of February 28, 2023

The Investment Committee met on December 6, 2022, and makes this report to the Board for information.

1. Environmental, Social and Governance (ESG) Scorecard

The Committee received the ESG scorecard on the University's Endowment Fund as of June 30, 2022 and representatives from Willis Towers Watson (WTW) delivered a presentation. The scorecard is tailored to the requirements of the Endowment Fund's Statement of Investment Policies and Procedures (SIPP) and employs an ESG framework for assessing the fund, and reports on ESG metrics at three levels: the portfolio level where all asset classes are considered; by asset class, and by investment manager. The WTW ESG Scorecard provides detailed quantitative and qualitative analysis to illustrate the progress of the Fund's investment managers with respect to ESG factors.

In general, the data demonstrated that the Fund is currently positioned in line with best practices based on the carbon produced by the underlying investments, it scores favourably on most metrics and is in line with the broader best practices with respect to inclusion and diversity.

2. Infrastructure Allocation Update

The Committee received an update on the sustainable infrastructure real asset allocation for the *York University Endowment Fund* which was approved in November 2021. An investment consultant was appointed to conduct a manager search and three firms' closed ends funds were recommended by the search committee. Of the three, contracts have been signed and capital has been called for two firms. Updates on the portfolio of the two firms were provided to Committee.

Consultants are performing due diligence on an alternative firm and should they fit York's infrastructure portfolio, will be brought forward to the Investment Committee for consideration.

3. Others

The Committee received, as consent items, the Investment Performance Summary as of 30 September 2022 and the Treasury Report as of 30 September 2022, and recommended the approval of the Short-term Public and Specialty Fixed Income Search Recommendation; Revisions to the Short Medium Term Fund (SMTF) Statement of Investment Guidelines and Revisions to the Endowment Fund Statement of Investment Policies and Procedures.

Jacques Demers
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 28 February 2023

Subject: Revisions to the Short Medium Term Fund Statement of Investment Guidelines

Recommendation:

The Investment Committee recommends that the Board of Governors approve the addition of pooled funds and private debt with a maturity of 1-5 years to the fixed income allocation for the Short Medium Term Fund (SMTF) and corresponding revisions to the SMTF Statement of Investment Guidelines (Guidelines).

Background and Rationale:

Fixed Income Allocations

In September 2022, the Investment Committee approved changes proposed by investment manager Phillips, Hager and North (PH&N) for the buy and hold portfolio they manage for the SMTF which had been set up as a laddered portfolio of fixed income assets. The ladder refers to the fixed income assets of varying maturities within the portfolio. Since its inception, the PH&N laddered portfolio has been set-up as a segregated account with a target allocation of 50% corporate bonds and ABS¹, and 50% mortgages. As assets under management grew in the account, the segregated

¹ An asset-backed security (ABS) is a type of financial investment that is collateralized by an underlying pool of assets—usually ones that generate a cash flow from debt, such as loans, leases, credit card balances, or receivables. It takes the form of a bond or note, paying income at a fixed rate for a set amount of time, until maturity. For income-oriented investors, asset-backed securities can be an alternative to other debt instruments, like corporate bonds or bond funds.

Board of Governors

nature of the portfolio made it difficult for PH&N to comply with the minimum asset mix target of 20% that was to be allocated to mortgages. A review of PH&N's Q3 2022 summary report shows that the allocation to mortgages within the portfolio at the end of September was 18%, or 2% below the minimum threshold.

During the September 2022 meeting, the Investment Committee approved a recommendation for the PH&N laddered portfolio to transition from a segregated structure to one with multiple pooled funds, where the addition of a wider range of fixed income solutions would enable the portfolio to improve upon its expected return while maintaining its low interest rate sensitivity. In addition to restructuring the PH&N laddered portfolio, new investment managers will be hired to manage up to 10% of the SMTF, representing a market value of \$120M. A sub-committee was formed to review and recommend new investment managers. The sub-committee recommended three new managers, TD Asset Management, RP Investment Advisors, and Private Debt Partners. The new managers will manage assets that are complimentary to the PH&N portfolio, and the proposed changes to the Guidelines reflecting the widening of acceptable fixed income assets, spanning money market, term investments, bonds, ABS, commercial mortgages, and private debt that will be acceptable investments.

In response to the above recommendations, the Guidelines have been revised as follows:

- Section 3 – Investment Guidelines has been revised to include pooled funds and private debt. The SMTF shall be allocated among the fixed income categories:

<u>Category</u>	<u>Term to Maturity</u>
Bank Deposits	Demand
Money Market Funds	1-12 months
Term Deposits and GICs	1-24 months
Bonds	1-5 years
Mortgage Loans	1-5 years
Pooled Funds	1-5 years
Private Debt	1-5 years

- Section 4 – Fixed Income: Bonds have been revised to include the following guidance:
 - The portion of the SMTF available for investment in fixed income portfolios is managed through pooled fund structures appointed by the Investment Committee. Maturities of fixed income securities within the pooled SMTFs will range from 1 to 5 years. The maximum term to

Board of Governors

maturity as at time of purchase shall normally be 5 years. Any maturities exceeding 5 years will be reported by investment managers responsible for the pooled funds.

- The portion of SMTF invested in public fixed income pooled funds will have the following exposure constraints:

Public Fixed Income Pooled Fund Guidelines

Guidelines	Min %	Max %
Investment Grade	50	100
Mortgages	0	50
Non Investment Grade	0	15
Emerging Markets	0	7

Reference credit ratings for bonds are those as published and regularly reviewed and/or revised by recognized debt rating agencies including DBRS Morningstar, Standard & Poor's, Moody's, and Fitch Ratings.

- Section 4 Fixed Income - Mortgage Loans have been revised to incorporate mortgages within pooled fund structures. A reference to laddered fixed income portfolio that is reported on an amortized book value basis has been removed.
- Section 4 Fixed Income - Private Debt has been added to include Private debt that is not defined as a mortgage; will be first lien senior term debt only. Mid-market private debt will be permitted with loan terms ranging from 2 to 5 years.

Attachments:

Appendix A: Revised Guidelines 2022 - Short Medium Term Fund (6 December 2022)

Appendix B: Revised Guidelines 2022 - Short Medium Term Fund (6 December 2022) - changes highlighted



York University

Short Medium Term Fund

STATEMENT OF INVESTMENT GUIDELINES

December 2022

SECTION 1 – Overview

- 1.1 The Short Medium Term Fund (SMTF) combines the University’s short and medium term assets for investment purposes. The assets are composed of operating, research, expendable donations and capital reserve funds. These are held and managed separately from assets of both the endowment and pension funds.
- 1.2 The SMTF investment categories are based on requirements for liquidity. The amount in excess of balances maintained in bank accounts, required to fund near-term obligations, is available for investment in short and medium term strategies that mature in alignment with the University’s short to medium term obligations.
- 1.3 The SMTF investment objectives are to:
- a) protect the assets from risk of loss;
 - b) provide liquidity as needed to manage university operations;
 - c) produce incremental yield:
 - i. at low-level risk by investing a portion of assets in short-term investments that revert to cash with no risk of loss; and
 - ii. at low-to-moderate risk by investing a core portion of assets in medium-term fixed income securities that generally are to be held to maturity for periods of up to five years.
- 1.4 These Investment Guidelines outline the objectives, investment strategies and risk controls for management of the SMTF.

SECTION 2 – Oversight**Investment Committee**

- 2.1 The Board of Governors has overarching responsibility for the SMTF. The Board has delegated oversight of the investments to the Investment Committee (“Committee”). The Committee shall provide periodic reports on the SMTF assets and performance and advise the Board of significant changes to the investment strategy of the SMTF.

- 2.2 The Investment Committee shall review and approve the Investment Guidelines, revising them as warranted when the operating environment or investments of SMTF require change.
- 2.3 The Investment Committee shall receive and review quarterly reports on the assets and performance of the SMTF and review the operating environment in the context of the SMTF.
- 2.4 The Investment Committee shall approve the appointment of each Investment Manager and the terms of each Investment Mandate, as may be amended from time to time.
- 2.5 The Investment Committee shall approve the appointment of one or more Custodians for all or part of the SMTF. The appointed Custodian shall be a trust company registered in Canada. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the SMTF.

Administration

- 2.6 The Assistant Vice-President Finance & Chief Financial Officer and the University Treasurer are responsible for administering the SMTF, implementing the Guidelines and regularly reporting to the Committee.
- 2.7 Administration shall deliver quarterly reports on the assets and performance of the SMTF and provide Investment Manager updates to the Committee.
- 2.8 Administration shall conduct Investment Manager searches, due diligence and oversight meetings with the Manager(s) and provide recommendations to the Committee.
- 2.9 Administration shall develop the Investment Mandate(s) in accordance with SMTF objectives, incorporating features that accommodate the University operating environment and best practices, and provide recommendations to the Committee.
- 2.10 Administration shall review the compliance of each Investment Manager to the Investment Mandate and report any issues to the Committee.
- 2.11 Administration shall monitor and ensure that the SMTF is managed in accordance with the Guidelines and applicable legislation and regulatory requirements.

2.12 Administration shall ensure that all investments of the SMTF are recorded appropriately in the University's financial records.

SECTION 3 – Investment Guidelines

3.1 The SMTF assets shall be invested in interest-bearing deposits and fixed income instruments.

3.2 The SMTF's level of risk shall be a function of the quality objectives and maximum holding periods appropriate to each of the liquid, short-term and medium-term segments of the SMTF.

3.3 The SMTF's proportion of assets available for allocation by holding period shall be continually assessed based on the factors listed below prioritized by their potential for impact on University operations at points in time:

- short-term cash balances and liquidity requirements;
- medium-term outlook for balances based on anticipated activities;
- interest rate levels, term structure of fixed income markets, relative yields and risk by type of instrument and issuer;
- availability of suitable terms and credit quality;
- performance of strategies and Investment Manager(s);
- Institutional factors such as enrolments, the condition of the balance sheet, institution and sector credit ratings, covenants and creditor expectations;
- the University's capital plan; and
- such other factors arising deemed relevant by the Administration.

3.4 The SMTF shall be allocated among the fixed income categories below:

<u>Category</u>	<u>Term to Maturity</u>
Bank Deposits	Demand
Money Market Funds	1-12 months
Term Deposits and GICs	1-24 months
Bonds	1-5 years
Mortgage Loans	1-5 years
Pooled Funds	1-5 years

Private Debt

1-5 years

SECTION 4 – Diversification and Risk Limits

- 4.1 The chief risks affecting SMTF investments are interest rate risk, credit risk, issuer credit worthiness and individual security credit quality. Accordingly, the assets are to be diversified across the term structure of maturities spanning a five-year horizon with exposures controlled by limits on allocations by issuers and quality rating.

Bank Deposits and Money Market Funds

- 4.2 The portion of the SMTF required for liquidity and held in pure cash shall be on deposit with one or more chartered Canadian banks.
- 4.3 The portion of the SMTF required for liquidity and held in money market instruments, including treasury bills, bankers' acceptances and commercial paper, shall be held in high-quality instruments at all times, with an average rating of R-1 Mid to High or equivalent.
- 4.4 Generally, money market instruments would be held only in the context of a subscription or management agreement with an institutional class portfolio manager of a short term investment. Each short term investment shall be constructed to hold well-diversified high-quality instruments and be benchmarked to a 30 or 90-day market index.

Term Deposits and Guaranteed Investment Certificates (GICs)

- 4.5 The portion of the SMTF available for placement in deposit instruments with maturities of up to 24 months, shall be held in Term Deposits and Guaranteed Investment Certificate (GIC) issued by major banks.
- 4.6 The general creditworthiness of each bank in which there are cash deposits and/or Term Deposits/GICs shall be regularly assessed and reported to the Committee.

Fixed Income: Bonds

- 4.7 The portion of the SMTF available for investment in fixed income portfolios managed through pooled fund structures appointed by the Investment Committee. Maturities of fixed income securities within the pooled SMTFs will range from 1 to 5 years. The maximum term to maturity as at time of purchase

shall normally be 5 years. Any maturities exceeding 5 years will be reported by investment managers responsible for the pooled funds.

- 4.8 The assets are to be well diversified by issue and issuer to control investment and mitigate portfolio risk.
- 4.9 The portion of SMTF invested in public fixed income pooled funds will have the following exposure constraints:

Public Fixed Income Pooled Fund Guidelines

Guidelines	Min %	Max %
Investment Grade	50	100
Mortgages	0	50
Non Investment Grade	0	15
Emerging Markets	0	7

Reference credit ratings for bonds are those as published and regularly reviewed and/or revised by recognized debt rating agencies including DBRS Morningstar, Standard & Poor’s, Moody’s, and Fitch Ratings.

Fixed Income: Mortgage Loans

- 4.10 The equivalency of the minimum credit quality ratings established above for public fixed income pooled funds shall apply to the credit quality and weighting of the mortgage holdings. It is incumbent on the Investment Manager to be extremely cautious in the selection of mortgage holdings within the mortgage pooled fund structures due to the idiosyncratic risk implied by exposure to single properties and owner-borrowers.
- 4.11 Mortgage holdings will be in first mortgages only on commercial and multi-residential income producing Canadian properties.
- 4.12 The portfolio manager will be responsible for diversifying the mortgages by type and by geographic location and for prudently and diligently managing the risks associated with exposure to individual properties.

Fixed Income: Private Debt

- 4.13 Private debt that is not defined as a mortgage, will be first lien senior term debt only. Mid-market private debt will be permitted with loan terms ranging from 2 to 5 years.

SECTION 5 – Performance Expectations

5.1 The SMTF Performance Objective is to produce an efficient risk-adjusted yield from its holdings in high-quality fixed income investments. To assess the return by fixed income segment, returns shall be compared to relevant market indices as well as with reference to a baseline or hurdle mark of the bank deposit rate.

SECTION 6 - Investment Reporting

6.1 Administration shall deliver quarterly reports on SMTF assets, performance and its Investment Managers to the Committee including:

- allocation among segments (cash, short term, fixed income);
- rate of return produced by each segment;
- comparative returns produced by benchmarks and market indices;
- investment holdings by type and weight;
- market yields in segments of fixed income markets composing of the bank's prime lending rate, money market indices and bond market indices
- factors affecting University operations and the allocation among fixed income segments; and
- portfolio managers' report on the fixed income segments and portfolio managers updates relating to the SMTF.

Revised December 6, 2022



York University

Short Medium Term Fund

STATEMENT OF

INVESTMENT GUIDELINES

December ~~2020~~ 2022

SECTION 1 – Overview

- 1.1 The Short Medium Term Fund (the “Fund” SMTF) combines the University’s short and medium term assets for investment purposes. The assets are composed of operating, research, expendable donations and capital reserve funds. These are held and managed separately from assets of both the endowment and pension funds.
- 1.2 The Fund SMTF investment categories are based on requirements for liquidity. The amount in excess of balances maintained in bank accounts, required to fund near-term obligations, is available for investment in short and medium term strategies that mature in alignment with the University’s short to medium term obligations.
- 1.3 The Fund SMTF investment objectives are to:
 - a) protect the assets from risk of loss;
 - b) provide liquidity as needed to manage university operations;
 - c) produce incremental yield:
 - i. at low-level risk by investing a portion of assets in short-term investments that revert to cash with no risk of loss; and
 - ii. at low-to-moderate risk by investing a core portion of assets in medium-term fixed income securities that generally are to be held to maturity for periods of up to five years.
- 1.4 These Investment Guidelines outline the objectives, investment strategies and risk controls for management of the Fund SMTF.

SECTION 2 – Oversight

Investment Committee

- 2.1 The Board of Governors has overarching responsibility for the Fund SMTF. The Board has delegated oversight of the investments to the Investment Committee (“Committee”). The Committee shall provide periodic reports on the SMTF assets and performance and advise the Board of significant changes to the investment strategy of the Fund SMTF.

- 2.2 The Investment Committee shall review and approve the Investment Guidelines, revising them as warranted when the operating environment or investments of **Fund SMTF** require change.
- 2.3 The Investment Committee shall receive and review quarterly reports on the assets and performance of the **Fund SMTF** and review the operating environment in the context of the **Fund SMTF**.
- 2.4 The Investment Committee shall approve the appointment of each Investment Manager and the terms of each Investment Mandate, as may be amended from time to time.
- 2.5 The Investment Committee shall approve the appointment of one or more Custodians for all or part of the **Fund SMTF**. The appointed Custodian shall be a trust company registered in Canada. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the **Fund SMTF**.

Administration

- 2.6 The Assistant Vice-President Finance & Chief Financial Officer and the University Treasurer are responsible for administering the **Fund SMTF**, implementing the Guidelines and regularly reporting to the Committee.
- 2.7 Administration shall deliver quarterly reports on the assets and performance of the **Fund SMTF** and provide Investment Manager updates to the Committee.
- 2.8 Administration shall conduct Investment Manager searches, due diligence and oversight meetings with the Manager(s) and provide recommendations to the Committee.
- 2.9 Administration shall develop the Investment Mandate(s) in accordance with **Fund SMTF** objectives, incorporating features that accommodate the University operating environment and best practices, and provide recommendations to the Committee.
- 2.10 Administration shall review the compliance of each Investment Manager to the Investment Mandate and report any issues to the Committee.
- 2.11 Administration shall monitor and ensure that the **Fund SMTF** is managed in accordance with the Guidelines and applicable legislation and regulatory requirements.

2.12 Administration shall ensure that all investments of the Fund SMTF are recorded appropriately in the University’s financial records.

SECTION 3 – Investment Guidelines

3.1 The Fund SMTF assets shall be invested in interest-bearing deposits and fixed income instruments.

3.2 The Fund SMTF’s level of risk shall be a function of the quality objectives and maximum holding periods appropriate to each of the liquid, short-term and medium-term segments of the Fund SMTF.

3.3 The Fund’s SMTF’s proportion of assets available for allocation by holding period shall be continually assessed based on the factors listed below prioritized by their potential for impact on University operations at points in time:

- short-term cash balances and liquidity requirements;
- medium-term outlook for balances based on anticipated activities;
- interest rate levels, term structure of fixed income markets, relative yields and risk by type of instrument and issuer;
- availability of suitable terms and credit quality;
- performance of strategies and Investment Manager(s);
- Institutional factors such as enrolments, the condition of the balance sheet, institution and sector credit ratings, covenants and creditor expectations;
- the University’s capital plan; and
- such other factors arising deemed relevant by the Administration.

3.2 3.4 The SMTF shall be allocated among the fixed income categories below:

<u>Category</u>	<u>Term to Maturity</u>
Bank Deposits	Demand
Money Market Funds	1-12 months
Term Deposits and GICs	1-24 months
Bonds	1-5 years
Mortgage Loans	1-5 years

Pooled Funds	1-5 years
Private Debt	1-5 years

SECTION 4 – Diversification and Risk Limits

4.1 The chief risks affecting Fund SMTF investments are interest rate risk, credit risk, issuer credit worthiness and individual security credit quality. Accordingly, the assets are to be diversified across the term structure of maturities spanning a five-year horizon with exposures controlled by limits on allocations by issuers and quality rating.

Bank Deposits and Money Market Funds

- 4.2 The portion of the Fund SMTF required for liquidity and held in pure cash shall be on deposit with one or more chartered Canadian banks.
- 4.3 The portion of the Fund SMTF required for liquidity and held in money market instruments, including treasury bills, bankers' acceptances and commercial paper, shall be held in high-quality instruments at all times, with an average rating of R-1 Mid to High or equivalent.
- 4.4 Generally, money market instruments would be held only in the context of a subscription or management agreement with an institutional class portfolio manager of a short term investment. Each short term investment shall be constructed to hold well-diversified high-quality instruments and be benchmarked to a 30 or 90-day market index.

Term Deposits and Guaranteed Investment Certificates (GICs)

- 4.6 4.5 The portion of the SMTF available for placement in deposit instruments with maturities of up to 24 months, shall be held in Term Deposits and Guaranteed Investment Certificate (GIC) issued by major banks.
- 4.12 4.6 The general creditworthiness of each bank in which there are cash deposits and/or Term Deposits/GICs shall be regularly assessed and reported to the Committee.

Fixed Income: Bonds

~~4.2 The portion of the Fund available for investment in a fixed income portfolio with maturities of up to 5 years, shall Within the short term fixed~~

income segment, which will normally be constructed as a portfolio of fixed income securities, including corporate bonds and bail-in bonds, Federal and provincial government bonds, commercial and multi-residential mortgages, with maturities ranging from 1 to 5 years, the following guidelines shall apply:

- a) Maturities shall normally be equal-weighted across the 5 years composing the term structure;
- b) Maturities shall normally be laddered on a semi-annual or quarterly revolving basis.
- c) The maximum term to maturity as at time of purchase shall normally be 5 years.

4.3 Any changes in the anticipated structure of the University’s actual obligations will serve to qualify the necessary cashflows and, when necessary, shall supersede the guidelines (a) to (c) above.

4.7 The portion of the SMTF available for investment in fixed income portfolios is managed through pooled fund structures appointed by the Investment Committee. Maturities of fixed income securities within the pooled SMTFs will range from 1 to 5 years. The maximum term to maturity as at time of purchase shall normally be 5 years. Any maturities exceeding 5 years will be reported by investment managers responsible for the pooled funds.

4.4 4.8 The assets are to be well diversified by issue and issuer to control investment and mitigate portfolio risk.

4.6 The portion of Fund invested for terms of greater than one year in fixed income instruments, including government and corporate bonds, shall be prudently invested at all times in well diversified investment-grade portfolios (minimum BBB-rated) of Canadian-denominated and Canadian-pay fixed income instruments with the following specific exposure constraints:

<u>Minimum Credit Quality</u>	<u>Maximum Portfolio Weighting</u>
BBB Portfolio weight	10%
BBB Single security weight	3%

Reference credit ratings for bonds are those as published and regularly reviewed and/or revised by recognized debt rating agencies including DBRS Morningstar and Standard & Poors.

4.9 The portion of SMTF invested in public fixed income pooled funds will have the following exposure constraints:

Public Fixed Income Pooled Fund Guidelines

Guidelines	Min %	Max %
Investment Grade	50	100
Mortgages	0	50
Non Investment Grade	0	15
Emerging Markets	0	7

Reference credit ratings for bonds are those as published and regularly reviewed and/or revised by recognized debt rating agencies including DBRS Morningstar, Standard & Poor’s, Moody’s, and Fitch Ratings

Fixed Income: Mortgage Loans

4.8 4.10 The equivalency of the minimum credit quality ratings established above for marketable bonds public fixed income pooled funds shall apply to the credit quality and weighting of the mortgage holdings. It is incumbent on the Investment Manager to be extremely cautious in the selection of mortgage holdings within the mortgage pooled fund structures due to the idiosyncratic risk implied by exposure to single properties and owner-borrowers.

4.11 Mortgage holdings will be in first mortgages only on commercial and multi-residential income producing Canadian properties.

4.12 The portfolio manager will be responsible for diversifying the mortgages by type and by geographic location and for prudently and diligently managing the risks associated with exposure to individual properties.

~~4.10 The Laddered Fixed Income is reported on an amortized book value basis.~~

Fixed Income: Private Debt

4.13 Private debt that is not defined as a mortgage, will be first lien senior term debt only. Mid-market private debt will be permitted with loan terms ranging from 2 to 5 years.

SECTION 5 – Performance Expectations

5.1 The Fund SMTF Performance Objective is to produce an efficient risk-adjusted yield from its holdings in high-quality fixed income investments. To assess the return by fixed income segment, returns shall be compared to relevant market

indices as well as with reference to a baseline or hurdle mark of the bank deposit rate.

SECTION 6 - Investment Reporting

6.1 Administration shall deliver quarterly reports on SMTF assets, performance and its Investment Managers to the Committee including:

- allocation among segments (cash, short term, fixed income);
- rate of return produced by each segment;
- comparative returns produced by benchmarks and market indices;
- investment holdings by type and weight;
- market yields in segments of fixed income markets composing of the bank's prime lending rate, money market indices and bond market indices
- factors affecting University operations and the allocation among fixed income segments; and
- portfolio managers' report on the fixed income segments and portfolio managers updates relating to the Fund SMTF.

Revised ~~December 8, 2020~~ December 6, 2022

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 28 February

Subject: Revisions to the Endowment Fund Statement of Investment Policies and Procedures (SIPP)

Recommendation:

The Investment Committee recommends that the Board of Governors approve revisions to the Statement of Investment Policies and Procedures (SIPP) to include the following:

- **add a benchmark for infrastructure: CPI + 6%.**

Background and Rationale:

In November 2021, the Investment Committee approved the addition of infrastructure managers, Brookfield Global Transition Fund and Copenhagen Infrastructure Partners Energy Transitions Fund I to the Endowment Fund portfolio. The first capital calls for both funds were completed in September and October 2022; performance monitoring and measurement require that the funds be measured against an appropriate benchmark. The recommended CPI + 6% is a standard benchmark used for infrastructure assets.

Attachments:

Appendix A: Revised Endowment Fund SIPP (6 December 2022) clean

Appendix B: Revised Endowment Fund SIPP (6 December 2022) changes highlighted

Appendix A



**York University
Endowment Fund**

**STATEMENT OF
INVESTMENT POLICIES AND PROCEDURES**

December 6, 2022



SECTION I – Introduction and Overview of the Endowment Fund

- 1.1 The York University Endowment Fund (“Fund”) is a commingled pool of individual endowments that have been gifted by donors. The donations to the University form the corpus of invested assets of the Fund.
- 1.2 Endowed accounts are established for designated purposes that include academic chairs, scholarships and bursaries. The donations, gifts, and bequests that have been received together with any matching funds from external or University programs, have been designated to specific purposes as agreed to between each donor and the University.
- 1.3 The purpose of the Fund is to, in perpetuity, preserve the endowed capital in real terms and provide annual distributions to endowment beneficiaries for spending. The Fund assets are invested to protect the corpus in real terms and produce returns sufficient to provide a steady amount of annual distribution toward spending for the beneficiary purposes.
- 1.4 The investment objective for the Fund is to earn a real return from long-term investments that protects endowment capital and provides stable inflation-adjusted annual distributions for endowed account beneficiaries.
- 1.5 Distributions from the Fund for beneficiary spending are subject to the University policies and procedures governing Endowment Fund distributions as well as any restrictions that may apply to individual endowed accounts.
- 1.6 The purpose of the Statement of Investment Policies and Procedures (“Policy”, “SIPP”) is to detail the terms that apply to the investment of the Fund.

SECTION II – Governance and Administration

Board of Governors

- 2.1 The University through its Board of Governors has responsibility for the Endowment Fund and for approval of the Statement of Investment Policies and Procedures, as may be amended from time to time.
- 2.2 The Board of Governors has appointed an Investment Committee (“Committee”) to oversee the assets and investment of the Fund.

- 2.3 The Board of Governors has appointed a Finance and Audit Committee and delegated the responsibility for approving the amount of annual distribution to endowment accounts.
- 2.4 The Board of Governors through its Investment Committee may rely on independent experts for certain aspects of the Fund's operations where expert knowledge is required or where a perceived or actual conflict of interest exists.
- 2.5 The Board of Governors has delegated to the Investment Committee the responsibility for selecting and appointing the Investment Managers, Custodian, Recordkeeper and various agents as may be required for the care and administration of the Fund.
- 2.6 Neither the Governors, the Committee, nor the staff of the University representing Administration, shall select securities on behalf of the Fund.

Investment Committee

- 2.7 The Investment Committee shall develop this Policy and recommend its adoption to the Board of Governors.
- 2.8 The Investment Committee shall provide periodic reports including advice of any changes to Investment Managers or service providers and deliver an annual report on the assets and performance of the Fund to the Board of Governors.
- 2.9 The Investment Committee shall select and retain one or more competent external professional Investment Managers of Pooled Funds, Segregated Portfolios, or short-term deposits for the Fund.

The terms of each Investment Manager appointment shall be contained in an Investment Mandate approved by the Committee. The Committee shall alter its selection of Managers and amend the Mandates from time to time as it deems to be in the best interest of the Fund.

The Committee shall ensure at all times that there are no conflict of interest issues in connection with such appointments.

- 2.10 To the extent the Fund invests in Pooled Funds, each Investment Manager shall provide a copy of its investment policy for a specific Pooled Fund and notification of amendments to the investment policies of the Pooled Funds, as made from time to time, and these shall be deemed to be incorporated in the respective Manager Mandate.

- 2.11 The Investment Committee shall meet as required with each Investment Manager to review its firm, investment strategy, portfolio and performance as well as any other significant issues.
- 2.12 The Investment Committee shall appoint one or more Custodians for all or part of the Fund assets. Any appointed Custodian shall be a trust company registered in Canada. All investments and assets of the Fund shall be held by a Custodian. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the Fund.

Administration

- 2.13 The Administration of the University is responsible for directing the allocation of Fund assets including contributions to and distributions from the Fund.
- 2.14 Administration shall deliver monthly reports on Fund assets and performance of the Fund and its Investment Managers to the Committee.
- 2.15 Administration shall conduct Investment Manager searches, due diligence studies and oversight meetings with Managers as required and provide recommendations to the Committee
- 2.16 Administration shall develop the Investment Mandates in accordance with the Fund's investment strategy and any relevant changes in the external environment or best practices and recommend approval to the Committee.
- 2.17 Administration shall communicate general guidelines for voting to each Investment Manager of an actively managed Segregated Portfolio of equities.
- 2.18 Administration shall review the compliance of each Manager to the Investment Mandate and report any issues to the Committee.
- 2.19 Administration shall ensure that the Fund is managed in accordance with the Policy and compliant with applicable legislation and regulatory requirements.
- 2.20 Administration shall ensure that all investments in the Fund are recorded in the financial records as subject to the annual audit by the University's independent auditors.

SECTION III – Investment Strategy

- 3.1 The investment strategy expressed in the Asset Mix Policy takes into consideration certain investment factors and principles, described in this section, with the goal of generating a target return and level of risk that support the Fund's ability to meet its obligations.

Diversification

- 3.2 Diversification of investment exposures increases long-term risk-adjusted return potential. The characteristics of different asset classes combined in target proportions increase the probability of achieving target return and risk suitable to the Fund obligations.
- 3.3 Diversification reduces exposure to specific investment risks, among these: equity risk, interest rate risk, credit risk, inflation risk, liquidity risk, single issuer risk, and manager risk.
- 3.4 Equity returns are expected to exceed fixed income returns over the long term. Return objectives are tempered for risk, however, as excessive volatility of equity returns can negatively impact the Fund's ability to match obligations.
- 3.5 Fixed income provides term and credit diversification, reduces Fund volatility and enhances Fund liquidity.
- 3.6 Real Assets provide diversification in respect of Equities and Fixed Income and a hedge against inflation.
- 3.7 Using skilled active management can provide superior returns or decrease the risk of the Fund, or both, relative to a market-oriented benchmark.

Liquidity

- 3.8 Liquidity is required to enable the Fund to meet its obligation of annual distributions to endowed accounts adjusted for inflation. The Fund is managed to permit sufficient liquidity to generate cash for distribution, contain costs, and periodically realign asset class weights to Policy weights within the current context of the Fund's net annual outflows.
- 3.9 Liquidity requirements in a long-term strategy are sustained by diversified holdings in publicly traded securities. Illiquid strategies and securities tend to constrain access to liquidity and add to the opportunity and transaction costs associated with raising cash.

Sustainable Investing

Statement of Beliefs for Sustainable Investing

- 3.10 The University has a fiduciary responsibility to manage the long-term sustainability of its investments in such a manner as to provide predictable funding to students and researchers, consistent with donor intent;
- 3.11 To sustain such long-term returns, relevant risks must be appropriately managed and assessed;
- 3.12 York University is committed to a sustainable investment strategy which integrates environmental, social and governance (ESG) factors in the overall management of its endowment portfolio. York University believes these factors can affect risks and returns, and that organizations that effectively manage environmental, social and governance factors are more likely to endure and create sustainable value over the long term. The University's approach to sustainable investing is evolving, recognizing that it is not a static concept, but one which changes and adapts, as the linkage between ESG factors and risk and returns becomes better understood over time.
- 3.13 Better returns are more likely to be achieved when the University selects and monitors Investment Managers who actively integrate ESG factors in their investment evaluation processes;
- 3.14 The consideration of ESG factors is an important element of risk which Managers must assess and manage;
- 3.15 The University believes active engagement through its Investment Managers is an effective approach in assessing ESG factors;
- 3.16 The University believes engagement through its Investment Managers will generate better and sustainable returns relative to a negative screening process, which would arbitrarily exclude certain investments

Implementing Sustainable Investing

- 3.17 The consideration and integration of ESG risk factors in the investment selection and evaluation processes are consistent with the investment objectives of the Fund of providing beneficiaries with a sustainable payout over the short and long terms.
- 3.18 The Investment Committee will integrate ESG-related criteria in its Manager selection process and hires Managers who demonstrate transparent processes

incorporating material ESG consideration in their research and investment decision-making process. The University will ensure through Investment Management Agreements and Mandates that Investment Managers actively consider ESG factors.

- 3.19 The University will monitor Investment Manager ESG integration and engagement on a regular basis. Such monitoring will include an annual reporting process to the University on incorporation of ESG factors by Investment Managers.
- 3.20 The University will report annually to the University community, as part of its overall reporting of investment performance, on how Managers incorporate ESG factors in their evaluation process.
- 3.21 The University will collaborate with like-minded investors and associations to help raise awareness of the benefits of ESG factors in investment decision making.

SECTION IV – Asset Mix Policy

Asset-Liability Studies

- 4.1 The target asset mix is developed in asset-liability studies that take into consideration the Fund’s long-term investment horizon, annual obligations to beneficiaries, ability to manage risk, liquidity constraints and administrative capacity.

Introduction of Real Assets

- 4.2 The Real Assets was approved by the Board of Governors in April 2014. A phase-in period for developing the target Real Assets exposures is normal for the characteristics of this class.

Target Asset Mix Policy

- 4.3 The long-term Target Asset Mix Policy effective as of December 31, 2019 is shown in the table below.

ASSET CLASS	MIN. Weight	TARGET	MAX. Weight
Global Equities, All Countries	45%	50%	55%
TOTAL EQUITIES	45%	50%	55%
Cash and Equivalents	0%	0%	10%
TOTAL FIXED INCOME	25%	30%	35%
TOTAL REAL ASSETS	15%	20%	25%
TOTAL FUND		100%	

Asset Class Ranges

- 4.4 Ranges are approved for normal degrees of variance from Target of asset class weights. The range that each asset class weight is permitted to vary within is +/- 5% of its Target Weight.
- 4.5 Global Equities encompasses developed and emerging markets. Allocation weights in emerging markets as a sub-category of Global Equity shall be generally aligned to the market capitalization weight as expressed in the index. Limits on emerging markets exposures in the portfolios are expressed within the individual manager mandates.
- 4.6 Real Assets, due to a necessary phase-in, will cause aggregate weights in the Equities classes to vary above Target Weight. The approved temporary variance above Target for aggregated equity classes is to a maximum of 15% during the phase-in period.
- 4.7 Cash and Equivalents are held at low levels in the Fund. Cash levels held in portfolios are at the discretion of each Investment Manager and in accordance with each Manager Mandate. For the purpose of monitoring and measuring, cash in portfolios is deemed to be included in that Manager's asset class.
- 4.8 Rebalancing of Fund asset weights will be conducted periodically in response to cashflows, or when actual asset mix weights deviate outside the normal ranges. Reallocation among portfolios will be conducted to bring the asset class weights back within Policy ranges.

Currency Hedging

- 4.9 The impact on returns and risk due to currency exchange rate volatility can provide diversification or negatively accentuate risk depending on each type of asset class holding the foreign-denominated exposures. To manage desirable and undesirable currency risk, the following Policy parameters for currency hedging to the Canadian dollar shall be applied to foreign-denominated exposures, on a passive basis:

Asset Class	Passive Hedge Ratio
Equities	0%
Real Assets	50%
Fixed Income	50%

SECTION V – Portfolio Diversification and Constraints

- 5.1 The Fund assets shall at all times be prudently invested in a diversified manner in accordance with the Policy. The Committee shall ensure that the diversification requirements in the Policy and each of the Manager Mandates, in combination with the amount of assets allocated to each Manager of a Segregated Portfolio or Pooled Fund, are consistent with the limits in this section.
- 5.2 In no case shall the Fund own more than 10% of any class of the securities of a corporation.
- 5.3 In no case shall the Fund have more than 10% of its total investments invested in the securities of any one corporation, government, or trust, other than in the governments of G7 nations.
- 5.4 In respect of the Equities held for the Fund:
- (a) All holdings shall be listed on a public exchange or be convertible or exchangeable into such securities.
 - (b) Holdings shall be diversified by company, region, industry, currency and country; however, consideration may be given to the relative sizes of economic activity and stock markets capitalization.
- 5.5 In respect of the Fixed Income held for the Fund:
- (a) All holdings in corporate Fixed Income shall be diversified by company, region, industry and country; however, consideration may be given to the relative size of the opportunity set in different countries.
- 5.6 In respect of the Real Assets held for the Fund:
- (a) No direct holdings in real assets are permitted.
 - (b) All holdings in Real Assets shall be diversified by industry, company, region and country; however, due to the illiquid nature of these assets, time may be required to develop diversification.
- 5.7 In respect of Cash and Equivalents held for the Fund:
- (a) All Cash and Equivalents holdings shall be in accordance with the Policy and any

Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.

- (b) Cash and Equivalents and deposits with banks or trust companies must be rated “A”, or better, or be held with institutions that have a long-term rating of “A”, or better.

5.8 In respect of Derivatives employed for the Fund:

- (a) All use of Derivatives shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.
- (b) Derivatives may be used only to:
 1. Create an asset mix position within ranges and among the asset classes set out in the Policy;
 2. Replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
 3. Create an exposure to securities that are otherwise permitted under this Policy;
 4. Manage the currency exposure of foreign-denominated holdings; or
 5. Reduce risk as part of a hedging strategy.

5.9 The Fund may lend its securities through the Custodian, subject to applicable legislation and providing that minimum collateral of 105% of the market value of the loaned securities, marked to market daily, is maintained at all times in cash or high quality, liquid securities.

5.10 Any endowed gifts to the University of securities will be sold as soon as practicable upon receipt.

SECTION VI – Return Expectations

Performance Objective

6.1 The Fund performance objective is to produce a moving four-year annualized rate of return, net of investment fees, that meets or exceeds the four-year annualized rate of return of the Fund Benchmark for the same period.

Fund Benchmark

6.2 The Fund Benchmark is a composite of market indices. Each market index shall be

chosen for being the most effective broad representation of its Policy asset class, as gauged by its investable universe, return characteristics and risk profile.

- 6.3 The composite Fund Benchmark excludes the impact of currency hedging. For the purpose of reporting and measuring relative performance of the Fund including the effects of currency hedging, the monthly return from passive hedges held for the Fund shall be additive both to total Fund performance and to total Benchmark performance.
- 6.4 The following Benchmarks are effective as from October 31, 2022. The Benchmark returns shall be calculated to assume monthly rebalancing and is expressed in Canadian dollar terms. Infrastructure benchmarks have been added following the funding of infrastructure assets.

Asset Class	Index	Current Weight	Target Weight
Global Equity	MSCI ACWI (for all global equity managers)	57%	50%
Unconstrained fixed income	Bloomberg Barclays Multiverse Index (C\$ Hedged) (for Manulife) {75% Bloomberg Barclays Global Aggregate Corporate (C\$ Hedged) + 25% FTSE Canada Short Term Overall Bond Index} (for PH&N)	21%	20%
Global High Yield Bonds	Citigroup High Yield Market Capped (for Stone Harbor)	10%	10%
Real Assets	Real Estate Benchmark CDN CPI + 4% Infrastructure Benchmark CDN CPI + 6%	10%	20%
			100%

- 6.5 The market indices prescribed for the Fund Benchmarks above are chosen for their representative characteristics. The Benchmark indices established in each approved Manager Mandate may vary. The indices above may be amended by the Committee from time to time, as necessary; such amendments will be reflected in the next revision of the Policy.

- 6.6 During the phase-in period for the Real Assets asset class, the current Benchmark weight will be held at 10% until the exposure has been fully developed to at or near 20%, at which time the 20% Benchmark weight shall apply. The offset weight during the phase-in period will be applied to equity classes.
- 6.7 The Fund's historical record of performance shall be reported and compared to a linked series of distinct composite benchmarks as specified in successive Board of Governors approved versions of the Policy and as verifiable to the documents and minutes of the meetings of the Investment Committee.

SECTION VII – Valuation of Investments

- 7.1 Investments in marketable securities held in Segregated Portfolios shall be valued by the Custodian no less frequently than daily at their local and base market value at that time.
- 7.2 Investments in Pooled Funds holding publicly-traded securities shall be valued according to the unit values published by the Managers. The Custodian shall be responsible for requesting and recording the unit values on a timely basis.
- 7.3 If a market valuation of any investment is not readily available, an estimate of fair value shall be supplied by the Investment Manager to the Custodian no less frequently than quarterly. Such fair value may be determined by reference to the most recent independent appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases, the methodology shall be applied consistently over time.

SECTION VIII – Voting Rights

- 8.1 The responsibility of exercising and directing voting rights acquired through the Fund's holdings in securities shall normally be delegated to the Investment Manager, who shall be required at all times to act prudently and in the best interest of the Fund.
- 8.2 The Investment Managers shall maintain a record of how the Fund's voting rights were exercised and provide a copy of such record to Administration at least annually.
- 8.3 The Committee reserves the right to direct the voting decision of an Investment Manager if in its view such action is in the best interests of the Fund.

- 8.4 The above constraints and voting rights may not be directly enforceable to the extent that Fund assets are held in Pooled Funds. Nonetheless, the Investment Manager of a Pooled Fund shall be required to act prudently and in the interests of its investors and shall be required to provide a copy of the Pooled Fund's voting rights policy to Administration.

SECTION IX – Monitoring

Investment Managers Monitoring

- 9.1 For monitoring and assessing the case for retention of each Investment Manager, the Committee shall consider:
- (a) Each Investment Manager's performance in terms of returns and volatility;
 - (b) Changes in each Investment Manager's organizational structure;
 - (c) Changes in key personnel in the relevant investment team of each Investment Manager;
 - (d) Consistency of each Investment Manager's investment strategy and style;
 - (e) Regulatory issues that may affect each Investment Manager;
 - (f) Compliance of each Investment Manager to the Policy and respective Manager Mandate;
 - (g) Quality of service provided by each Investment Manager;
 - (h) Success of each Investment Manager toward achieving the value added and risk objectives of each Investment Mandate; and
 - (i) Suitability of each Investment Manager toward meeting the objectives of the Fund and the respective Investment Mandate.

Fund Performance Monitoring

- 9.2 The Committee shall, at least annually, review an analysis of Fund and asset class performance, to include comparison of Fund return and risk metrics to:
- (a) Performance of the Fund composite Benchmark; and
 - (b) Relevant measures of risk.

Policy Implementation Monitoring

- 9.3 The implementation of the Policy shall be reviewed over the normal course of the four-year measurement period in line with the performance objective. Such review

shall consider inputs from the Fund’s investment consultant, including advice, asset-liability studies and ongoing manager monitoring, as well as the evidence from similar funds of results and best practices. The following are subject to assessment by the Committee, in the context of Fund obligations, risk tolerance and liquidity requirements:

- (a) Effectiveness of the implementation of the Investment Strategy and Asset Mix Policy;
- (b) Appropriateness of the Fund Benchmark;
- (c) Appropriateness of currency hedging given the Fund’s foreign-denominated holdings and asset class exposures;
- (d) Suitability of the Investment Manager structure; and
- (e) Cost-effectiveness of the implementation.

SECTION X – Policy Review

The Policy shall be reviewed and affirmed or amended at least annually.

Approved by the Investment Committee:

December 6, 2022

Approved by the Board of Governors:

February 28, 2023

Appendix B



**York University
Endowment Fund**

**STATEMENT OF
INVESTMENT POLICIES AND PROCEDURES**

~~September 21, 2021~~ December 6, 2022



SECTION I – Introduction and Overview of the Endowment Fund

- 1.1 The York University Endowment Fund (“Fund”) is a commingled pool of individual endowments that have been gifted by donors. The donations to the University form the corpus of invested assets of the Fund.
- 1.2 Endowed accounts are established for designated purposes that include academic chairs, scholarships and bursaries. The donations, gifts, and bequests that have been received together with any matching funds from external or University programs, have been designated to specific purposes as agreed to between each donor and the University.
- 1.3 The purpose of the Fund is to, in perpetuity, preserve the endowed capital in real terms and provide annual distributions to endowment beneficiaries for spending. The Fund assets are invested to protect the corpus in real terms and produce returns sufficient to provide a steady amount of annual distribution toward spending for the beneficiary purposes.
- 1.4 The investment objective for the Fund is to earn a real return from long-term investments that protects endowment capital and provides stable inflation-adjusted annual distributions for endowed account beneficiaries.
- 1.5 Distributions from the Fund for beneficiary spending are subject to the University policies and procedures governing Endowment Fund distributions as well as any restrictions that may apply to individual endowed accounts.
- 1.6 The purpose of the Statement of Investment Policies and Procedures (“Policy”, “SIPP”) is to detail the terms that apply to the investment of the Fund.

SECTION II – Governance and Administration

Board of Governors

- 2.1 The University through its Board of Governors has responsibility for the Endowment Fund and for approval of the Statement of Investment Policies and Procedures, as may be amended from time to time.
- 2.2 The Board of Governors has appointed an Investment Committee (“Committee”) to oversee the assets and investment of the Fund.

- 2.3 The Board of Governors has appointed a Finance and Audit Committee and delegated the responsibility for approving the amount of annual distribution to endowment accounts.
- 2.4 The Board of Governors through its Investment Committee may rely on independent experts for certain aspects of the Fund's operations where expert knowledge is required or where a perceived or actual conflict of interest exists.
- 2.5 The Board of Governors has delegated to the Investment Committee the responsibility for selecting and appointing the Investment Managers, Custodian, Recordkeeper and various agents as may be required for the care and administration of the Fund.
- 2.6 Neither the Governors, the Committee, nor the staff of the University representing Administration, shall select securities on behalf of the Fund.

Investment Committee

- 2.7 The Investment Committee shall develop this Policy and recommend its adoption to the Board of Governors.
- 2.8 The Investment Committee shall provide periodic reports including advice of any changes to Investment Managers or service providers and deliver an annual report on the assets and performance of the Fund to the Board of Governors.
- 2.9 The Investment Committee shall select and retain one or more competent external professional Investment Managers of Pooled Funds, Segregated Portfolios, or short-term deposits for the Fund.

The terms of each Investment Manager appointment shall be contained in an Investment Mandate approved by the Committee. The Committee shall alter its selection of Managers and amend the Mandates from time to time as it deems to be in the best interest of the Fund.

The Committee shall ensure at all times that there are no conflict of interest issues in connection with such appointments.

- 2.10 To the extent the Fund invests in Pooled Funds, each Investment Manager shall provide a copy of its investment policy for a specific Pooled Fund and notification of amendments to the investment policies of the Pooled Funds, as made from time to time, and these shall be deemed to be incorporated in the respective Manager Mandate.

- 2.11 The Investment Committee shall meet as required with each Investment Manager to review its firm, investment strategy, portfolio and performance as well as any other significant issues.
- 2.12 The Investment Committee shall appoint one or more Custodians for all or part of the Fund assets. Any appointed Custodian shall be a trust company registered in Canada. All investments and assets of the Fund shall be held by a Custodian. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the Fund.

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- 3.2 Diversification of investment exposures increases long-term risk-adjusted return potential. The characteristics of different asset classes combined in target proportions increase the probability of achieving target return and risk suitable to the Fund obligations.
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- 3.5 Fixed income provides term and credit diversification, reduces Fund volatility and enhances Fund liquidity.
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Liquidity

- 3.8 Liquidity is required to enable the Fund to meet its obligation of annual distributions to endowed accounts adjusted for inflation. The Fund is managed to permit sufficient liquidity to generate cash for distribution, contain costs, and periodically realign asset class weights to Policy weights within the current context of the Fund's net annual outflows.
- 3.9 Liquidity requirements in a long-term strategy are sustained by diversified holdings in publicly traded securities. Illiquid strategies and securities tend to constrain access to liquidity and add to the opportunity and transaction costs associated with raising cash.

Sustainable Investing

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Implementing Sustainable Investing

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SECTION IV – Asset Mix Policy

Asset-Liability Studies

- 4.1 The target asset mix is developed in asset-liability studies that take into consideration the Fund’s long-term investment horizon, annual obligations to beneficiaries, ability to manage risk, liquidity constraints and administrative capacity.

Introduction of Real Assets

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- 4.3 The long-term Target Asset Mix Policy effective as of December 31, 2019 is shown in the table below.

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TOTAL FUND		100%	

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6.2 The Fund Benchmark is a composite of market indices. Each market index shall be

chosen for being the most effective broad representation of its Policy asset class, as gauged by its investable universe, return characteristics and risk profile.

- 6.3 The composite Fund Benchmark excludes the impact of currency hedging. For the purpose of reporting and measuring relative performance of the Fund including the effects of currency hedging, the monthly return from passive hedges held for the Fund shall be additive both to total Fund performance and to total Benchmark performance.
- 6.4 The following Benchmarks are effective as from October 31, ~~2021~~ 2022. The Benchmark returns shall be calculated to assume monthly rebalancing and is expressed in Canadian dollar terms. Infrastructure benchmarks have been added following the funding of infrastructure assets.

Asset Class	Index	Current Weight	Target Weight
Global Equity	MSCI ACWI (for all global equity managers)	62 57%	50%
Unconstrained fixed income	Bloomberg Barclays Multiverse Index (C\$ Hedged) (for Manulife) {75% Bloomberg Barclays Global Aggregate Corporate (C\$ Hedged) + 25% FTSE Canada Short Term Overall Bond Index} (for PH&N)	17 21%	20%
Global High Yield Bonds	Citigroup High Yield Market Capped (for Stone Harbor)	9 10%	10%
Real Assets	Real Estate Benchmark CDN CPI + 4% Infrastructure Benchmark CDN CPI + 6%	7 10%	20%
			100%

- 6.5 The market indices prescribed for the Fund Benchmarks above are chosen for their representative characteristics. The Benchmark indices established in each approved Manager Mandate may vary. The indices above may be amended by the Committee from time to time, as necessary; such amendments will be reflected in the next revision of the Policy.

- 6.6 During the phase-in period for the Real Assets asset class, the current Benchmark weight will be held at 10% until the exposure has been fully developed to at or near 20%, at which time the 20% Benchmark weight shall apply. The offset weight during the phase-in period will be applied to equity classes.
- 6.7 The Fund's historical record of performance shall be reported and compared to a linked series of distinct composite benchmarks as specified in successive Board of Governors approved versions of the Policy and as verifiable to the documents and minutes of the meetings of the Investment Committee.

SECTION VII – Valuation of Investments

- 7.1 Investments in marketable securities held in Segregated Portfolios shall be valued by the Custodian no less frequently than daily at their local and base market value at that time.
- 7.2 Investments in Pooled Funds holding publicly-traded securities shall be valued according to the unit values published by the Managers. The Custodian shall be responsible for requesting and recording the unit values on a timely basis.
- 7.3 If a market valuation of any investment is not readily available, an estimate of fair value shall be supplied by the Investment Manager to the Custodian no less frequently than quarterly. Such fair value may be determined by reference to the most recent independent appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases, the methodology shall be applied consistently over time.

SECTION VIII – Voting Rights

- 8.1 The responsibility of exercising and directing voting rights acquired through the Fund's holdings in securities shall normally be delegated to the Investment Manager, who shall be required at all times to act prudently and in the best interest of the Fund.
- 8.2 The Investment Managers shall maintain a record of how the Fund's voting rights were exercised and provide a copy of such record to Administration at least annually.
- 8.3 The Committee reserves the right to direct the voting decision of an Investment Manager if in its view such action is in the best interests of the Fund.

- 8.4 The above constraints and voting rights may not be directly enforceable to the extent that Fund assets are held in Pooled Funds. Nonetheless, the Investment Manager of a Pooled Fund shall be required to act prudently and in the interests of its investors and shall be required to provide a copy of the Pooled Fund's voting rights policy to Administration.

SECTION IX – Monitoring

Investment Managers Monitoring

- 9.1 For monitoring and assessing the case for retention of each Investment Manager, the Committee shall consider:
- (a) Each Investment Manager's performance in terms of returns and volatility;
 - (b) Changes in each Investment Manager's organizational structure;
 - (c) Changes in key personnel in the relevant investment team of each Investment Manager;
 - (d) Consistency of each Investment Manager's investment strategy and style;
 - (e) Regulatory issues that may affect each Investment Manager;
 - (f) Compliance of each Investment Manager to the Policy and respective Manager Mandate;
 - (g) Quality of service provided by each Investment Manager;
 - (h) Success of each Investment Manager toward achieving the value added and risk objectives of each Investment Mandate; and
 - (i) Suitability of each Investment Manager toward meeting the objectives of the Fund and the respective Investment Mandate.

Fund Performance Monitoring

- 9.2 The Committee shall, at least annually, review an analysis of Fund and asset class performance, to include comparison of Fund return and risk metrics to:
- (a) Performance of the Fund composite Benchmark; and
 - (b) Relevant measures of risk.

Policy Implementation Monitoring

- 9.3 The implementation of the Policy shall be reviewed over the normal course of the four-year measurement period in line with the performance objective. Such review

shall consider inputs from the Fund’s investment consultant, including advice, asset-liability studies and ongoing manager monitoring, as well as the evidence from similar funds of results and best practices. The following are subject to assessment by the Committee, in the context of Fund obligations, risk tolerance and liquidity requirements:

- (a) Effectiveness of the implementation of the Investment Strategy and Asset Mix Policy;
- (b) Appropriateness of the Fund Benchmark;
- (c) Appropriateness of currency hedging given the Fund’s foreign-denominated holdings and asset class exposures;
- (d) Suitability of the Investment Manager structure; and
- (e) Cost-effectiveness of the implementation.

SECTION X – Policy Review

The Policy shall be reviewed and affirmed or amended at least annually.

Approved by the Investment Committee:

~~September 21, 2021~~ December 6, 2022

Approved by the Board of Governors:

~~October 12, 2021~~ February 28, 2023

York University Board of Governors Minutes

Meeting: Open Session, 29 November 2022, Hybrid Mode: In person in Room 524 Kaneff Tower and via videoconference

Present:	Regrets:	Others:
Paul Tsaparis, Chair Francesca Accinelli Marie-Hélène Budworth Joanie Cameron Pritchett – via Zoom Stefanie Lamonaca Caputo – via Zoom Jacques Demers - - via Zoom Jose Etcheverry Loretta Lam Julie Lassonde Rhonda Lenton Sham Madhok Ariana Mah Carole Malo - via Zoom Helen Polatajko Eugene Roman – via Zoom Ken Silver – via Zoom Nar Singh Mary Traversy – via Zoom Bobbi White Pascal Robichaud, Secretary	Antonio Di Domenico David Garg Konata Lake Nadine Spencer	Amir Asif Sheila Cote-Meek Susana Gajic-Bruyea Carol McAulay Amanda Wassermuhl, Assistant Secretary Leikha Bisera, Assistant Secretary Elaine MacRae, Governance Coordinator Alexander Munin, IT Tech

II. Open Session

1. Chair’s Items

The Chair welcomed Governors and community members to the 477th meeting of the Board of Governors of York University and noted that the meeting was held in a hybrid format and livestreamed to give members of the Community the opportunity to view the proceedings. In alignment with Ontario’s Chief Medical Officer of Health’s guidance, all those in the meeting room were invited to wear a mask.

York University Board of Governors - Minutes

The Chair advised members of the Board that the Board Retreat has been confirmed for May 12, 2023, Friday. Details will be communicated once available.

a. Report on Items decided during the closed session

The Chair reported the items decided in the Closed Session, as set out below:

- Re-appointment of Helen Polatajko as a member of the Board for a final four-year term commencing 1 January 2023 and ending 31 December 2026.
- Re-appointment of Ken Silver as a member of the Board for a final four-year term commencing 1 January 2023 and ending 31 December 2026

The Chair called up Helen Polatajko, Acting Chair of the Governance and Human Resources Committee, to report out a governance-related matter to the Board.

Acting Chair Polatajko announced the renewal of Paul Tsaparis as Chair of the Board for a two-year term starting 1 July 2023 and ending 30 June 2025.

Members congratulated Governors Polatajko and Silver and Chair Tsaparis and thanked them for their continued commitment to York University and the Board of Governors.

b. Consent Agenda Approval

The Board approved by consent:

- Minutes of the Meeting of October 3, 2022.
- Banking Resolution Update.

2. Executive Committee

Chair Tsaparis reported that the Committee received a briefing from President Lenton on the recent Ontario Auditor General's report on Laurentian University and an update on the governance process for the proposed School of Medicine.

The Committee reviewed the Enterprise Risk Management Report prepared by the Internal Auditor.

The Chair announced that Julie Lassonde will be stepping down as a member of the Board at the end of the year and thanked Governor Lassonde for her dedicated service

York University Board of Governors - Minutes

and for leading the External Relations Committee. Details of the new Chair of the External Relations Committee will be announced once finalized.

a. Board Governance – Overview and Best Practices

Referring to the written report circulated with the agenda, Chair Tsaparis spoke to the Council of Ontario Universities (COU) *Report on Leading Practices in Board Governance* which outlined core elements of governance across Ontario's universities, includes inputs from member universities and governance experts including the York University Board Chair and University Secretary. A table comparing the leading practices in University Board Governance and York's practice was shared with members.

3. President's Items

a. Auditor's Report

President Lenton welcomed members and spoke on the recent Auditor General's special report on Laurentian University and its impact on Ontario's university sector. She referred to the Auditor's Report which was included in the Board package and noted that York has always monitored its financial sustainability and has performed well overall despite challenges during the pandemic. An assessment of the Auditor General report with an analysis of implications for York and recommendations regarding the budget processes including the long-term debt policy will be prepared.

b. Project Updates

The President provided an update York's response to the pandemic and recovery given that the Ontario's Chief Medical Officer strongly recommended wearing masks in all indoor public settings, including in schools and in childcare settings on November 14, 2022. York will continue to take steps to protect its community and consult with peer institutions to align its approach with the Ontario University Sector.

President Lenton provided updates on strategic projects underway and noted progress in the construction of the Markham campus, scheduled to open in 2024; the Goldfarb Gallery and the Sherman Health Sciences Centre. She also discussed the governance process for the approval of the School of Medicine at the Vaughan Healthcare Centre Precinct and updated members on the DEDI strategy, the Sustainability strategy and the Globalization and International strategy.

c. Kudos Report

York University Board of Governors - Minutes

The report as distributed was *noted*.

4. Academic Resources Committee

On behalf of the Academic Resources Committee, Chair Tsaparis spoke to the Committee's written report and highlighted key items of business including the faculty renewal complement, the governance process for the proposed School of Medicine and the University's Strategic Research Plan for 2023 – 2028. The Committee also received several updates including an enrolment update as of November 1, 2022, updates on research priorities and projects and the approval of five new Organized Research Units.

- a. President's November 2022 Report on Appointments, Tenure and Promotion

It was duly *agreed*, **that the Board of Governors approve the President's November 2022 report on appointments, tenure and promotion as set out in Appendices A and B.**

5. External Relations Committee

Chair Lasonde referred to the Committee report included with the agenda and highlighted the Points of Pride noting the appointment of York's new Chancellor, Kathleen Taylor, effective January 1, 2023; York's rise in the 2023 Macleans University Rankings making York fifth in Canada; and the announcement of York's new sustainability goals including the expansion of the sustainability office and a targeted plan to achieve net-zero, sooner.

6. Finance and Audit Committee

Chair White highlighted key items outlined in the Committee's report, noting updates on the Student Systems Renewal Program and the resources and operational costs associated with the program. She also noted that Ontario universities have experienced unusually low enrolments as they face challenges due to visa processing and the pandemic. The Committee also received a report from the internal auditor that provided a comprehensive internal status update.

- a. Signing Authority Register – Increase to President's Signing Authority on Capital Projects

York University Board of Governors - Minutes

It was duly *agreed*, that the **Board of Governors approve an increase to the President’s signing authority for capital projects, and goods and services procured for capital projects, from under \$5M to under \$10M.**

b. Fees 2023-2024

The Committee has received and approved recommendations regarding fees for 2023 - 2024 including Meal Plan Rates, Undergraduate Residence Rates and York Apartment Rental Rates.

- Meal Plan Rates

It was noted that York’s meal plan prices remain among the lowest in the province and that the proposed changes for 2023-24, York’s minimum meal plan will remain at the low end of the spectrum in the GTA and Ontario.

Documentation was *noted*. It was duly *agreed*, that the **Board of Governors approve the 2023-24 Meal Plan rates, listed below:**

Mandatory Meal Plans – Proposed Rate Changes	2022/2023	2023/2024
Bronze: increase of 6%	\$ 4250	\$ 4500
Silver: increase of 5%	\$ 4750	\$ 5000
Gold: increase of 5%	\$ 5250	\$ 5500
Platinum: increase of 4%	\$ 5750	\$ 6000
Convenience: increase of 3% (optional plan for students living in suite-style accommodations)	\$ 2900	\$ 3000

York University Board of Governors - Minutes

7. Undergraduate Residence Rates

The Committee reviewed and approved, for recommendation to the Board of Governors, an increase to the Undergraduate Residence Rates.

It was duly *agreed*, that the **Board of Governors approve the increase in the 2023-24 undergraduate residence rates listed below:**

Room Type	% Increase
Double rooms in dormitory-style residences	3.7%
Single rooms in dormitory-style residences (excluding bedsitters in Atkinson residence)	3.7%
Suite-style rooms (with kitchens) – Keele campus	3.7%
Suite-style rooms (without kitchens) – Glendon campus	3.7%

All rates include unlimited internet service.

8. York Apartments – Rental Rates

The Committee reviewed and approved, for recommendation to the Board of Governors, increases to the existing York Apartments rental rate.

It was duly *agreed*, that the **Board of Governors approve the 2023-24 York Apartments rental rate increases, listed below:**

- 2.5% increase for all units with continuing leases, to reflect the allowable increase established by the Ontario Rent Increase Guidelines (ORIG) for January 2023.
- 3.7% increase for all units with new leases effective May 1, 2023.

9. Governance and Human Resources Committee

In the absence of Chair Lake, Acting Chair Polatajko reported on the key items of business discussed by the Committee and as noted earlier, the Committee recommended the reappointment of the Board Chair. She also spoke to the work done on York's Decolonization, Equity, Diversity and Inclusion (DEDI) Strategy which is

York University Board of Governors - Minutes

scheduled to launch in January-February 2023. Work undertaken by the Advisory Council on Black Inclusion and a review of the Indigenous Framework done in collaboration with Indigenous Council were also noted.

10. Land and Property Committee

Chairs Traversy spoke to the Committee's report to the Board which focused on the capital construction projects noting that supply chain and staffing challenges continue to impact both the construction cost and schedule with supply chain dynamics being the primary driver. The Markham Campus project continues to track well towards a completion date of April 2024 and social procurement targets exceed initial targets.

a. Policy on Capital Projects – Revised

The Committee heard that the update to the Policy on Capital Projects is in line with Signing Authority Register that increases the President's Signing Authority on Capital projects (Item 6(a)).

It was duly *agreed*, that **Board of Governors approve a revised Policy on Capital Projects, attached at Appendix B.**

11. Other Business

There was no other business.

12. In Camera Session

An *In Camera* Session was held. No decisions were taken.

Paul Tsaparis, Chair _____

Pascal Robichaud, Secretary _____



YORK UNIVERSITY

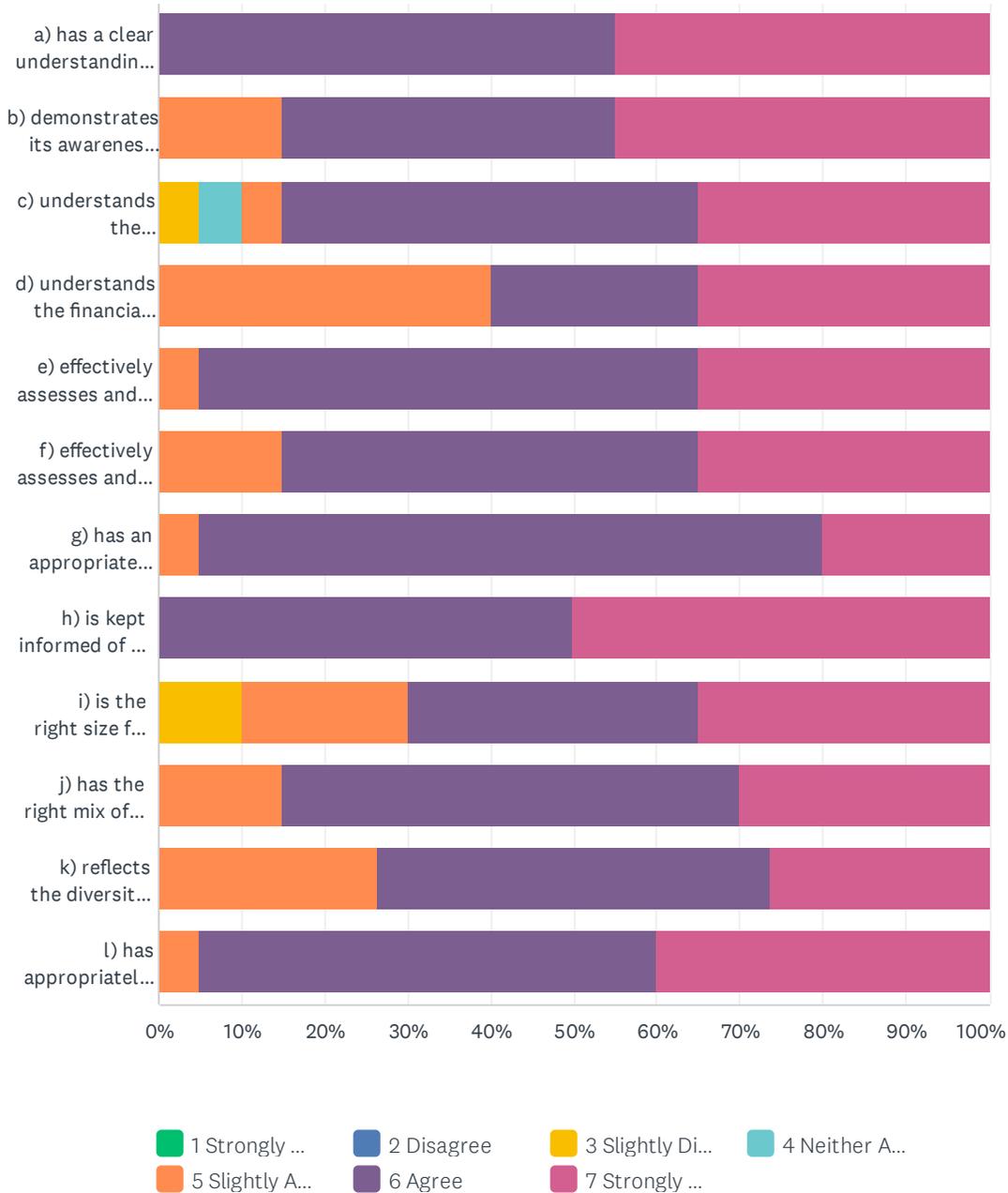
Board of Governors

2021-2022 Annual Self-Assessment Survey Results

- Full Board
- Academic Resources Committee
- Executive Committee
- External Relations Committee
- Finance and Audit Committee
- Governance and Human Resources Committee
- Investment Committee
- Land and Property Committee

Q1 I am satisfied that the Board:

Answered: 20 Skipped: 0



Board of Governors Evaluation Survey 2021-2022

	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEI AVE
a) has a clear understanding of its mandate and responsibilities.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	55.00% 11	45.00% 9	20	
b) demonstrates its awareness of the difference between the role of the Board and that of management.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.00% 3	40.00% 8	45.00% 9	20	
c) understands the University's bicameral governance system and the role of the Senate.	0.00% 0	0.00% 0	5.00% 1	5.00% 1	5.00% 1	50.00% 10	35.00% 7	20	
d) understands the financial framework of the University.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 8	25.00% 5	35.00% 7	20	
e) effectively assesses and monitors risks that impact the University's reputation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	60.00% 12	35.00% 7	20	
f) effectively assesses and monitors risks that impact the University's overall effectiveness.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.00% 3	50.00% 10	35.00% 7	20	
g) has an appropriate level of involvement in the University's strategic planning process.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	75.00% 15	20.00% 4	20	
h) is kept informed of all significant	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 10	50.00% 10	20	

Board of Governors Evaluation Survey 2021-2022

issues affecting the University.

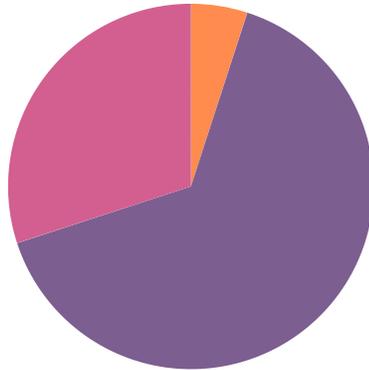
i) is the right size for effective discussion and action.	0.00% 0	0.00% 0	10.00% 2	0.00% 0	20.00% 4	35.00% 7	35.00% 7	20
j) has the right mix of experience, skills and competencies among Governors to guide the University toward achieving its goals.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.00% 3	55.00% 11	30.00% 6	20
k) reflects the diversity of the community.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	26.32% 5	47.37% 9	26.32% 5	19
l) has appropriately delegated authority to its committees	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	55.00% 11	40.00% 8	20

Board of Governors Evaluation Survey 2021-2022

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
a) has a clear understanding of its mandate and responsibilities.	6.00	7.00	6.00	6.45	0.50
b) demonstrates its awareness of the difference between the role of the Board and that of management.	5.00	7.00	6.00	6.30	0.71
c) understands the University's bicameral governance system and the role of the Senate.	3.00	7.00	6.00	6.05	1.02
d) understands the financial framework of the University.	5.00	7.00	6.00	5.95	0.86
e) effectively assesses and monitors risks that impact the University's reputation.	5.00	7.00	6.00	6.30	0.56
f) effectively assesses and monitors risks that impact the University's overall effectiveness.	5.00	7.00	6.00	6.20	0.68
g) has an appropriate level of involvement in the University's strategic planning process.	5.00	7.00	6.00	6.15	0.48
h) is kept informed of all significant issues affecting the University.	6.00	7.00	6.50	6.50	0.50
i) is the right size for effective discussion and action.	3.00	7.00	6.00	5.85	1.19
j) has the right mix of experience, skills and competencies among Governors to guide the University toward achieving its goals.	5.00	7.00	6.00	6.15	0.65
k) reflects the diversity of the community.	5.00	7.00	6.00	6.00	0.73
l) has appropriately delegated authority to its committees	5.00	7.00	6.00	6.35	0.57

Q2 I receive adequate information at Board meetings regarding the issues being addressed by committees of which I am not a member.

Answered: 20 Skipped: 0



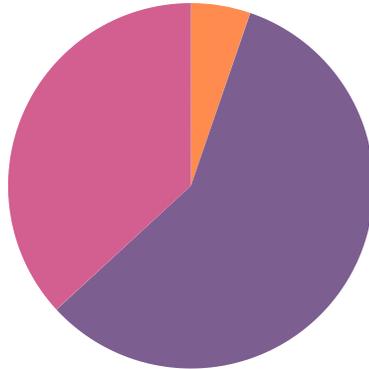
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	65.00% 13	30.00% 6	20	6.25

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	6.00	6.25	0.54

Q3 Overall, the Board is functioning effectively.

Answered: 19 Skipped: 1



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	57.89% 11	36.84% 7	19	6.32

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	6.00	6.32	0.57

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME	DATE
1	I think that it would be helpful to receive more information up front from the Executive Committee especially, as well as Audit and Finance and HR & Governance. I feel like it is challenging to ask informed questions when the Board at large is not able to review information in depth and in advance.	10/3/2022 3:52 PM
2	Given the scale and complexity of the university and the environment in which it operates, the committee/board accountabilities are well structured for conducting the business of the university with appropriate oversight and governance. It can be more challenging for those board members not on the executive committee to feel appropriately briefed, but overall, it seems to work fine.	10/3/2022 2:10 PM
3	In order to allow for sufficient time/discussion related to key agenda items, recommendation that management focus on concise reports that are digestible by members with different skillsets. For the Chair in particular, to remind members of the governance versus management accountabilities. Often when we run over, it is due to members asking questions	10/3/2022 1:49 PM

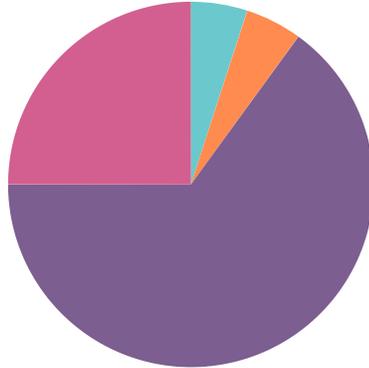
Board of Governors Evaluation Survey 2021-2022

or for information related to management related projects or accountabilities. This level of assistance and direction would also be welcome at the committee level.

4	We have a highly engaged Board that recognizes the importance of our fiduciary responsibilities to all University Stakeholders. The size of our Board is too big, unfortunately our Act and By-Laws require the size and representation. Therefore the work of the committees are key to advancing the business of the University. At times members needed to be reminded of that important principle.	9/28/2022 7:26 PM
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Q4 The number and length of Board meetings are appropriate for the Board's needs.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

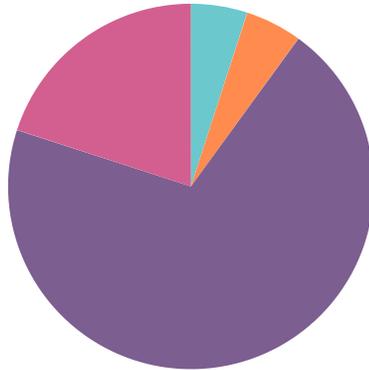
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	5.00% 1	65.00% 13	25.00% 5	20	6.10

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
4.00	7.00	6.00	6.10	0.70

Q5 The quality of management presentations meets the Board's expectations.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

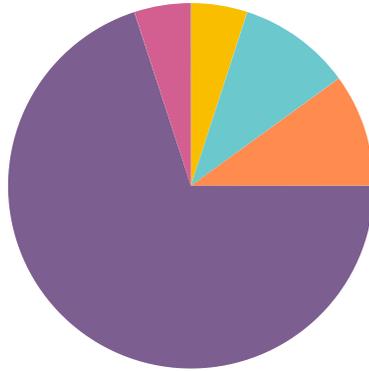
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	5.00% 1	70.00% 14	20.00% 4	20	6.05

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
4.00	7.00	6.00	6.05	0.67

Q6 Discussions at Board meetings are fulsome and productive.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

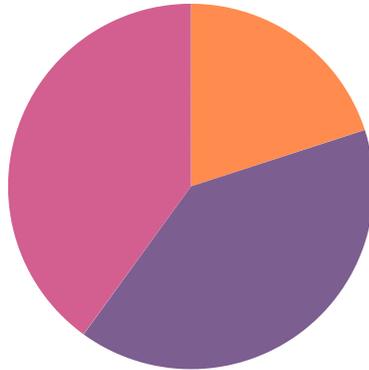
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.00% 1	10.00% 2	10.00% 2	70.00% 14	5.00% 1	20	5.60

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
3.00	7.00	6.00	5.60	0.92

Q7 Governors have sufficient opportunities to meet in camera (i.e. in the absence of management).

Answered: 20 Skipped: 0



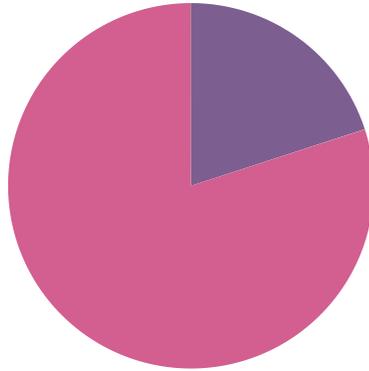
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 4	40.00% 8	40.00% 8	20	6.20

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	6.00	6.20	0.75

Q8 The Board Chair provides effective leadership to the Board.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

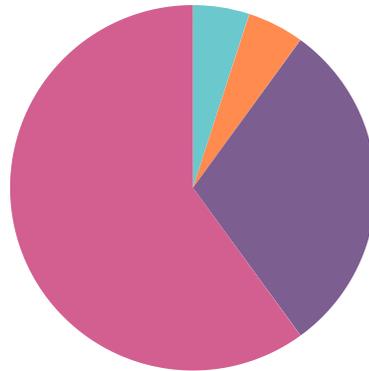
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 4	80.00% 16	20	6.80

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
6.00	7.00	7.00	6.80	0.40

Q9 The Board Chair encourages participation and discussion.

Answered: 20 Skipped: 0



■ 1. Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

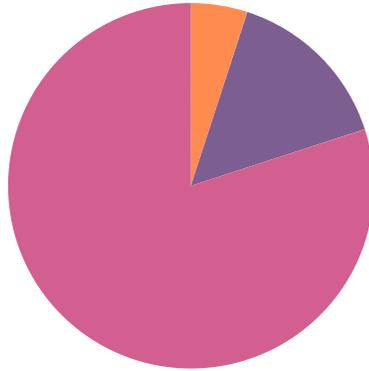
	1. STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	5.00% 1	30.00% 6	60.00% 12	20	6.45

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
4.00	7.00	7.00	6.45	0.80

Q10 The Board Chair runs meetings effectively.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ Strongly Ag...

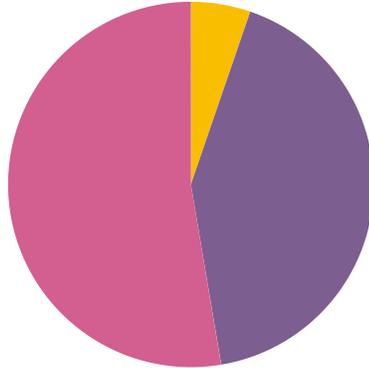
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	15.00% 3	80.00% 16	20	6.75

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	7.00	6.75	0.54

Q11 I receive the Board package far enough in advance to allow for adequate review.

Answered: 19 Skipped: 1



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

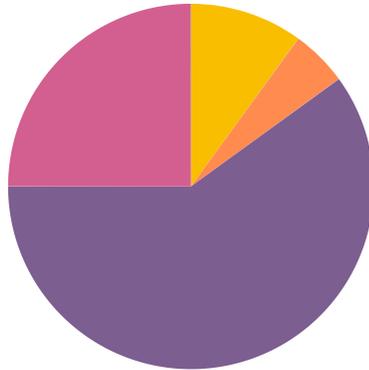
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.26% 1	0.00% 0	0.00% 0	42.11% 8	52.63% 10	19	6.37

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
3.00	7.00	7.00	6.37	0.93

Q12 The Board package is informative and has the appropriate amount of detail.

Answered: 20 Skipped: 0



	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	10.00% 2	0.00% 0	5.00% 1	60.00% 12	25.00% 5	20	5.90

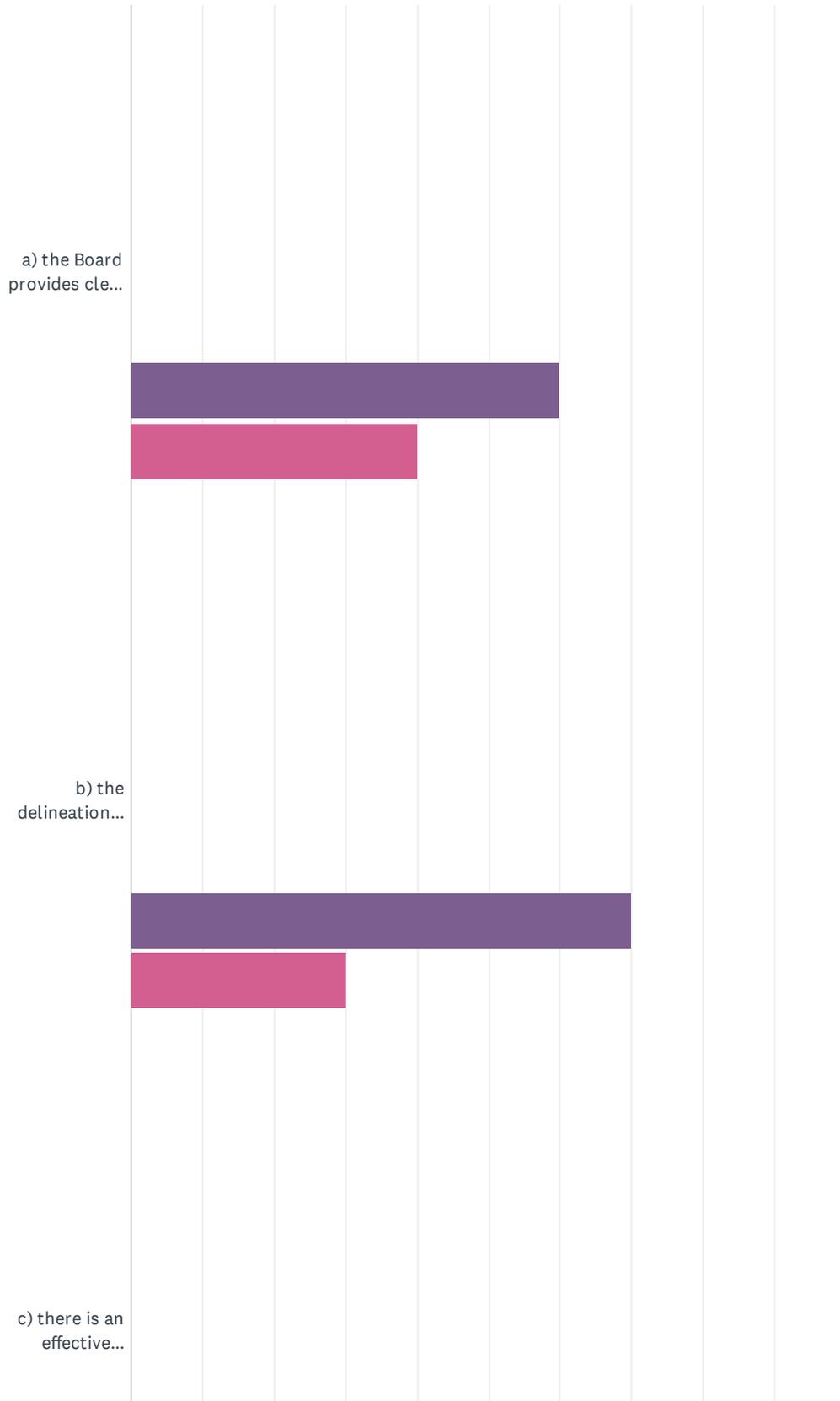
BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
3.00	7.00	6.00	5.90	1.09

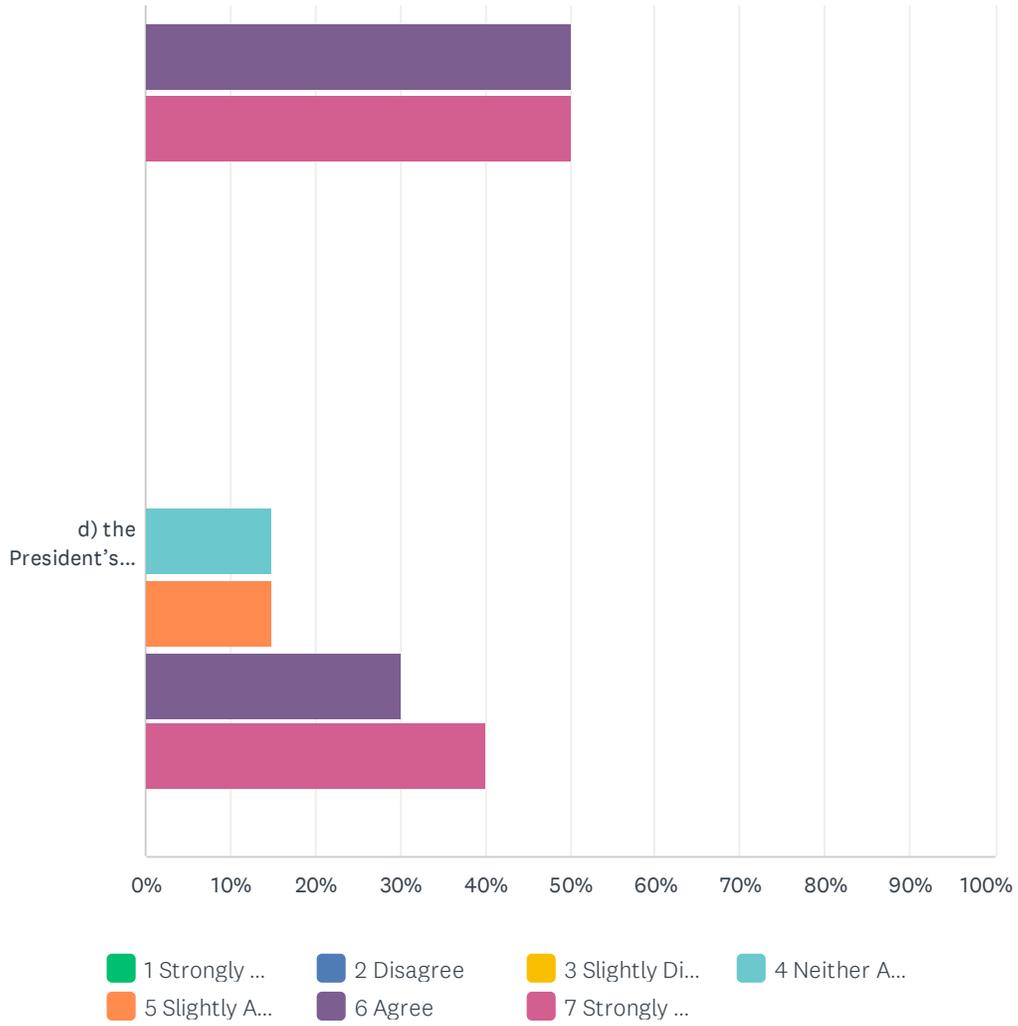
#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	The Chair is highly effective and is clearly deeply engaged in how the University is advancing.	10/21/2022 12:46 PM
2	I know that the administrative support for this Board is a great team and this is not to diminish their efforts at all. I would appreciate receiving the information more in advance and as per the previous comments, that we receive more details of the committee and especially the executive committee in advance of meetings.	10/3/2022 3:54 PM
3	If the material is circulated well in advance ...the I would suggest that the presenters avoid the details and highlight the more important points	10/3/2022 2:08 PM
4	prior comments, written documents too long	10/3/2022 1:51 PM

Q13 I am satisfied that:

Answered: 20 Skipped: 0



Board of Governors Evaluation Survey 2021-2022



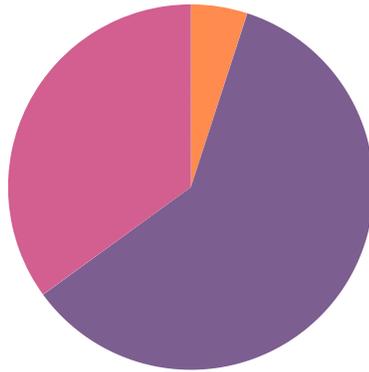
Board of Governors Evaluation Survey 2021-2022

	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGH AVERA
a) the Board provides clear direction and support to the President.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 12	40.00% 8	20	
b) the delineation between the Board's role and that of the President is well understood.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	70.00% 14	30.00% 6	20	
c) there is an effective working relationship between the Board and the President.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 10	50.00% 10	20	
d) the President's performance is evaluated regularly against established goals and targets.	0.00% 0	0.00% 0	0.00% 0	15.00% 3	15.00% 3	30.00% 6	40.00% 8	20	

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
a) the Board provides clear direction and support to the President.	6.00	7.00	6.00	6.40	0.49
b) the delineation between the Board's role and that of the President is well understood.	6.00	7.00	6.00	6.30	0.46
c) there is an effective working relationship between the Board and the President.	6.00	7.00	6.50	6.50	0.50
d) the President's performance is evaluated regularly against established goals and targets.	4.00	7.00	6.00	5.95	1.07

Q14 I have, through Board, Committee and informal contact, sufficient exposure to and knowledge of the President and senior administration of the University.

Answered: 20 Skipped: 0



	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	60.00% 12	35.00% 7	20	6.30

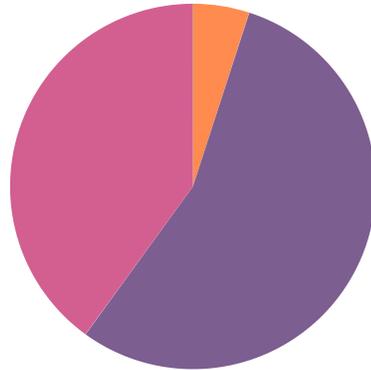
BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	6.00	6.30	0.56

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	One of the most effective management teams I have had the opportunity to work with. Continuously impressed.	10/3/2022 1:53 PM
2	At times members our Board members need to be reminded of the important roles of our committees in having more opportunities for high levels of engagement. At times our Board agendas are very full, which limits our ability to have broad ranging discussions. The board consultations on Enterprise Risk and Budget consultations are good examples of Board wide input.	9/28/2022 7:32 PM

Q15 My overall knowledge of University operations is sufficient to allow me to fulfill my obligations as a Board member.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
■ 6 Agree
■ 7 Strongly ...

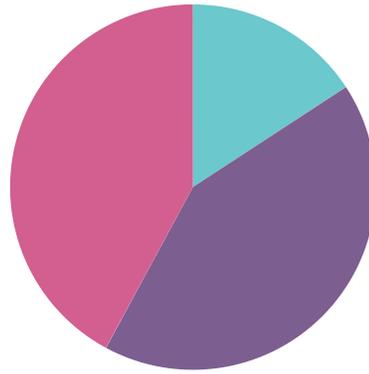
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	55.00% 11	40.00% 8	20	6.35

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	6.00	6.35	0.57

Q16 I support the decisions of the Board and its committees even when I have differing views or was absent from the meeting at which the decisions were made.

Answered: 19 Skipped: 1



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

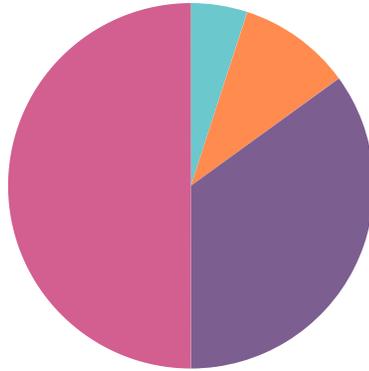
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	15.79% 3	0.00% 0	42.11% 8	42.11% 8	19	6.11

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
4.00	7.00	6.00	6.11	1.02

Q17 I am encouraged to actively contribute to Board discussions.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

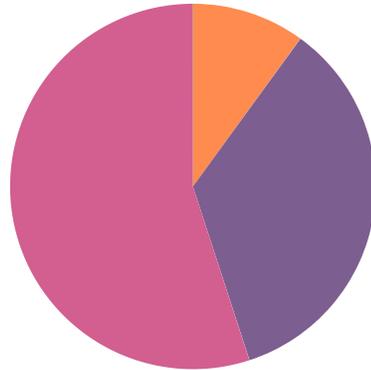
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.00% 1	10.00% 2	35.00% 7	50.00% 10	20	6.30

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
4.00	7.00	6.50	6.30	0.84

Q18 I am comfortable asking questions and contributing to the discussion during Board meetings.

Answered: 20 Skipped: 0



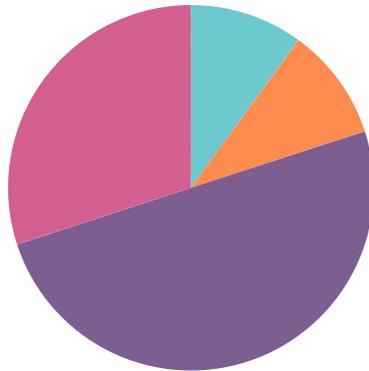
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.00% 2	35.00% 7	55.00% 11	20	6.45

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	7.00	6.45	0.67

Q19 My talents and skills are put to effective use on the Board.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

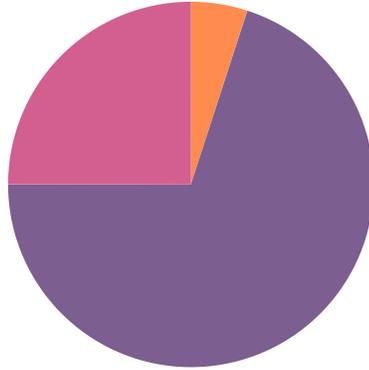
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	10.00% 2	10.00% 2	50.00% 10	30.00% 6	20	6.00

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
4.00	7.00	6.00	6.00	0.89

Q20 I know whom to contact if I have questions about the work of the Board.

Answered: 20 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

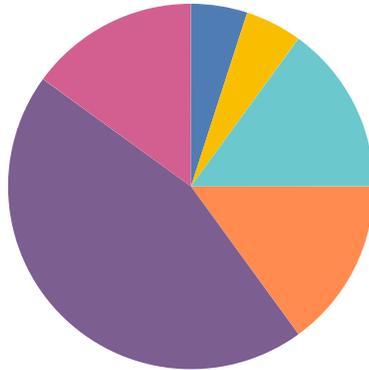
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	70.00% 14	25.00% 5	20	6.20

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	6.00	6.20	0.51

Q21 The Board's orientation process provided appropriate background and information to support me as a new Governor.

Answered: 20 Skipped: 0



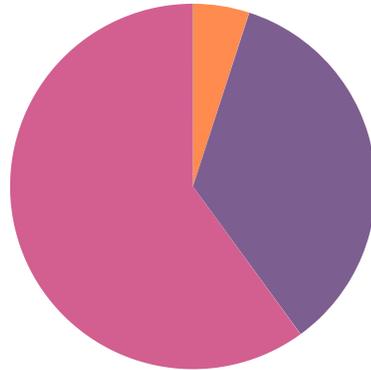
	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.00% 1	5.00% 1	15.00% 3	15.00% 3	45.00% 9	15.00% 3	20	5.35

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
2.00	7.00	6.00	5.35	1.31

Q22 Overall, I find serving on the Board and its committees to be a satisfying and rewarding experience.

Answered: 20 Skipped: 0



	1 STRONGLY DISAGREE (1)	2 DISAGREE (2)	3 SLIGHTLY DISAGREE (3)	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT) (4)	5 SLIGHTLY AGREE (5)	6 AGREE (6)	7 STRONGLY AGREE (7)	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.00% 1	35.00% 7	60.00% 12	20	6.55

BASIC STATISTICS

Minimum	Maximum	Median	Mean	Standard Deviation
5.00	7.00	7.00	6.55	0.59

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	The University is a highly complex entity operating in a complex environment. I think the administration does a good job in keeping the Board informed.	10/21/2022 12:54 PM
2	There was no orientation process. I have recently joined another large public sector board and the orientation was excellent, including sessions on the financial and operational aspects of the business.	10/3/2022 2:10 PM

Q23 What do you think the Board of Governors does particularly well?

Answered: 11 Skipped: 9

#	RESPONSES	DATE
1	I think the distribution of work to the committees and the Board reporting and approval processes are well handled given the volume and complexity of issues being dealt with.	10/21/2022 12:54 PM
2	Always a fulsome and open discussion	10/3/2022 2:25 PM
3	Diverse mix of expertise and backgrounds, strong leadership, and effectively managed and run.	10/3/2022 2:19 PM
4	active participation	10/3/2022 2:10 PM
5	Insight	10/3/2022 2:10 PM
6	found a new chancellor helped York weather through COVID	10/3/2022 2:09 PM
7	Engaging/in-depth discussions during committee meetings. Lots of thoughtful planning goes into maximizing engagement during committee meetings.	10/3/2022 2:07 PM
8	We are a group of volunteers who care so much.	10/3/2022 2:07 PM
9	Diversity, inclusion of members. Exceptionally supportive of one another in meeting governance needs. Not afraid to challenge one another.	10/3/2022 1:56 PM
10	Pursue a diverse, equity and inclusive approach to all of its strategic and tactical strategy	10/2/2022 9:40 PM
11	Provides insight, oversight and foresight	9/28/2022 7:34 PM

Q24 What do you consider to be the Board's greatest opportunity for improvement?

Answered: 10 Skipped: 10

#	RESPONSES	DATE
1	More discussion of and understanding of the University's long-term strategy and financial outlook to support it	10/21/2022 12:54 PM
2	Keep working on a concrete plan for the Lands for Learning with timelines.	10/3/2022 2:25 PM
3	Management can better involve governors in the strategic planning process to be able to leverage governors' expertise, insights and foresights before the plan is made.	10/3/2022 2:19 PM
4	reduce the detailed presentations	10/3/2022 2:10 PM
5	Contributing to Advancement	10/3/2022 2:10 PM
6	Building capacity for further discussion/engagement at general board meetings. This is not a concern and I also recognize how challenging this is given time constraints and the voluminous material/matters that need to be covered during general board meetings.	10/3/2022 2:07 PM
7	Introducing and measuring management against clear kpis	10/3/2022 2:07 PM
8	Considering not only the skills needed now, but in the future. Ensuring the skill set of board members is always forward looking.	10/3/2022 1:56 PM
9	Integrate the work of all of its Committees in a more strategic approach and engage more fully its Board Members to the best of their capabilities and experience in developing partnerships with the industry and all levels of government.	10/2/2022 9:40 PM
10	To continue to have productive and engaging Board retreats on matters of strategic significance. Continue to develop topics for Board education.	9/28/2022 7:34 PM

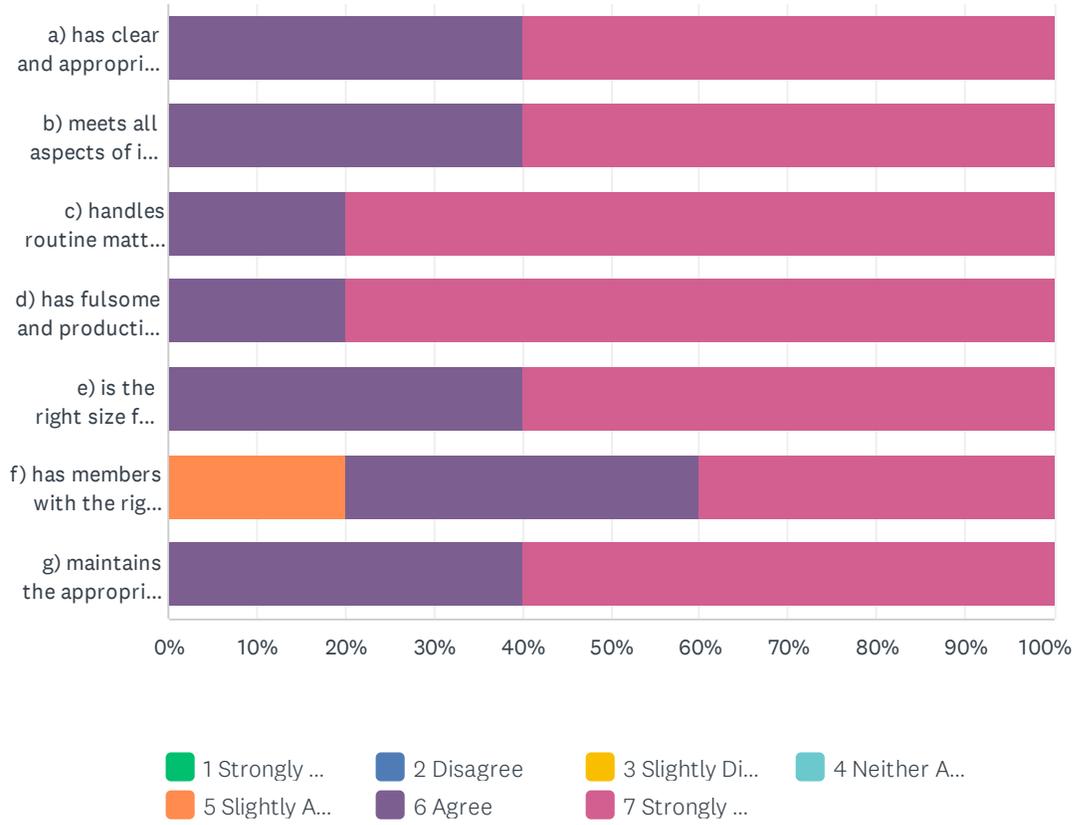
Q25 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Board meeting?

Answered: 10 Skipped: 10

#	RESPONSES	DATE
1	The University's strategy in the context of a post-pandemic world and growing financial constraints and headwinds.	10/21/2022 12:54 PM
2	A mid/long term plan for Glendon College and the lands there	10/3/2022 2:25 PM
3	University ongoing and future insights and plans in innovating its structure, education and partnerships to become a leader in Canada and the world, and delivering effective and meaningful education that meet the needs of the society.	10/3/2022 2:19 PM
4	The University has ambitious plans at a time of significantly increased financial pressure and uncertainty. It would be helpful to have better visibility to, and understanding of, the university's financial projections and scenarios.	10/3/2022 2:15 PM
5	Climate planning	10/3/2022 2:14 PM
6	Internationalization, innovative delivery of academic program, lands for learning, among others.	10/3/2022 2:07 PM
7	Student employment	10/3/2022 2:07 PM
8	Advancement department.	10/3/2022 1:56 PM
9	Issues faced by our students with respect to immigration/visa, financial and equity issues	10/2/2022 9:40 PM
10	Research and Innovation agenda. Innovation York	9/28/2022 7:34 PM

Q1 I am satisfied that the Academic Resources Committee:

Answered: 5 Skipped: 0

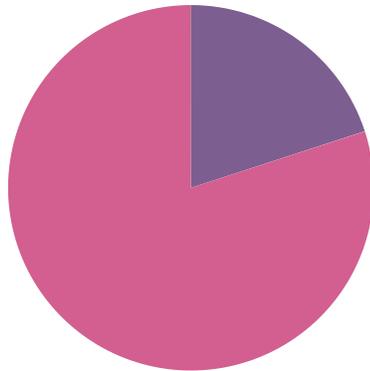


Board Academic Resources Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WE AV
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	

Q2 I am encouraged to actively contribute to Committee discussions.

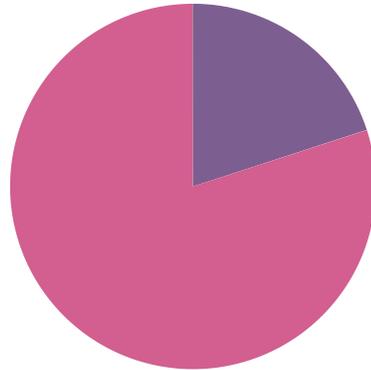
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 5 Skipped: 0

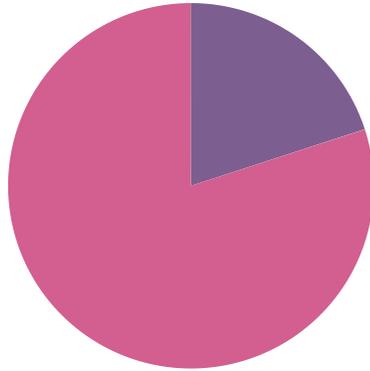


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

Q4 The Committee Chair provides effective leadership to the Committee.

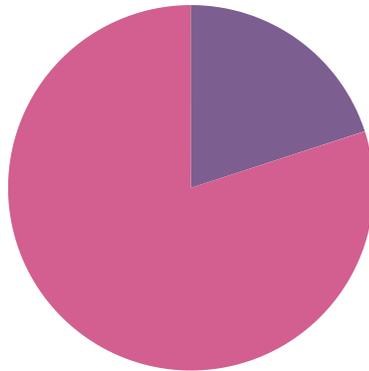
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

Q5 The Committee Chair runs our meetings effectively.

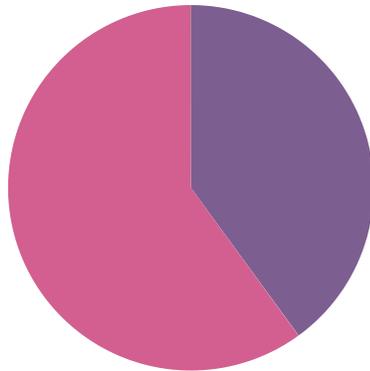
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

Q6 The Committee Chair encourages participation and discussion.

Answered: 5 Skipped: 0

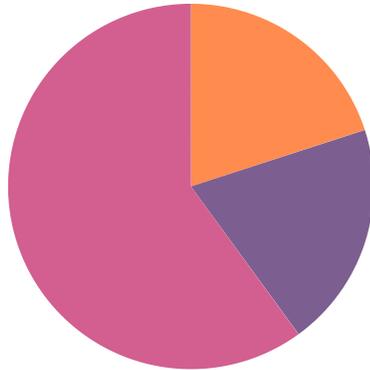


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
■ 6 Agree
■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60

Q7 I receive Committee packages far enough in advance to allow for adequate review.

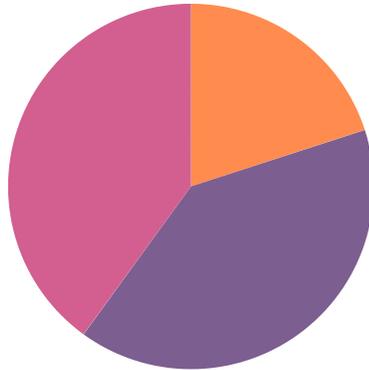
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	60.00% 3	5	6.40

Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 5 Skipped: 0

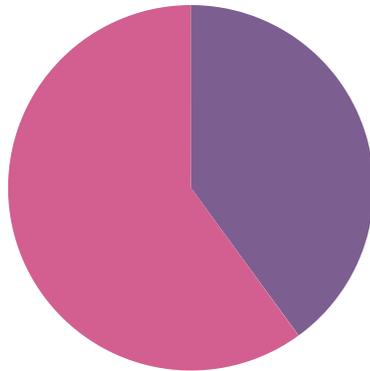


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	6.20

Q9 Overall, the Committee is working effectively.

Answered: 5 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
■ 6 Agree
■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60

Q10 What do you think the Committee does particularly well?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Preparing for and engaging in thoughtful discussions about various issues within the jurisdiction of the committee. The committee is well equipped to provide helpful insights based thorough materials provided.	9/16/2022 2:12 PM
2	provides insights and feedback to York	9/16/2022 1:28 PM
3	Provides Board members with important insights on the Academic, Research and Innovation agenda for the University	9/16/2022 1:22 PM
4	The committee entertains ideas from the members and discusses ongoing issues at length	9/16/2022 1:22 PM
5	encourage participation	9/16/2022 11:34 AM

Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Identifying/having sufficient time to focus on particular issues of importance. There is so much going on and it can be challenging (understandably) to have sufficient time to discuss key issues in a timely way.	9/16/2022 2:12 PM
2	continuing to identify moments where committee members can help advance the universities objectives either with our network or our time	9/16/2022 1:28 PM
3	Submit slide decks and written reports in advance of the meeting.	9/16/2022 1:22 PM
4	Possibly allowing more time for discussion and not adding too many items on the agenda	9/16/2022 1:22 PM
5	focus on the main points ...allow for more discussion by board members	9/16/2022 11:34 AM

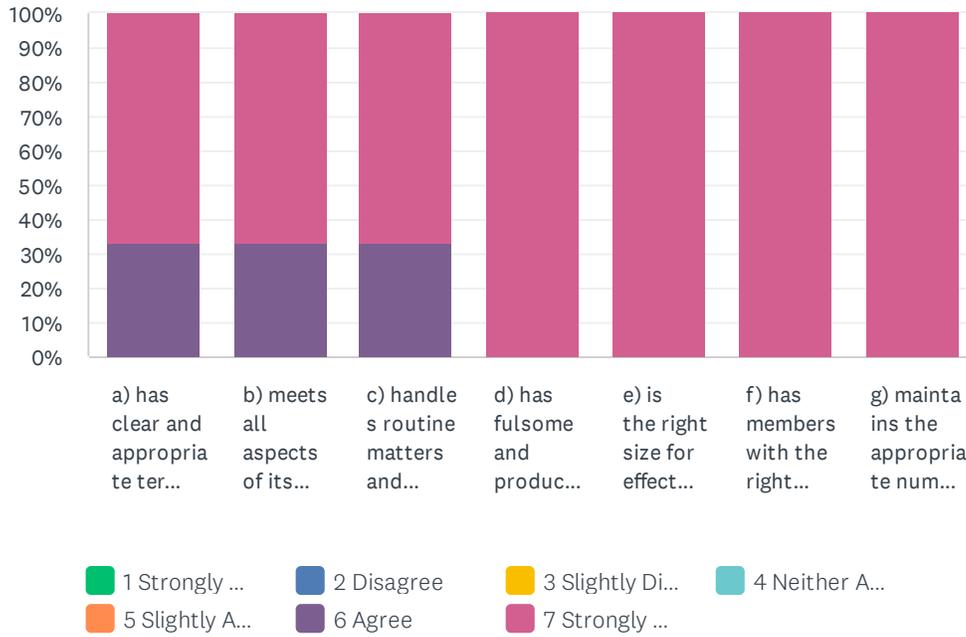
Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	Innovative delivery of academic programs (what we have learned/building from remote learning experience); internationalization and international student recruitment; strategic collaborations	9/16/2022 2:12 PM
2	Research partnerships with external parties both in the private and not-for-profit segments	9/16/2022 1:22 PM
3	major challenges	9/16/2022 11:34 AM

Q1 I am satisfied that the Executive Committee:

Answered: 3 Skipped: 0

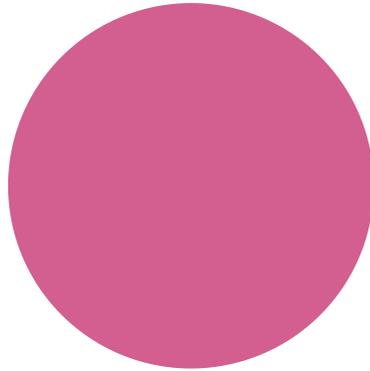


Board Executive Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WE AV
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	

Q2 I am encouraged to actively contribute to Committee discussions.

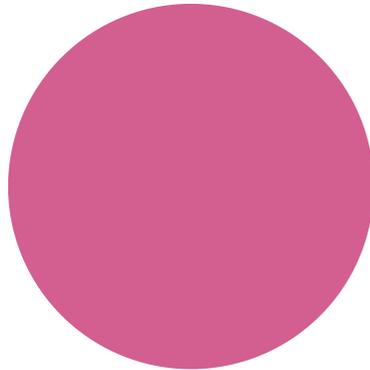
Answered: 3 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 3 Skipped: 0

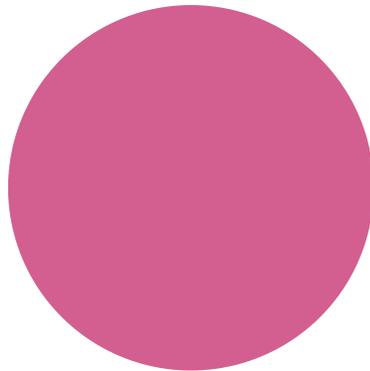


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q4 The Committee Chair provides effective leadership to the Committee.

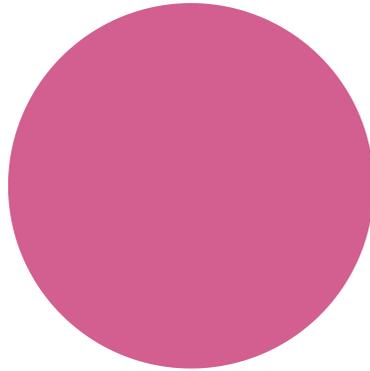
Answered: 3 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q5 The Committee Chair runs our meetings effectively.

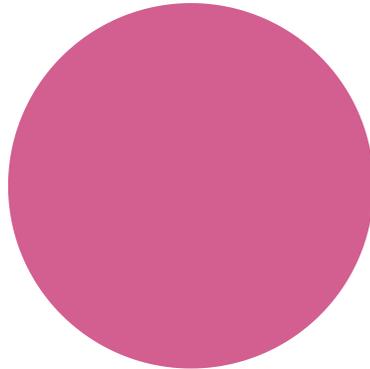
Answered: 3 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q6 The Committee Chair encourages participation and discussion.

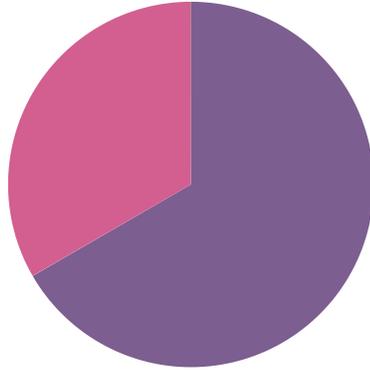
Answered: 3 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 3 Skipped: 0

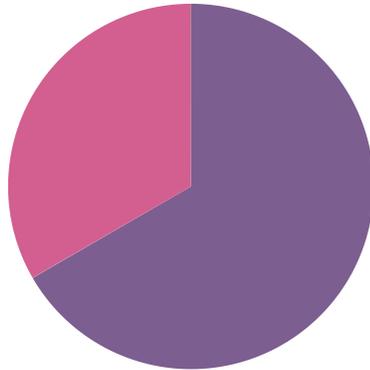


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	6.33

Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 3 Skipped: 0

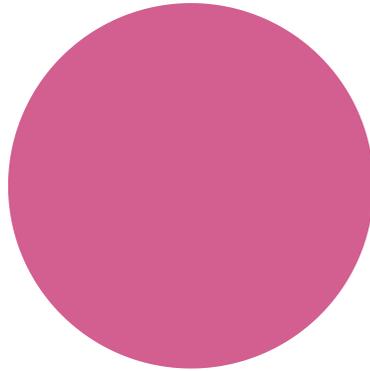


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	6.33

Q9 Overall, the Committee is working effectively.

Answered: 3 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q10 What do you think the Committee does particularly well?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	Sufficient time for conversation. Mix of faculty and external members.	10/3/2022 1:37 PM
2	Gives the President an opportunity to share confidential information in a safe setting. The committee is able to act on behalf of the Board where timing and circumstance requires it. Evaluates the performance of the President and performs oversight for senior management performance and compensation. Provides insight, oversight and foresight very well.	9/28/2022 7:21 PM

Q11 What do you consider to be the Committee’s greatest opportunity for improvement?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	hear more from faculty members regarding the tone on campus for the various topic items discussed	10/3/2022 1:37 PM
2	More detailed understanding of succession planningl	9/28/2022 7:21 PM

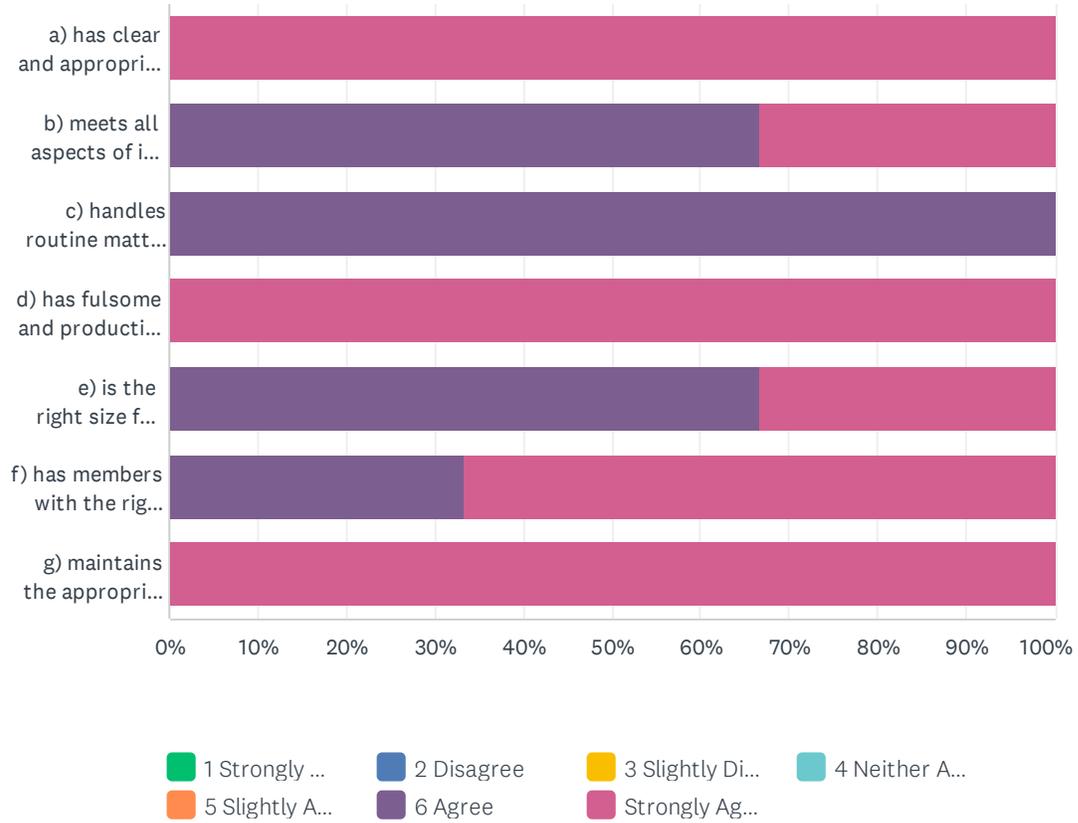
Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	strategic enrolment mitigation plans and results as time unfolds	10/3/2022 1:37 PM
2	To discuss our Board education agenda for 2022-23.	9/28/2022 7:21 PM

Q1 I am satisfied that the External Relations Committee:

Answered: 3 Skipped: 0

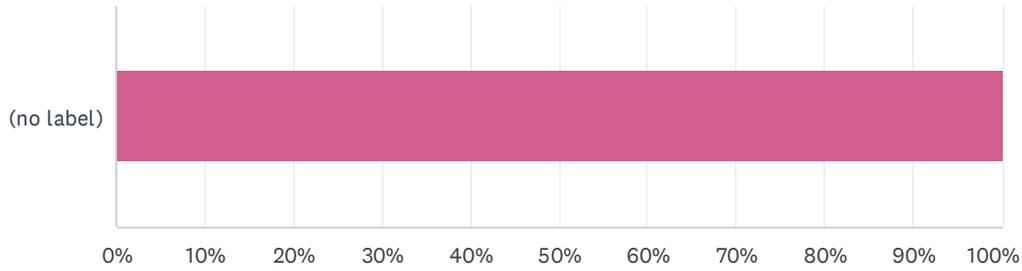


Board External Relations Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	W AI
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	

Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 3 Skipped: 0

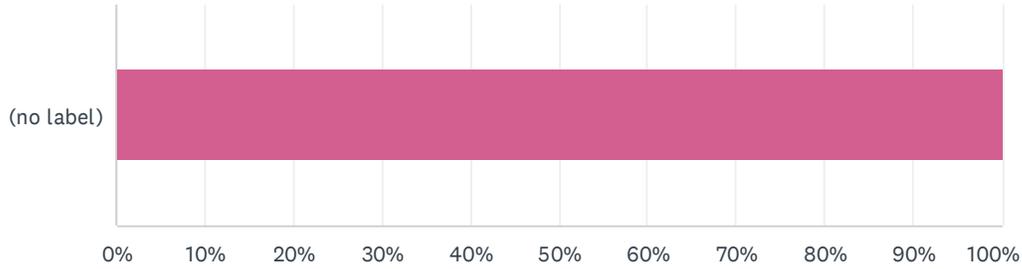


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- Strongly Ag...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 3 Skipped: 0

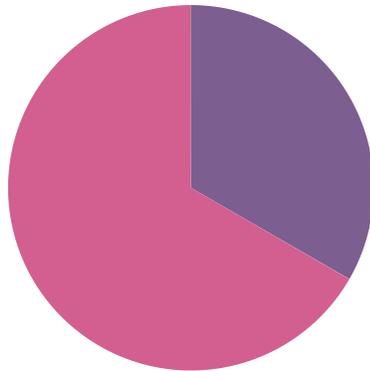


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 3 Skipped: 0

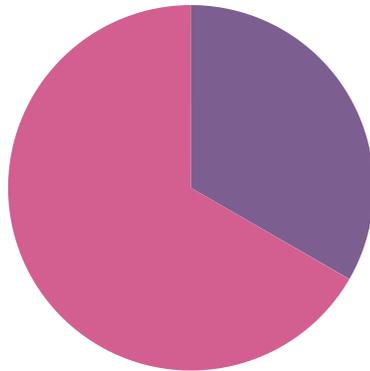


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ Strongly Ag...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	6.67

Q5 The Committee Chair runs our meetings effectively.

Answered: 3 Skipped: 0

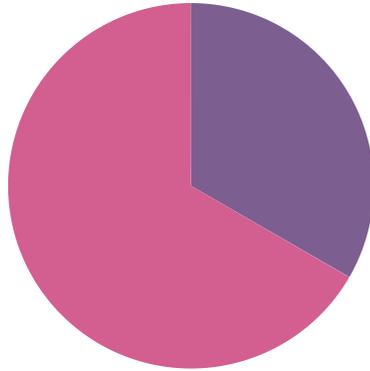


■ 1 Strongly ...
 ■ 2 Disagree
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 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	6.67

Q6 The Committee Chair encourages participation and discussion.

Answered: 3 Skipped: 0

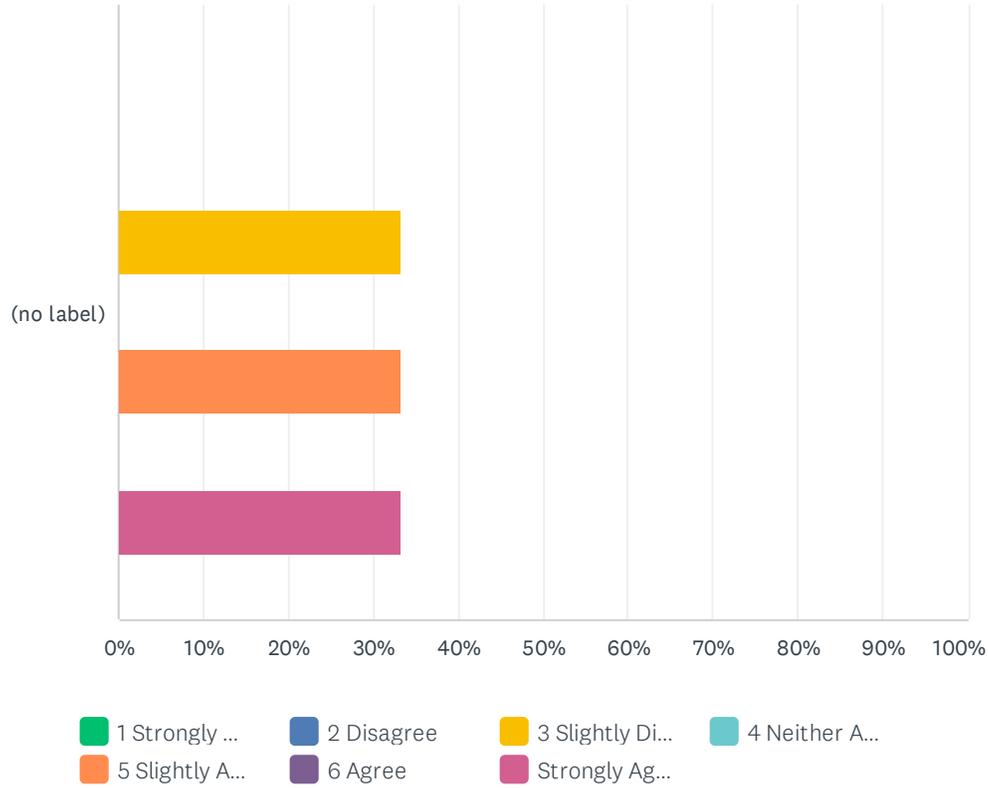


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	6.67

Q7 I receive Committee packages far enough in advance to allow for adequate review.

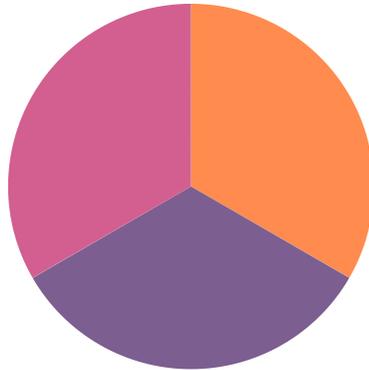
Answered: 3 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	33.33% 1	0.00% 0	33.33% 1	0.00% 0	33.33% 1	3	5.00

Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 3 Skipped: 0

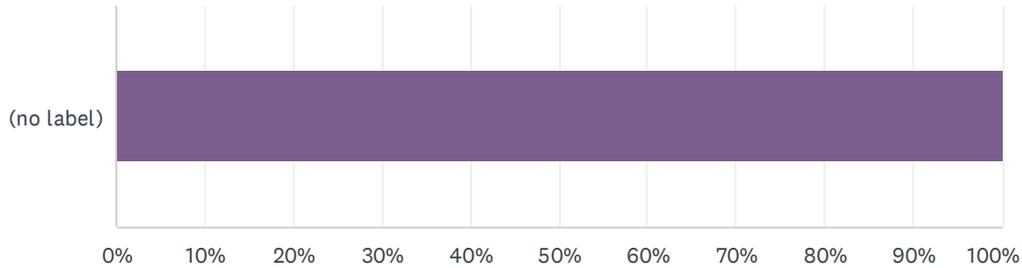


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly D...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ Strongly Ag...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	33.33% 1	3	6.00

Q9 Overall, the Committee is working effectively.

Answered: 3 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
■ 6 Agree
■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	6.00

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	There is great and helpful expertise and resources at the External Relations Committee. Would highly encourage Relations and Communications teams to tap the Committee members for insights and foresights before and during the budgeting and planning process.	10/20/2022 2:50 PM
2	it could be helpful, if not already considered, to have a member with strong fundraising and/or GR experience on this committee to support VP advancement. many comms experts...not sure i have seen enough evidence of these other roles.. but perhaps they just havent articulated this background	10/3/2022 2:09 PM

Q10 What do you think the Committee does particularly well?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	always have productive discussions.	10/20/2022 2:50 PM
2	Dramatically improved engagement with the committee over the past couple of years. Wonderful alignment across the 3 divisions to the overall strategy of the University.	9/16/2022 11:12 AM

Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	staff and management to better leverage the committee's relations/communications expertise; marcom and relations plan that speak to the diverse local and national population as well as the international audience.	10/20/2022 2:50 PM
2	Slide decks in advance couple with written reports. Balance executive summaries by leaders to leaving time for questions.	9/16/2022 11:12 AM

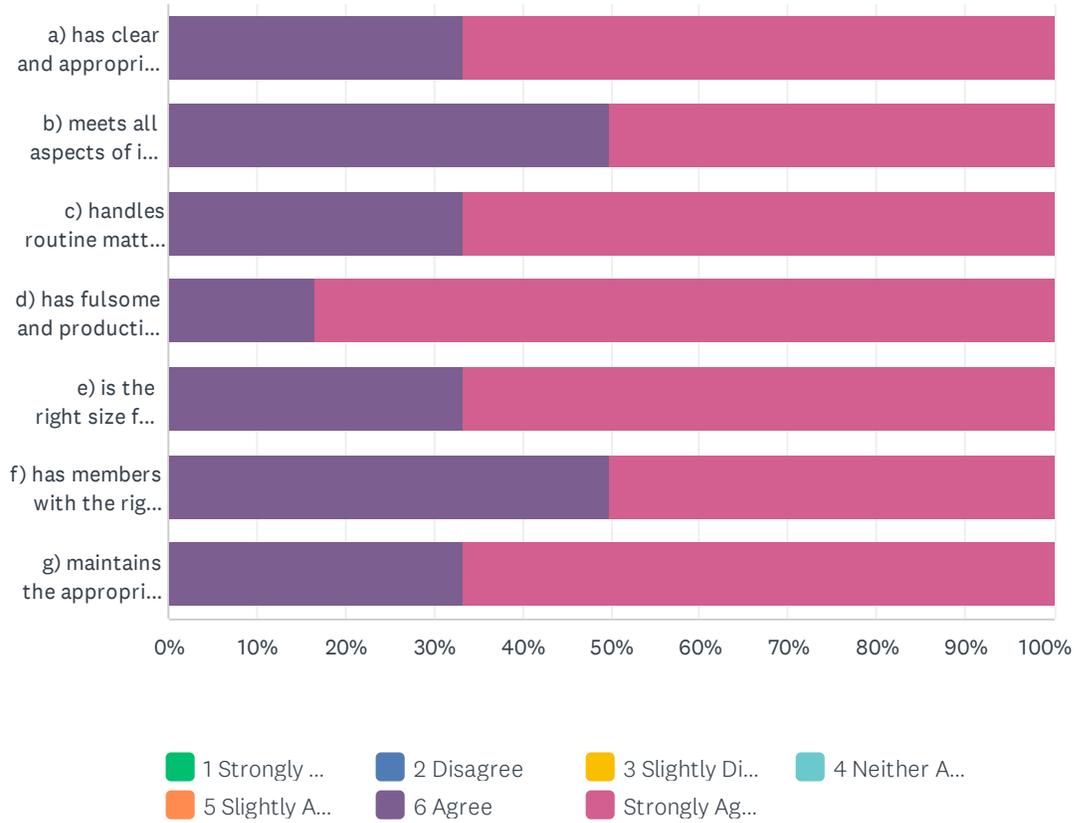
Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	short and long term relations comms goals and vision; sharing strategic plans before they are nailed; added transparency on how marcom budget is determined and effectively and efficiently spent; share measurable objectives, KPIs and ROIs.	10/20/2022 2:50 PM
2	Advancement update on engagement with faculties and Deans and how the Board can help.	9/16/2022 11:12 AM

Q1 I am satisfied that the Finance and Audit Committee:

Answered: 6 Skipped: 0

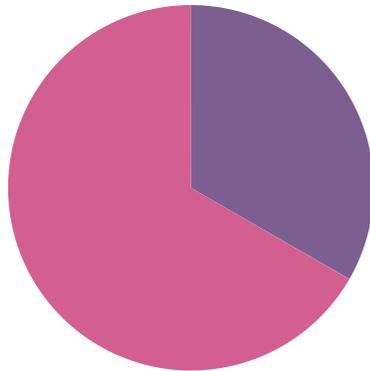


Board Finance and Audit Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WE AV
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	

Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 6 Skipped: 0

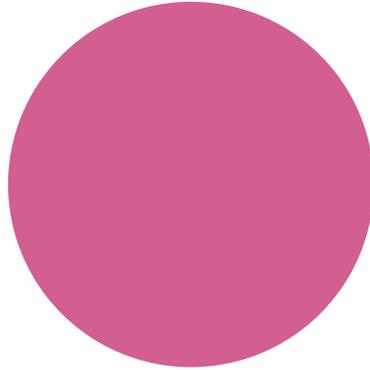


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	6.67

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 5 Skipped: 1

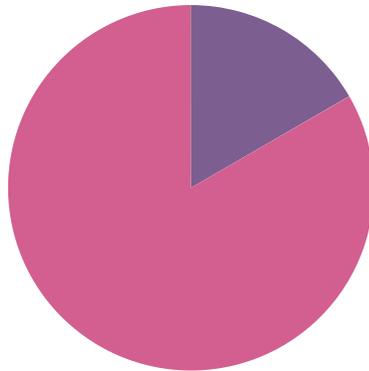


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
- 4 Neither A...
- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	7.00

Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 6 Skipped: 0

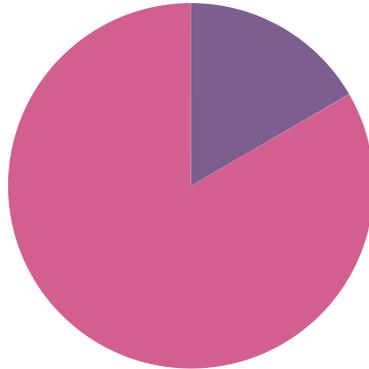


■ 1 Strongly ...
 ■ 2 Disagree
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 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

Q5 The Committee Chair runs our meetings effectively.

Answered: 6 Skipped: 0

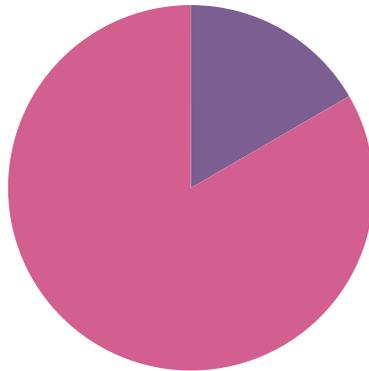


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

Q6 The Committee Chair encourages participation and discussion.

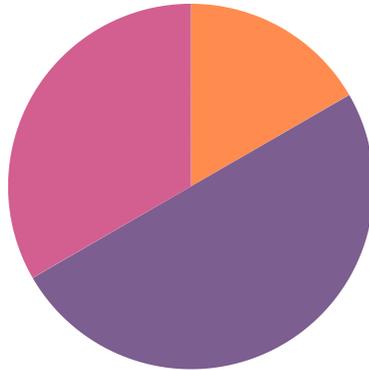
Answered: 6 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 6 Skipped: 0

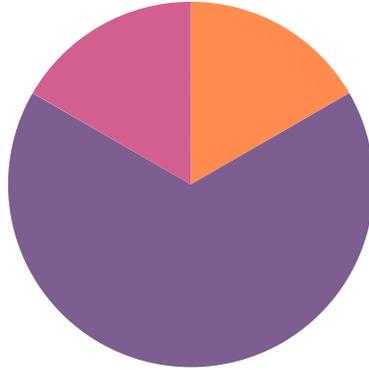


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	6.17

Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 6 Skipped: 0

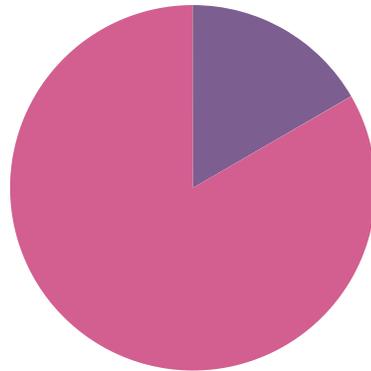


- 1 Strongly ...
- 2 Disagree
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- 5 Slightly A...
- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	66.67% 4	16.67% 1	6	6.00

Q9 Overall, the Committee is working effectively.

Answered: 6 Skipped: 0



	SLIGHTLY DISAGREE	DISAGREE	STRONGLY DISAGREE	NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	SLIGHTLY AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	There is a degree of silence on the committee given the rapid pace of economic change and potential impacts on the University itself. A higher degree of visible engagement when management is present would be prudent to enhance effectiveness, and convey Board support and knowledge.	9/19/2022 10:57 AM
2	Suggest we always have the reports and the slide deck available in advance	9/19/2022 10:17 AM
3	Committee Decks are very long. it is what it is.	9/19/2022 10:14 AM
4	Would encourage that we continue to evaluate the length of the pre-reading materials.	9/18/2022 2:50 PM

Q10 What do you think the Committee does particularly well?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	Good governance, finance and risk knowledge.	9/19/2022 10:57 AM
2	Excellent chair, thorough, thoughtful and prepared	9/19/2022 10:17 AM
3	The committee works very well. Complex matters are dealt with effectively	9/19/2022 10:14 AM
4	Skill set of the various members.	9/18/2022 2:50 PM
5	Audit and risk assessment e.g. oversight of ERM and potential impact on the organization's funding	9/18/2022 11:58 AM

Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	See 9 above.	9/19/2022 10:57 AM
2	None I can think of	9/19/2022 10:17 AM
3	all good	9/19/2022 10:14 AM
4	Provide recommendations regarding the effectiveness of the sub-committee for digital is a short term solution. i.e. if a new board committee should be established.	9/18/2022 2:50 PM
5	More discussions on funding/financing and optimization of financial model through partnerships (local and international industries, local communities and other gvt sources)	9/18/2022 11:58 AM

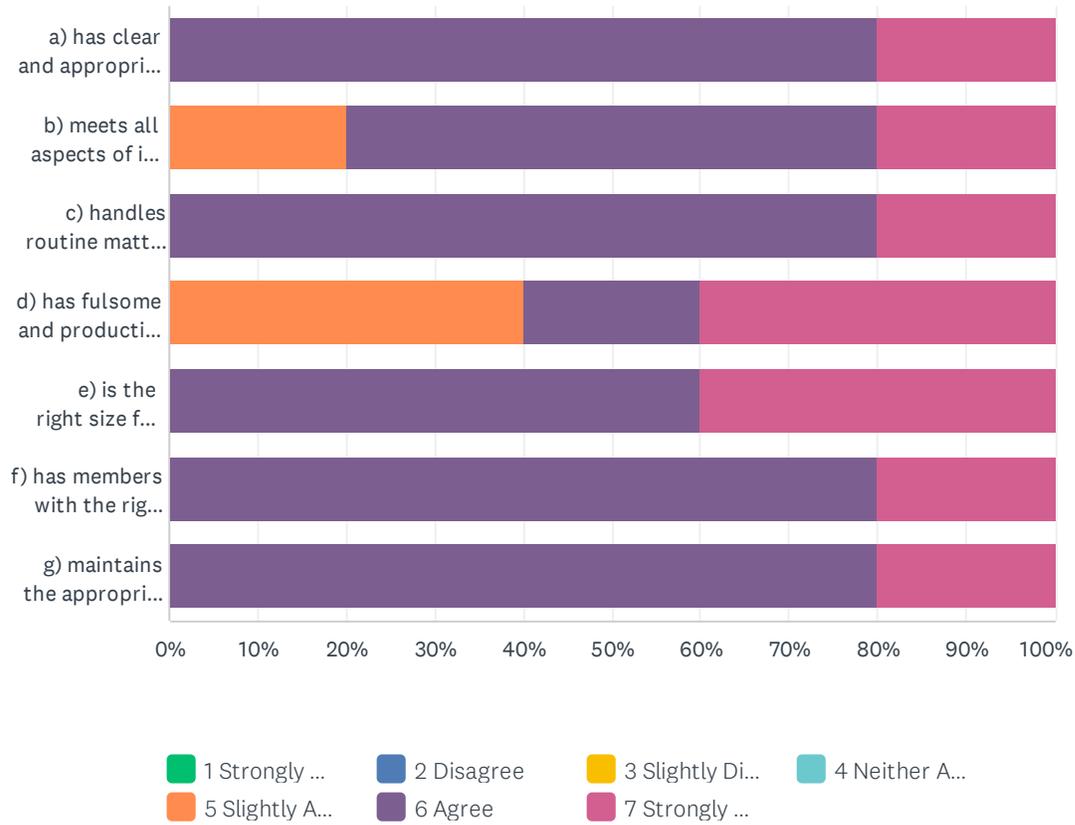
Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 4 Skipped: 2

#	RESPONSES	DATE
1	Actualizing advancement and additional revenues - on agenda.	9/19/2022 10:57 AM
2	Strategies around new revenue generation for the University . Financial improvement plans for faculties that are struggling	9/19/2022 10:17 AM
3	Areas of innovation related to internal reporting and budgeting from our new members to the team.	9/18/2022 2:50 PM
4	How we will adapt to the new post Covid environment and limited Provincial Government funding.	9/18/2022 11:58 AM

Q1 I am satisfied that the Governance and Human Resources Committee:

Answered: 5 Skipped: 0

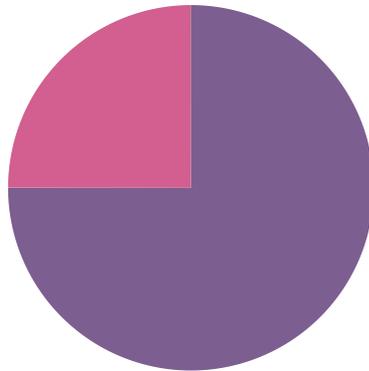


Board Governance and Human Resources Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WE AV
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	60.00% 3	20.00% 1	5	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	20.00% 1	40.00% 2	5	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	

Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 4 Skipped: 1

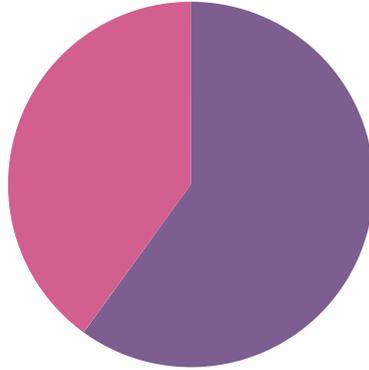


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	75.00% 3	25.00% 1	4	6.25

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 5 Skipped: 0

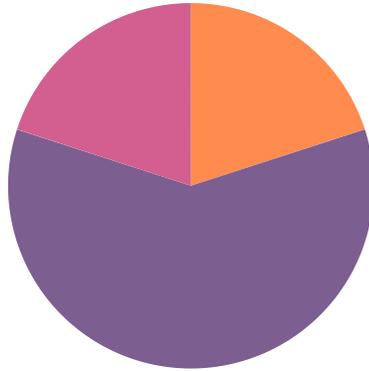


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
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- 6 Agree
- 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	6.40

Q4 The Committee Chair provides effective leadership to the Committee.

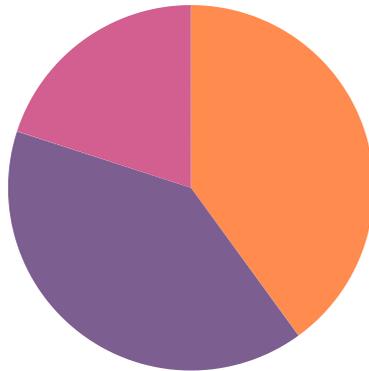
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	60.00% 3	20.00% 1	5	6.00

Q5 The Committee Chair runs our meetings effectively.

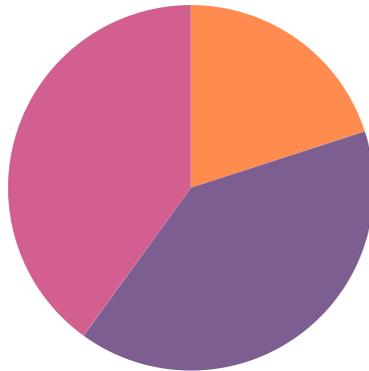
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	40.00% 2	20.00% 1	5	5.80

Q6 The Committee Chair encourages participation and discussion.

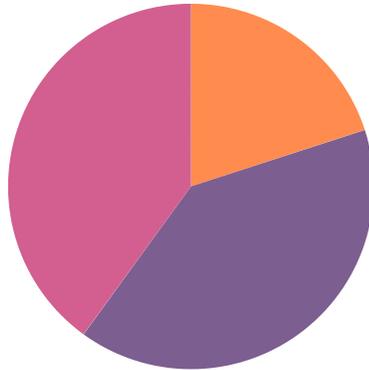
Answered: 5 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	6.20

Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 5 Skipped: 0

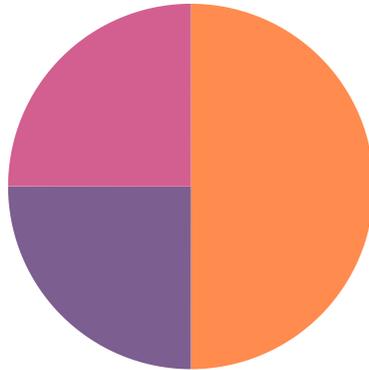


■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	40.00% 2	40.00% 2	5	6.20

Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 4 Skipped: 1

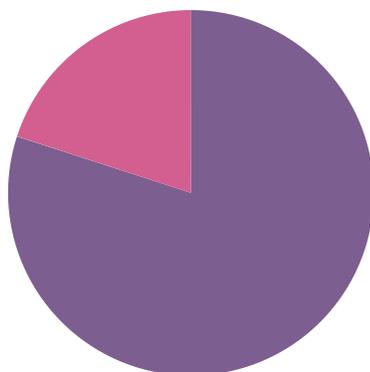


■ 1 Strongly ...
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	25.00% 1	25.00% 1	4	5.75

Q9 Overall, the Committee is working effectively.

Answered: 5 Skipped: 0



■ 1 Strongly ...
 ■ 2 Disagree
 ■ 3 Slightly Di...
 ■ 4 Neither A...
■ 5 Slightly A...
 ■ 6 Agree
 ■ 7 Strongly ...

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	6.20

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	Slow progress on filling the funnel for more external members to the board.	9/19/2022 1:15 PM
2	While the committee chair runs the meetings effectively, I believe that the Chair should encourage input from other committee members before providing his own input.	9/19/2022 1:15 PM
3	I would appreciate more information on health and safety matters. And feedback on employee relations, culture, and how employees of the university are feeling about their work and the university would be helpful.	9/19/2022 10:14 AM

Q10 What do you think the Committee does particularly well?

Answered: 4 Skipped: 1

#	RESPONSES	DATE
1	Balance HR + Governance	9/19/2022 1:15 PM
2	Usually brings up different angles on matters being discussed due to diverse make-up of committee.	9/19/2022 1:15 PM
3	always fulsome discussions	9/19/2022 1:12 PM
4	Transparent and frank discussion with due regard for confidentiality.	9/19/2022 1:11 PM

Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	Filling the funnel with qualified candidates	9/19/2022 1:15 PM
2	Information package structure.	9/19/2022 1:15 PM
3	all good	9/19/2022 1:12 PM

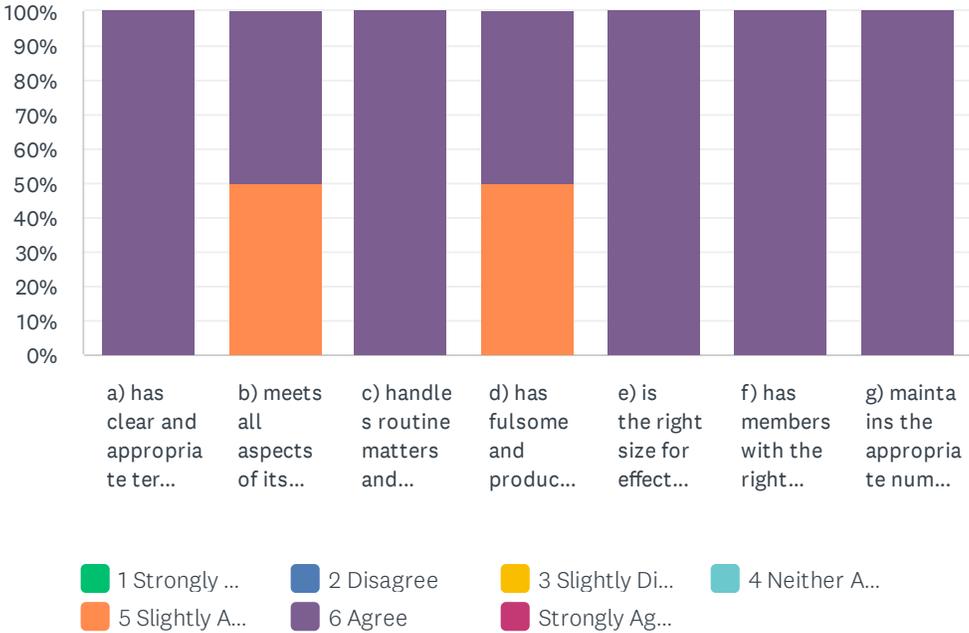
Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	Need to discuss our Board education topic for this year. Possibly COU involvement on external environment	9/19/2022 1:15 PM
2	Student enrolment post-COVID. Strategy regarding the hiring of faculty based on where the university would like to itself in 5-10 years time. Update on medical school?	9/19/2022 1:15 PM
3	ESG Governance - best practices	9/19/2022 1:11 PM

Q1 I am satisfied that the Investment Committee:

Answered: 2 Skipped: 0

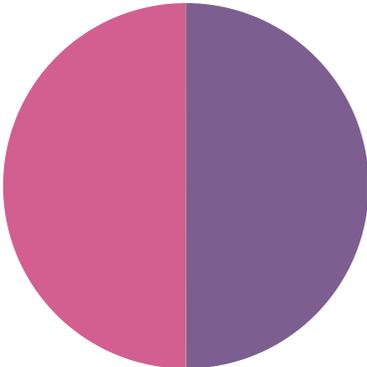


Board Investment Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	W AI
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	0.00% 0	2	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	0.00% 0	2	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	0.00% 0	2	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	0.00% 0	2	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	0.00% 0	2	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	0.00% 0	2	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 2	0.00% 0	2	

Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 2 Skipped: 0

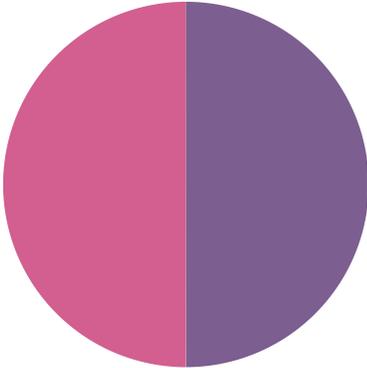


- 1 Strongly ...
- 2 Disagree
- 3 Slightly Di...
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	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	6.50

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 2 Skipped: 0

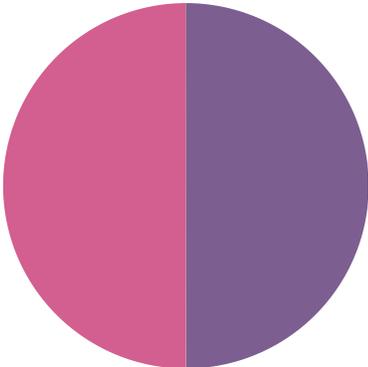


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Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 2 Skipped: 0

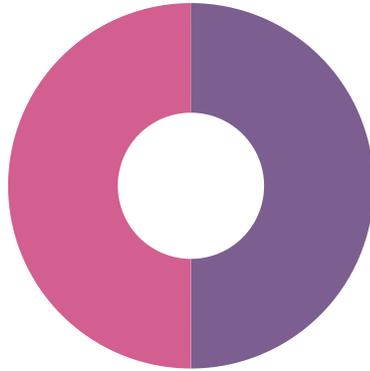


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Q5 The Committee Chair runs our meetings effectively.

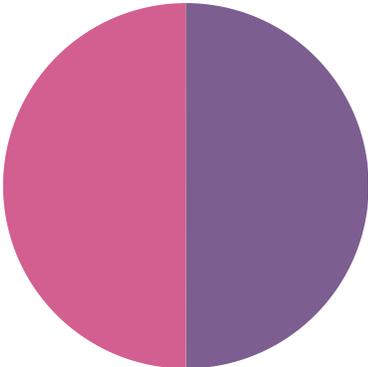
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	6.50

Q6 The Committee Chair encourages participation and discussion.

Answered: 2 Skipped: 0

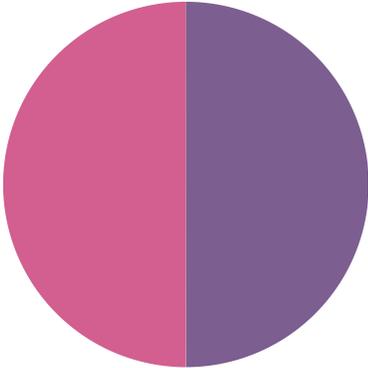


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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	6.50

Q7 I receive Committee packages far enough in advance to allow for adequate review.

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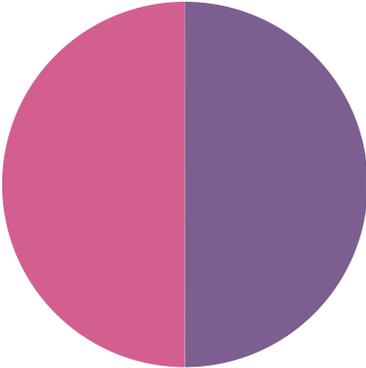


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Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 2 Skipped: 0

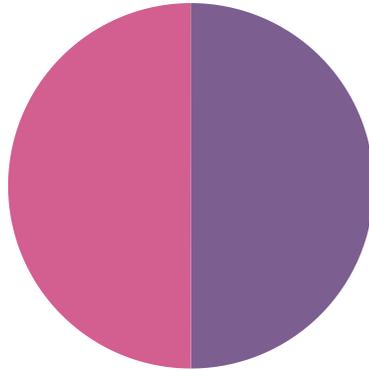


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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	6.50

Q9 Overall, the Committee is working effectively.

Answered: 2 Skipped: 0



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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 1	50.00% 1	2	6.50

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	The committee working with the administration has done an effective job in developing a path reflecting ESG imperatives, one of the more significant developments in the investing world in recent years.	10/21/2022 1:01 PM

Q10 What do you think the Committee does particularly well?

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	Works well with the administration and challenges itself to improve performance	10/21/2022 1:01 PM
2	We are a passionate group of volunteers.	9/20/2022 4:43 PM

Q11 What do you consider to be the Committee’s greatest opportunity for improvement?

Answered: 1 Skipped: 1

#	RESPONSES	DATE
1	Additional committee education sessions, like the one we had on green investing, would be welcome, particularly as we are facing significant changes in the macro-economic environment	10/21/2022 1:01 PM

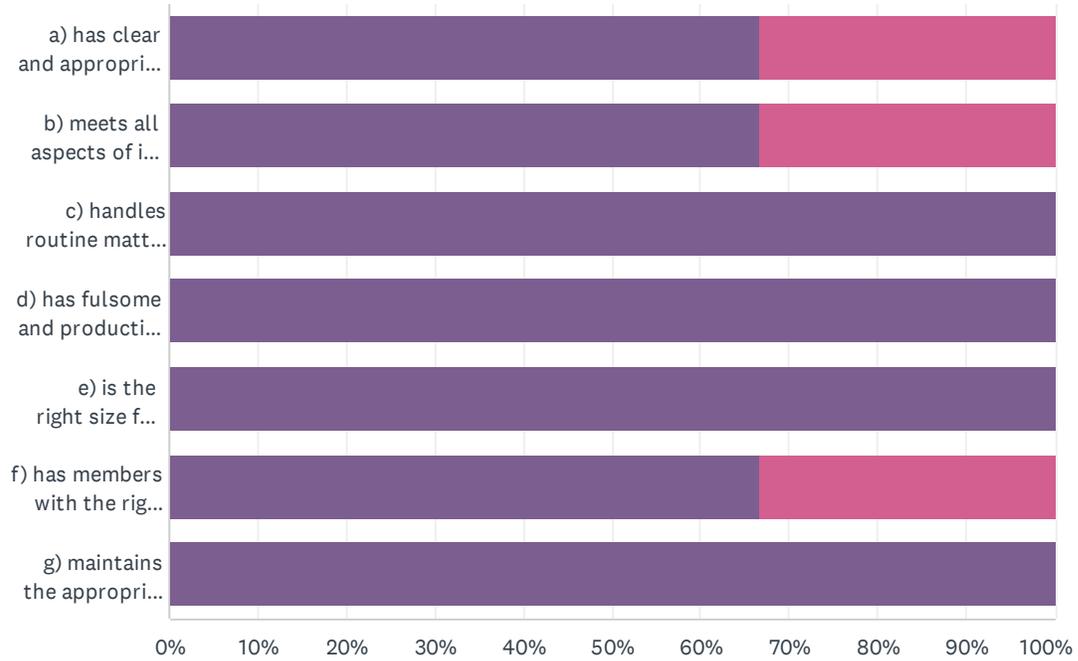
Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 2 Skipped: 0

#	RESPONSES	DATE
1	The role of the Endowment Fund in the overall financial outlook/risk of the University	10/21/2022 1:01 PM
2	Student outcomes / jobs etc	9/20/2022 4:43 PM

Q1 I am satisfied that the Land and Property Committee:

Answered: 3 Skipped: 0

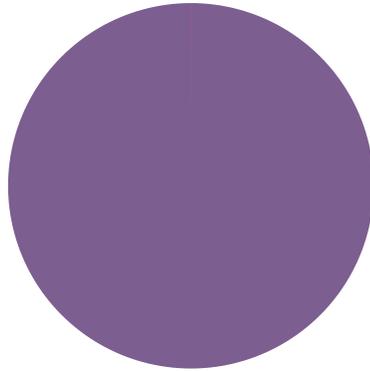


Board Land and Property Committee 2021-2022 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	W A
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	

Q2 I am encouraged to actively contribute to Committee discussions.

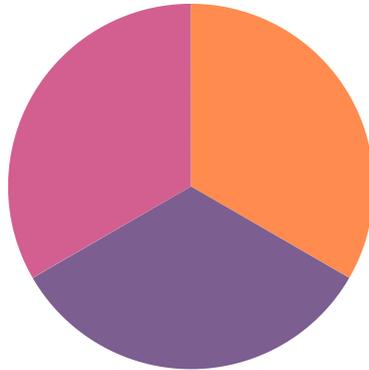
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	6.00

Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

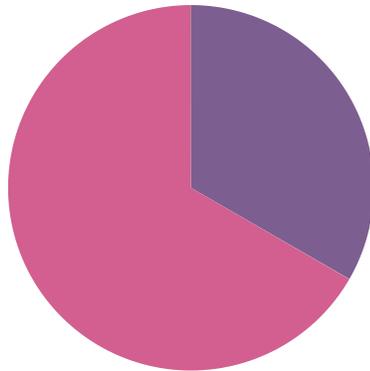
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	33.33% 1	33.33% 1	3	6.00

Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 3 Skipped: 0

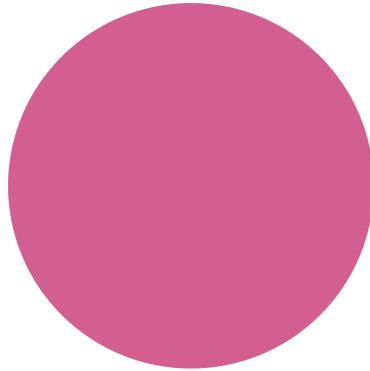


■ 1 Strongly ...
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 1	66.67% 2	3	6.67

Q5 The Committee Chair runs our meetings effectively.

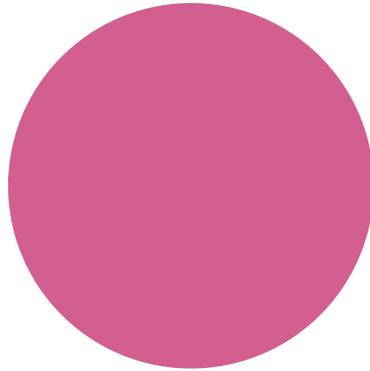
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 3	3	7.00

Q6 The Committee Chair encourages participation and discussion.

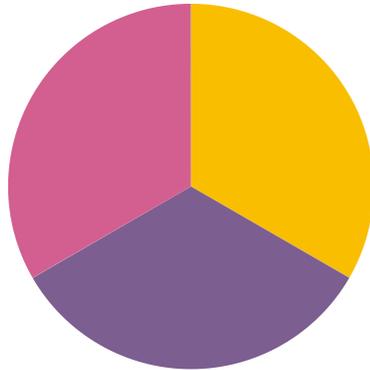
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Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 3 Skipped: 0

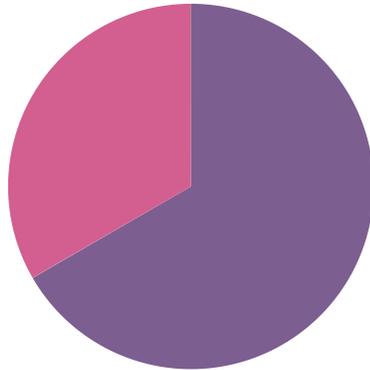


■ 1 Strongly ...
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(no label)	0.00% 0	0.00% 0	33.33% 1	0.00% 0	0.00% 0	33.33% 1	33.33% 1	3	5.33

Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 3 Skipped: 0

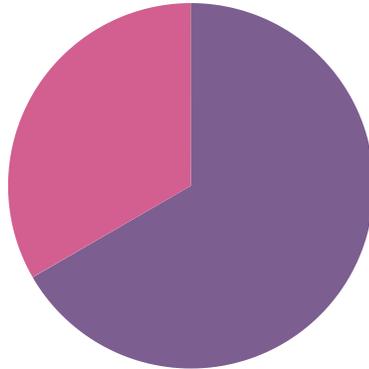


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Q9 Overall, the Committee is working effectively.

Answered: 3 Skipped: 0



■ 1 Strongly ...
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1	I think that Mary is an excellent Chair and creates a safe space for discussion.	9/19/2022 4:01 PM
2	Land and Property has seemed somewhat stranded between Finance and Audit, which is responsible for approving capital, and YUDC, which manages the property and investment portfolio, such that true oversight and strategy development seem challenging to accomplish. Nevertheless, it feels like some progress in clarifying and executing the mandate is being made.	9/19/2022 3:27 PM

Q10 What do you think the Committee does particularly well?

Answered: 1 Skipped: 2

#	RESPONSES	DATE
1	I think that the committee asks tough questions and seeks additional information on the items brought forward.	9/19/2022 4:01 PM

Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	with the new Markham campus, to use previous reports received to help inform what we need to implement on this new campus to make is more sustainable and operate efficiently	9/19/2022 4:01 PM
2	Being more involved in the front end planning and development instead of being presented with "done deals."	9/19/2022 3:27 PM

Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	More information on Lands for Learning and the feedback from the community consultation	9/19/2022 4:01 PM
2	The university's financial outlook.	9/19/2022 3:27 PM

**Academic Policy, Planning and Research
Academic Standards, Curriculum & Pedagogy
Joint Report to Board Academic Resources**

At its meeting of 10 February 2023

FOR INFORMATION

1. Report of the Joint Sub-Committee on Quality Assurance

Attached as Appendix A is a report from the Joint Sub-committee on Quality Assurance, one of which transmits to Board Final Assessment Reports from completed Cyclical Program Reviews as required by the York University Quality Assurance Procedures.

Martin Bunch, Chair, ASCP
Michael Moir, Chair, APPRC

Joint Sub-committee on Quality Assurance

Report to the Full Committees

Academic Policy, Planning and Research Committee

Academic Standards, Curriculum and Pedagogy

The Sub-Committee met on 29 November 2022 and submits the following report to the full Committees.

1. Completed Cyclical Program Reviews (CPRs)

At this meeting the Sub-Committee received documentation for the following CPRs:

- Translation Studies, Glendon (Graduate)
- Translation Studies, Glendon (Undergraduate)
- Linguistics, LAPS (undergraduate)
- Linguistics, Glendon (undergraduate)

The Sub-Committee determined it not necessary to invite members of the programs to discuss the CPRs. The FARs, including Implementation Plans, have now been finalized to reflect discussions at the meeting and are appended to this report.

As noted in its last report, the Sub-committee in October provided preliminary reflections and input on the Implementation Plan for the undergraduate and graduate programs in Translation Studies. The final Implementation Plans were reviewed at its meeting in November. While the Sub-committee saw room for more defined timelines for the recommendations, it understands that the recommendations for the programs – both undergraduate and graduate – are being taken up in alignment with Glendon’s revisioning exercise currently in progress; the timelines necessarily reflect the concurrent activities. The Sub-committee will bring to its review of the 18-month follow-up reports from the Translation Studies programs a focused eye on progress towards the actions articulated in the Implementation Plan.

2. Rota of Cyclical Program Reviews: 2022-2023 Schedule

The Sub-Committee received and reviewed the Cyclical Program Review Rota for 2022-2023 consisting of 16 core degree programs and their associated certificates and diplomas. In addition, due to pandemic-related delays, several reviews from previous years are still being brought to completion. To respond to the load of reviews forthcoming, the Sub-committee has already scheduled two meetings in January and early March and anticipates several additional meetings this academic year to deal with the pending reviews.

T. Peridis, Chair

YORK UNIVERSITY
Final Assessment Report

Translation Studies, Graduate (MA)
School of Translation, Glendon College

Cyclical Program Review – 2012 to 2020

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

Translation Studies, MA

Reviewers appointed by the Vice-Provost Academic:

Dr. Georges Bastin, Full Professor, Department of Linguistics and Translation,
University of Montreal

Dr. Marc Charron, Vice-Dean of Academic Programs at the Faculty of Arts, Associate
Professor, Translation and Interpretation, University of Ottawa

Dr. Igor Djordjevic, Chair, Associate Professor, Department of English, Glendon College,
York University

Cyclical Program Review Key Milestones:

Cyclical Program Review launch: September 16, 2020

Self-study submitted to Vice-Provost Academic: September 15, 2021

Date of the Site Visit: November 16, 2021

Review Report received: January 24, 2022

Program Response received: March, 2022

Dean's Response received: April, 2022

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance,
November 2022.



Submitted by Lyndon Martin, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol,
August 2020.

SITE VISIT: November 16, 2021

A site visit was organized around a set of interviews with multiple internal stakeholder groups that included:

- Lyndon Martin, Vice Provost Academic
- Thomas Loebel, Dean, Faculty of Graduate Studies
- Marco Fiola, Principal, Glendon College
- Colin Coates, Associate Principal, Research and Graduate Studies
- Audrey Pyee, Associate Principal, Academics, Glendon College
- Julie McDonough-Dolmaya, Chair of the School of Translation
- Lyse Hébert, former Chair of the School of Translation
- Aurelia Klimkiewicz, Graduate Program Director
- Full-time and part-time faculty
- Students
- Jacqueline Angoh and Véronique Lim, Administrative Assistants
- Jack Leong, Associate Dean of Libraries, Research and Open Scholarship
- Leigh Jackson, Content Development Librarian

The site visit took place virtually due to the ongoing pandemic.

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan. A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance (in May 2024).

In order to align with the other programs in the School, the next Cyclical Program Review will begin in the Fall of 2026 with a site visit expected in the Fall of 2027 or Winter of 2028.

PROGRAM DESCRIPTION AND STRENGTHS

The MA program in Translation Studies was founded in 1991 within the School of Translation at Glendon College, which was created in 1984.

The MA is designed to assist professional translators to reflect on their practice and become familiar with the growing academic field of translation studies. Students bring their expertise to their research in the widest arrange of language combinations. Students who do not have an Honours BA in Translation complete a one-year qualifying program before being admitted to the two-year MA program.

The program offers three options for completion: four courses with thesis, six courses with a major research paper, and a course-only option which requires completion of eight courses.

The reviewers indicate in their report that the general objectives of the program are clear and that the learning outcomes and mode of delivery are appropriate. The Review Report included the following statement, “*The full-time faculty are clearly scholars in their respective field and experts in the courses they offer.*” Concerns were expressed about the heavy administrative load that most of them carry and the impact this has on their capacity to conduct their research as well as maintain their visibility on the Canadian and international scene. They indicate that the development of a doctoral program is not advised at this time.

The students that met with the reviewers indicated a desire for clarity about program options and their respective expectations, a desire for more practical courses and some concern about the limited access to French courses.

The reviewers suggest that “the existing MA should become a research-oriented program outright and be promoted/marketed as such,” and that the School offer “more seminars dealing with the plurilingual and multicultural nature of its student base.”

In addition, the reviewers state, “The School should take much greater advantage, in our opinion, of the rich and unique multicultural and multilingual environment (the GTA) in which it has the chance to offer a graduate program.”

RECOMMENDATIONS AND RESPONSES:

Recommendation 1

The reviewers recommend that the program remain a research-oriented program with a limited number of optional practical and professional courses. The course-based and MRP options should be 12 months in duration, which could result in increased enrolment. It is not realistic at this time to envisage the creation of a doctoral program.

Program Response

The MA program is research oriented. The removal of the applied field in 2019 allowed the program to clearly assert its research profile. Most of the graduate courses remain research oriented, with one or two optional practical courses offered per year. The latter are however grounded in research as they insist on the critical analysis and understanding of the translation process, including pre-translation, translation, and post-translation phases. The purpose of these courses is not to provide students with a professional training but to allow them to bridge theory and practice.

The program asserts that the three options to graduation—course-based, MRP and MA Thesis—cannot be reduced to 12 months without compromising the integrity of the program and the quality of the learning experience. Most students are mature students with work and family responsibilities and generally cannot take more than two courses per term and often require an extra term or two to graduate. Reducing the program length to 12 months might reduce the pool of applicants and would jeopardize student participation in activities which develop graduate attributes and skills.

The program intends to undertake the following:

- Reflect on the program's identity/narrative, strengths, and branding to attract specific target candidates.
- Rename their practical courses to better reflect their content and objectives.

Principal's Response

There is no contradiction in making the program more appealing to students who seek a research-oriented program that would prepare them for doctoral studies and reducing the full-time program duration to 12 months which would cost half the tuition of a longer program. Those students who have family obligations could still take the program on a part-time basis and they would still graduate in a shorter amount of time.

It should be noted that graduate students who receive funding should not be working more than 10 hours/week, when the program is intended to be taken on a full-time basis.

As there is only one required course, there is no risk of compromising the integrity of the program by shortening it to 12 months, especially when several listed courses cannot be offered due to low enrolment. More choice on paper does not necessarily translate into more choice in practice. The thesis option may need to be re-considered or removed in favour of a shorter MRP option, where the latter is the rule and the former, the exception.

Given that admission criteria are a BA in translation or in a related discipline plus a qualifying program, there should be no need for practical translation courses in a research-oriented graduate program. Students who are interested in translation courses should have the opportunity to take those outside their graduate degree program.

With respect to the doctoral program, perhaps faculty members could explore the possibility of joining the MA/PhD program in Communication and Culture, or the PhD in Humanities as alternatives to creating their own.

Recommendation 2

The Qualifying Program should be reviewed for relevance to the program. The program should consider requiring students to submit a statement of intent of research interests reflective of intercultural, professional, academic, and/or lived experience as part of the admission requirements.

Program Response

There has been an ongoing discussion in the program on the admission requirements and on how much prior knowledge should be required from applicants without a degree in translation or related field considering that the program attracts a pool of candidates with diverse linguistic and cultural backgrounds as well as academic, professional and life experiences.

Three options might be considered:

- Change the admission process to include a statement of intent and relevant experience, as well as expectations
- Consider eliminating the Qualifying Program, in light of it being an obstacle for international students and the experience most candidates for the program have already acquired.
- Consider options for replacing the Qualifying Program.

The Program intends to undertake the following:

- Review the program's orientation and target population
- Consider the elimination of the QP
- Consider rethinking *Translation Studies*, the only mandatory course of the program, to help bridge the disciplinary divide between research and practice and foster the dialogue between students with different backgrounds and professional experiences.

Principal's Response

The three options are not mutually exclusive. Options 1 and 2 could certainly be implemented together. Moving away from the Qualifying Program, which is only available in English/French and English/Spanish, would mean moving away from the equivalent of a BA in Translation as a theoretical threshold for admission. This would broaden the field of potential students but would necessarily entail a complete rethink of *Translation Studies* as a true interdisciplinary program, potentially to include other faculty members at Glendon who are not translation scholars but who have expertise in the field of interlinguistic and intercultural communication and relations.

Recommendation 3

The reviewers suggest that the MA could focus more than it already does on the aspects of translation that deal specifically with the nature of intercultural

communication and must consider including more seminars dealing with the plurilingual and multicultural nature of its student base.

Program Response

Both research-oriented and practical courses in the program are rooted in cultural and linguistic diversity. This reflects demographic changes occurring in the program as well as recent developments in translation studies. Given that most students in the program do not have French as a working language, but English and another language, all courses provide insight into inter- and cross-cultural issues and dynamics from the local and global perspectives.

Moreover, Francophone students are encouraged to submit their work in French. Also, some courses are being taught in both English and French, while those recently adapted from French to English provide an opportunity to reflect on the difficulty of translating concepts in Humanities. Students with Spanish, who often come with a BA in Spanish and/or Certificate in Spanish-English/English-Spanish Translation bring to the discussion translation issues from a hemispheric perspective.

In the multilingual and multicultural classrooms of the MA program in Translation studies, students engage in a wide variety of discussions, from the reception of translated literary texts, migration and intercultural encounters, ethical issues in translation during translation of medical documents or the context of war.

The program will consider how to implement the following:

- Highlight the multilingual profile of the program and its uniqueness in Canada as all other translation programs are English-French/French-English.
- Renew the program's website and promotional material to better reflect the ways French is incorporated. Francophones should be aware that although the language of instruction for nearly all courses is English, for many courses, they are able to read, write and communicate in French, including the writing and defending of their theses and MRPs in French.

Principal's Response

The Principal agrees that it should be made clear to potential students that they can write their papers in English or in French.

The concept of a hemispheric focus is new and could be very attractive to students interested in translation from a continental perspective. It could bring into focus issues related to postcolonialism and decolonization, north-south relations, etc. It need not be exclusive of all other perspectives but could help define a unique position for the program.

With respect to intercultural communication being placed at the centre of the programming, there is a difference between what happens in the classroom due to diversity, and what is embedded into a curriculum in the form of learning outcomes that constitute the core of a course and program. The program should make it a more intentional focus via anticipated learning outcomes through clear learning objectives.

Recommendation 4

An incentive program must be considered for the full-time faculty, especially considering the research-oriented nature of the MA. Also, solutions should be explored to relieve full-time faculty of some of their administrative tasks.

NOTE: Administrative appointments and compensation are governed by the collective agreement and therefore an incentive program cannot be considered.

Program Response

The program notes that in addition to the heavy administrative load—UPD, GPD and Certificate Coordinator—the four full-time faculty in the School of Translation are also involved in co/supervising at the MA and PhD levels in the program and other departments and Faculties.

A significant amount of time is also dedicated to advising.

Principal's Response

Based on the statistics provided by the Program, the Principal does not feel that the supervisory loads are excessive.

The current collective agreement doesn't allow for administrative positions to be eliminated, and teaching releases and compensation scales are set in the agreement. Tenure-track positions are granted based on enrolment. At this point, enrolment in translation in general, but especially at the undergraduate level, does not warrant the hiring of additional faculty members. The Principal notes that given the status of the Glendon undergraduate degree in Translation as the only one offered in Ontario, the School may work with administration to seize this opportunity and recruit more students. Perhaps there is a way to share administrative duties with participating faculty members that are appointed outside of the unit, including those at the Keele campus. Glendon has over 20 undergraduate degrees, but only five graduate programs.

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2022.

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	That consideration be given to making the full-time program 12 months in length	The program should reflect on its orientation and target population and consider the length of the full-time program.	Graduate Program Director; Chair of the School of Translation	Review to be undertaken in 2023.
2.	That consideration be given to eliminating the Qualifying Year.	The program should consider elimination of the Qualifying Year and as a result determine what additional admission information should be required.	Chair of the School; Coordinators, MA and BA; Associate Principal Research & Graduate Studies; Associate Principal Academic	Review to be undertaken in 2023.
3.	That the program focus more on the aspects of translation that deal with the nature of intercultural communication.	The program should consider formally integrating intercultural fluency into its learning outcomes and clarify for students the role of French within the program, based on current policies.	Graduate Program Director	Review to be undertaken in 2023, with resulting changes implemented for Fall 2024.
4.	That a review of administrative appointments be explored.	<i>Note: Administrative appointments and compensation are governed by the collective agreement and</i>	Chair, School of Translation, Associate Principal Research and Graduate Studies	Plan for collaboration to be created in Winter 2023.

		<p><i>therefore an incentive program cannot be considered.</i></p> <p>The program should explore collaboration with faculty teaching in the program from other units or Faculties to support administrative needs at the graduate level.</p>		
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YORK UNIVERSITY
Final Assessment Report

Translation BA, IBA
School of Translation, Glendon College

Cyclical Program Review – 2012 to 2020

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

Translation, BA, IBA

Certificate in Technical and Professional Communication

Reviewers appointed by the Vice-Provost Academic:

Dr. Georges Bastin, Full Professor, Department of Linguistics and Translation,
University of Montreal

Dr. Marc Charron, Vice-Dean of Academic Programs at the Faculty of Arts, Associate
Professor, Translation and Interpretation, University of Ottawa

Dr. Igor Djordjevic, Chair, Associate Professor, Department of English, Glendon College,
York University

Cyclical Program Review Key Milestones:

Cyclical Program Review launch: September 16, 2020

Self-study submitted to Vice-Provost Academic: September 15, 2021

Date of the Site Visit: November 16, 2021

Review Report received: January 24, 2022

Program Response received: March, 2022

Dean's Response received: April, 2022

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance,
November 2022.



Submitted by Lyndon Martin, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol,
August 2020.

SITE VISIT: November 16, 2021

A site visit was organized around a set of interviews with multiple internal stakeholders that included:

- Lyndon Martin, Vice Provost Academic
- Thomas Loebel, Dean, Faculty of Graduate Studies
- Marco Fiola, Principal, Glendon College
- Colin Coates, Associate Principal, Research and Graduate Studies
- Audrey Pyee, Associate Principal, Academics, Glendon College
- Julie McDonough-Dolmaya, Chair of the School of Translation
- Lyse Hébert, former Chair of the School of Translation
- Full-time and part-time faculty
- Students
- Jacqueline Angoh and Véronique Lim, Administrative assistants
- Jack Leong, Associate Dean of Libraries, Research and Open Scholarship
- Leigh Jackson, Content Development Librarian

The site visit took place virtually due to the ongoing pandemic.

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance (in May 2024).

In order to align with other programs in the School, the next Cyclical Program Review for this program will begin in the Fall of 2026 with a site visit expected in the Fall of 2027 or Winter of 2028.

PROGRAM DESCRIPTION AND STRENGTHS

The first translation program at York was established in 1979, and the School of Translation was established shortly thereafter, in 1984.

The School currently offers the following programs:

- Honours BA in Translation (Two streams: English to French and French to English)
- Accelerated Honours BA in Translation for holders of a previous degree (Two streams as above)

- Honours iBA in Translation (bilingual or trilingual)
- Certificate in Technical and Professional Communication (CTPC)
- Qualifying Program for admission to the MA in Translation Studies. Three language options are available: English-French; English-Spanish; English and a language other than French or Spanish.

The School also houses the undergraduate program in Communications, launched in 2017. This program has yet to undergo a CPR.

All of the undergraduate programs require the same core courses and are recognized by both the Québec and the Ontario accrediting bodies (the Ordre des traducteurs, terminologues et interprètes du Québec, and the Association of Translators and Interpreters of Ontario).

The School describes its programs in its self-study as “at once humanities-based and professionally oriented, leading to graduate studies in translation, as well as to employment in a variety of areas involving cross-linguistic and cross-cultural communication.”

The reviewers indicated in their report that the general objectives and the learning outcomes of the program are clear and appropriate. Regarding the mode of delivery, the reviewers suggest, “The modes of delivery are appropriate in that they achieve the desired program learning outcomes. Looking beyond the pandemic, in-person, online and hybrid courses should be delivered keeping in mind some of the positive features of teaching and learning of the past two years.”

The reviewers also indicated that further professionalization of the programs would be desirable, stating, “Closer links with the industry and the multicultural community of Toronto should be established so that all the programs can better benefit from the city’s demographic and multilingual unique richness.”

The review report comments on the challenges presented by the small number of full-time faculty in the program and the heavy administrative burden placed on these individuals. This also has an impact on the working language of the program which is primarily English. Some students expressed dissatisfaction with the lack of French courses. The reviewers state, “The faculty as a whole is certainly expert in the main areas of the School,” and recommend that full-time faculty should teach first-year courses.

RECOMMENDATIONS AND RESPONSES:

Recommendation 1

Given the small number of professors making up the School’s full-time faculty, the reviewers recommend that their teaching activities not extend to the Certificate in Technical and Professional Communication. They also recommend that part-time

faculty not be asked to teach first-year courses, but rather teach transfer courses, both general and specialized. The School and the Administration should develop a faculty hiring plan given the several retirements that are expected soon.

Program Response

Recommendation 1 touches upon three aspects of the program, namely the CTPC, the teaching of first year courses, and faculty complement. These will be addressed in order.

The Certificate in Technical and Professional Communication (CTPC) is an important complement to the BA degrees. In fact, some of the CTPC courses (e.g., TRAN 3310 and TRAN 4310) are also mandatory courses for the BA in Translation. During the 2022-23 academic year, the Translation Executive Committee will review the CTPC's course offerings and the program structure. Course directorships will continue to be assigned based on the skills and research interests of faculty members.

The reviewer report recommends that part-time faculty not be asked to teach first-year courses. The School of Translation feels strongly that first-year courses are best taught by those who have the most relevant skills and experience, regardless of whether they are part-time or full-time faculty members. The program assures that part-time faculty members can teach first-year courses while *also* teaching upper-year translation-related and specialized courses. These are not mutually exclusive activities.

The School has not been successful in having requests for additional faculty members approved in 2018 or 2021. The School's application for a conversion appointment in the Spring of 2022 was also not successful. The School's Executive Committee will be meeting during the 2022-23 academic year to discuss faculty complement requirements.

Principal's Response

1. The Principal agrees that the teaching priority should remain on the BA in Translation. If one or more required courses happens to be cross-listed with the Certificate and be offered at the same time, then it only makes sense that they be offered simultaneously.
2. The Principal agrees that specialized courses may be better served with a part-time instructor, as long as those instructors maintain their currency.
3. There is clearly a need to plan for the faculty complement. The School's faculty members are responsible for four graduate and undergraduate programs, including the BA in Translation. Another related issue is that these multiple programs require academic coordination, as each position comes with a teaching release, which takes away from the delivery of the programs themselves. Given the small number of graduate students, the program could consider merging the coordination of its two graduate degrees as is the case

elsewhere at Glendon. However, this is only a partial solution to a much larger problem. The BA in Translation is the only one in Ontario at this point, and although it has the virtual monopoly on the Ontario market, enrolment is very low. The program needs to take a closer look at its admission requirements, its courses and its positioning with the industry, including the professional associations and the main employers of translators, in order to align this professional program with the needs of the sector. Glendon must work with industry partners to see how best to promote the profession and to recruit potential students.

Recommendation 2

The Review Report details a number of suggestions for course changes to the curriculum. In addition, the reviewers encourage the School to look into extending the duration of internships, perhaps making them a full-term activity. In sum, the goal should be to reduce, wherever possible, the number of general-knowledge courses in order to focus instead on specialized courses in translation in which students can develop competencies highly sought by employers.

Program Response

The program agrees that courses in translation technology, post-editing, project management and professional aspects of translation would be beneficial to the program and will, in the coming academic year, discuss how these and other courses could be developed and incorporated into the curriculum.

With regard to the English and French course offerings, the program will review the curriculum requirements and see whether they can be replaced by other courses. The core curriculum proposal for Glendon may impact how the program approaches changes to the Translation program and changes will be considered once the core curriculum proposal is finalized.

The two history courses are cross-listed with HUMA and count toward the general education requirements and have consistently high enrollment. However, Glendon is currently undertaking a review of its general education requirements, and should these requirements change these courses may not be continued.

Principal's Response

The principal suggests that embedding the ability to use translation technology and to apply post-editing principles in existing upper-level courses may be more effective than restricting them to separate, isolated courses.

The program will need to avoid duplication if the learning outcomes are covered by other, core courses.

Given the limited teaching resources, the program should consider the value of the history courses to the Translation program, regardless of their popularity as General Education courses.

Recommendation 3

The reviewers think that the creation of a non-for-profit translation agency at the School – though in itself a laudable idea – should not be pursued as a priority, in light of the administrative requirements for the School’s full-time faculty, already overburdened by such duties.

Program Response

The Program agrees that there are not sufficient resources to support the creation of a non-profit translation agency at the School. The program will continue to explore experiential learning opportunities.

Principal’s Response

The Principal agrees with this recommendation and the program’s response and looks forward to EE initiatives undertaken by the Program, with the support of the EE team at Glendon. The Program might want to consider availing its students of new mentorship opportunities offered through the Office of Advancement and Alumni Relations. Also, perhaps there could be closer ties between the Translation Unit at Glendon and the Translation Program.

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2022.

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	That the program review teaching assignments for full-time and part-time faculty and that a hiring plan for the faculty complement be prepared.	The program should carefully consider teaching assignments and continue to plan for faculty retirements. The program should consider ways to enhance enrolments in the program, such as by reviewing admission requirements and making courses more accessible to non-translation students, possibly enabling them to pursue a certificate in translation.	Chair of the School of Translation; Glendon Recruitment Team; Director, Continuing Education and Business Development	Review to be undertaken in 2023 and any relevant changes prepared for consideration in late 2023 or early 2024.
2.	That the program review the program requirements to focus on specialized skills that are highly desired by employers.	The program should review its requirements and courses, and consider them in the context of the Glendon College curriculum initiatives and core program learning outcomes.	Chair of the School; Associate Principal Academic	Review to be launched in Winter 2023.
3.	That the School not pursue the creation of a not-for-profit translation agency.	The program should continue to explore experiential education opportunities and make use of supports available at Glendon.	Chair of the School; Associate Principal Academics; Director of Continuing Education and Business Development	Discussions to begin in Winter 2023.

YORK UNIVERSITY

Final Assessment Report

Linguistics, Undergraduate (BA)

Department of Languages, Literature & Linguistics
Faculty of Liberal Arts and Professional Studies

Cyclical Program Review – 2012 to 2020

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

BA

Reviewers appointed by the Vice-Provost Academic:

Dr. John Alderete, Professor, Simon Fraser University, Linguistics/Cognitive Science

Dr. Jeff Good, Professor, University at Buffalo, Linguistics

Dr. Jacob Beck, Associate Professor, York University, Philosophy/Cognitive Science

Cyclical Program Review Key Milestones:

Cyclical Program Review launch: September 19, 2019

Self-study submitted to Vice-Provost Academic: June 25, 2021

Date of the Site Visit: October 13, 2021

Review Report received: December 6, 2021

Program Response received: February 17, 2022

Dean's Response received: March 31, 2022

Implementation Plan and FAR approved by Joint Sub-Committee on Quality Assurance, November 2022.



Submitted by Lyndon Martin, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol, August 2013.

SITE VISIT: October 13, 2021

A virtual site visit for the undergraduate Linguistics program in the Faculty of Liberal Arts & Professional Studies (LA&PS) was held in conjunction with the visits for the Linguistics and Applied Linguistics graduate program in LA&PS and the Linguistics and Languages Studies program at Glendon. Meetings for the Linguistics program were held with the following individuals and groups:

- Vice-Provost Academic, Lyndon Martin
- Dean of Graduate Studies, Tom Loebel
- Dean of the Faculty of Liberal Arts and Professional Studies, JJ McMurtry
- Associate Deans Sean Kheraj and Anita Lam
- Chair of the Linguistics Department, Maria Joao Dodman
- Undergraduate Program Director, Chandan Narayan
- Librarian, Teaching and Learning Norda Bell, Associate Dean Research and Open Scholarship Jack Leong, and Director, Content Development and Analysis Department Patti Ryan
- Administrative Coordinator Josie Sansonetti
- Full-time faculty members
- Part-time Instructors
- Students

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan. A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance (in May 2024). The next Cyclical Program Review will begin in the Fall of 2027 with a site visit expected in the Fall of 2028 or Winter of 2029.

PROGRAM DESCRIPTION AND STRENGTHS:

The undergraduate Linguistics program, housed in the Department of Languages, Literatures and Linguistics (DLLL) in LA&PS, currently offers courses in linguistics leading to a BA, Honours BA, and Specialized Honours BA. The program aims to offer a solid foundation in core linguistics as well as exposure to more interdisciplinary areas, such as sociolinguistics and psycholinguistics. It aims to lay the foundation for graduate study in fields such as linguistics, speech-language pathology, audiology, translation studies and TESOL as well as offer a range of courses attractive to non-majors that instill a general awareness of language and linguistics. Finally, it aims to maintain an inclusive curriculum in which students of all backgrounds and physical abilities can freely participate and which actively develops an appreciation of the social and linguistic

experiences of diverse groups.

Linguistics courses also form an integral part of the Certificate in Teaching English to Speakers of Other Languages (TESOL), which allows students to gain professional training at the same time as they complete their degree programs.

As of September 2021, the Linguistics unit will also be adding a new program in Speech and Language Sciences to its offerings, which will lead to a Specialized Honours BA Degree.

The external reviewers commented that “The degree-granting programs offered in DLLL provide a solid core of linguistic science in addition to areas of specialization (e.g., sociolinguistics) and opportunities for advanced study and training (e.g., speech-language pathology). While this is perhaps self-evident to most linguists, linguistic investigation is a natural fit within a larger liberal arts education because inquiry-based learning, argumentation, and developing analytical skills are fundamental to what linguists do, as cogently explained in the self-study”.

The reviewers also noted that the methods and criteria for assessing student achievement are clearly defined, pointing out that the “program also has a range of developed assessment strategies involving creativity, novelty in linguistic investigations, and experiential project-based work that ensure deep and productive assessment of student achievement”.

The reviewers recommend further curricular development aimed at increasing program access and flexibility, and the recommendations and detailed comments in the review report give concrete suggestions for the program to consider. The reviewers noted, “Curricular development in courses related to language and technology seem particularly important to relevance, especially given the opportunities for employment and partnerships with technology companies in the burgeoning tech sector in Toronto.”

The reviewers also indicated that “faculty renewal is a major issue as many Faculty reach retirement age or take administrative positions that prevent them from teaching and advising students.”

The program’s culture and the intimacy that students share with program faculty also stood out to the reviewers. They noted that students have a variety of opportunities through inquiry-based learning to work closely with the faculty at all levels, and the results of the student survey show that the students see a clear connection between this coursework and student success. The high degree of satisfaction with the student experience was clear and the reviewers said the following about their in-person meeting with students: “We were quite impressed with how elegantly and emphatically students expressed this satisfaction. Whatever it is that program faculty are doing, they really deserve recognition for this success.”

RECOMMENDATIONS AND RESPONSES

Recommendation 1

Systematically review the current curriculum from a student-oriented perspective and consider how to facilitate greater program access, course flexibility, and timely progress through the major and minor programs.

Program Response

The Linguistics section had a lengthy discussion around this recommendation. Members appreciate and share the reviewers' concern regarding entry into the program as restricted by the currently 6.0 credit, two-semester LING 1000 (*Introduction to Linguistics*) course. They unanimously agreed with the reviewers that the implementation of a 3.0 introduction to Linguistics course, offered three times a year, would make the program more accessible to students who are not coming to Linguistics in their first year, thereby allowing them to complete the major in a timely manner. Further, this would allow for more exposure to Linguistics across the year and potentially attract more majors into the program than the current full-year Intro model.

The section also discussed the down-stream impact of a 3.0 LING 1000 on second- and third-year courses, and in particular, the nature of course content if the tiering were reduced, as recommended by the reviewers. They are considering various options for how these second- and third-year courses can be organized in terms of content and delivery in order to complement the reduced LING 1000 while maintaining a high-level of subject-specific coverage. In general, the possible re-configuration of these subject-specific (second- and third-year) core courses requires more thought and careful planning, which will be considered after a successful restructuring of LING 1000.

Dean's Response

The Office of the Dean of LA&PS supports the recommendation to revise LING 1000 from 6 credits to 3 credits (with accompanying relevant program changes). The reviewers have provided excellent insight on the benefits to this revision including improvements to student recruitment and degree progress. While offering a 3-credit version of LING 1000 in more terms would expand exposure to introductory linguistics and create more on-ramps to the program, the Dean's Office feels it would be best to begin by offering the course in two terms rather than three and then monitor the enrolments.

The Dean's Office also supports a review of the 2000- and 3000-level core courses for potential reconfiguration to improve access and degree progress. There is also the potential to create 2000-level electives to draw more students to the discipline.

Recommendation 2

Systematically review the current curriculum to seek out opportunities to expand or adapt the curriculum to enhance experiential learning, e-learning opportunities, and to increase participation from a wider range of students than is served currently.

Program Response

The Linguistics section agrees that current courses indeed offer a variety of opportunities for students to engage in the types of real-world activities that typify linguistic research and that the Linguistics program offers more experiential learning than may come across in the report. Examples include courses where students work with primary language data, identifying and analyzing language patterns in much the same way that language acquisition researchers would examine data. In the *Field Methods* course, students work one-on-one with consultants from generally minoritized or endangered language communities, documenting and analyzing various aspects of the language's linguistic structure. The course is devoted to replicating the kinds of experiences that linguists have when they go into the 'field'. Theoretically oriented courses also contain experiential learning components. For example, in *Research in Sociolinguistic Variation and Change*, students work closely with undergraduate linguistics students from Newcastle University (UK) in organizing, classifying, and analyzing sociolinguistic interview data. Finally, the new Specialized Honours program in Speech and Language Sciences necessarily builds in an experiential learning component in the required 4th year proseminar which will be taught by a practicing speech pathologist and where students will engage directly with case studies in child and adult language pathologies.

The section hopes to build upon and extend these many existing experiential learning opportunities in courses and envision future hiring, especially in the fields of computational linguistics/quantitative data analysis, as encompassing the experiential learning recommendation. With this in mind, the section agreed that it would be worthwhile to explore partnerships with local industries where the linguistic analysis and critical reasoning and logic skills of our students could be utilized.

Dean's Response

The Office of the Dean of LA&PS appreciates the program's response and supports efforts to build upon existing strengths in experiential education in the Linguistics program. A review and mapping of EE components within the existing curriculum will help to identify opportunities for expansion, particularly in the area of work-integrated learning. There may be opportunities to pursue curricular innovations in work-placement courses or project-based learning with employer partners. There is also the opportunity for the further enhancement of EE in the existing field methods course (LING 4320).

Recommendation 3

Systematically review the current curriculum and program structures with the aim of creating greater relevance of program learning outcomes for the jobs of the future. Create a development plan that (i) better communicates existing career development mechanisms and area strengths within the program, and (ii) engages with external academic units on potential directions for development.

Program Response

There was agreement among Linguistics section members that the training in analytical methods students receive in the program provides them with highly transferable skills for jobs in a variety of fields. For example, the courses in Sociolinguistics and Field Methods give students research skills in collecting and analyzing real-world data, either compiled in large databases or through face-to-face interviews; the TESOL certificate, which many Linguistics students complete, and which has requisite Linguistics courses as part of its curriculum, has direct post-graduate career impact, allowing students to teach adult ESL courses; the new Speech and Language Sciences program (the only such program in Toronto) provides students with a direct path to careers as Communication Disorders Assistants as well as Speech and Language Pathology and Audiology (via graduate professional programs).

That said, in order to fully meet the recommendation of the reviewers, the program would require additional faculty who specialize in imparting more directly applicable skills for the “jobs of the future,” which in the reviewers’ report was most aligned with “courses related to language and technology”. The section envisions a faculty renewal plan will take this recommendation into consideration when assessing the needs and wants of the program. In the meantime, the section will explore new course development in subjects (such as research design and methodology, and statistics) that can be taught by current faculty which adds to the already transferable skills students acquire. A series of lectures/workshops for undergraduates showcases the types of careers linguistics students are best positioned for after graduation. Lastly, in future iterations of existing courses, there will be even clearer communication about the career-oriented skills students will be acquiring as part of the Linguistics curriculum.

Dean’s Response

Highlighting and enhancing the career relevance of LA&PS programs is a high priority for the Faculty. The Dean’s Office supports the Linguistics programs in these efforts. Experiential Education staff in the Office of the Dean of LA&PS is available to work with members of the Linguistics program on ways to further build career skills development into the program and through co-curricular

activities. Integrating career-preparation skills into the program's hiring priorities is also a welcome idea that could help align hiring with this strategic priority.

Recommendation 4

Engage with key stakeholders (e.g., DLLL, Linguistics, Applied Linguistics) at both the graduate and undergraduate levels to develop a plan for renewal of faculty in the next seven years.

Program Response

The Linguistics section agrees to develop a faculty renewal plan for the next seven years. The plan will address the long-term needs of the undergraduate program as well as engage with the Languages and Linguistics Graduate Program Director to focus on the needs of graduate students. The immediate future of teaching at the undergraduate levels is in imminent crisis, however, given upcoming retirements and the departure of a few long-standing CUPE colleagues who have either retired or are no-longer teaching with us. The reviewers recognized that the program is poised for growth, not only in new areas, but in underlining core strengths of the program. The section hopes to design a renewal plan with an eye towards the goals of 1) reinforcing core strengths affected by upcoming retirements (Discourse Analysis, and Language and Gender); 2) expanding and bolstering the Speech and Language Sciences program, and 3) branching into new areas (like computational/quantitative approaches to language) that, at a minimum, allow the program to maintain current courses, and in the long term, introduce students to areas of linguistics which might afford them a diversity of opportunities after graduation. The section looks forward to working with the Dean's office in taking up the reviewers' recommendation for planning multiple hires that can satisfy the complex immediate needs and growth areas in the program.

Dean's Response

The Office of the Dean of LA&PS supports the Linguistics program's plans to develop a long-term faculty complement plan. All programs have already been invited to develop 3-year hiring plans and can consult with the Associate Dean, Faculty Affairs in preparing these plans. The Dean's Office also concurs that new faculty hires in Linguistics should have strengths in the strategic areas critical to both research and teaching in the program.

Recommendation 5

As a program, re-consider the fit of Linguistics within DLLL and revisit the question of Linguistics as an independent department. Linguistics is poised for growth in a variety of areas (speech science, language and technology, curriculum innovation), but its current place within LA&PS posits some significant constraints on this growth.

Program Response

The Linguistics section enthusiastically welcomes this recommendation and unanimously agreed with the idea of moving forward towards departmentalization and welcomes the support of the Dean's Office in actualizing this next phase of Linguistics at York.

The linguistics section also sees departmentalization as the logical next step given the growth of the program, its sustained enrolments and majors, expansion into growth areas such as the new Specialized Honours Program in Speech and Language Science, and the potential for building upon existing strengths outside of the core areas of Linguistics, such as Sociolinguistics, Psycholinguistics, and Forensic Linguistics.

Dean's Response

The Office of the Dean of LA&PS appreciates the feedback and recommendation from the external reviewers concerning the administrative organization of the Linguistics program. The Office concurs with the reviewers and supports the program in its ambition to establish a new academic unit for our undergraduate and graduate programs in linguistics.

As the program's response indicates, the creation of an academic unit for the Linguistics programs is a sensible outcome of the growth and steady enrolments in both the undergraduate and graduate programs in Linguistics. Establishing an academic unit may help to facilitate future growth of existing programs including the recently launched Speech and Language Sciences program. It may also result in improved administrative processes and efficiencies.

Recommendation 6

Establish a joint committee of stakeholders representing the Linguistics programs at Keele and Glendon to: (i) better harmonize course offerings, scheduling, prerequisites, exclusions, and equivalencies across the two campuses, (ii) develop experiential learning opportunities that can support linguistics students on both campuses, and (iii) coordinate the strategic plans for the direction of each programs in each campus so that the distinctive strengths of each campus can complement those of the other, wherever possible without compromising each program's independence.

Program Response

Section members agreed that it would be very useful for LA&PS students if more explicit information was available on the LA&PS website, in the supplemental calendar, and in advising sessions about the relationship between the LA&PS and Glendon programs and, more specifically, about how Glendon courses could

potentially fit into a degree in Linguistics in LA&PS. This will be added to the program website and incorporated into advising sessions. Section members also agreed that the Director of the Undergraduate Program in Linguistics (LA&PS) and the Coordinator of Linguistics and Language Studies (Glendon) should be in more frequent contact. LA&PS will connect with the Glendon Coordinator during course planning exercises in November (and later scheduling) to exchange course offerings for the following year.

Dean's Response

The Office of the Dean of LA&PS concurs with the program's response and the reviewer recommendation for closer coordination between the undergraduate Linguistics programs in LA&PS and Glendon. Improved clarity through the program website, supplemental calendar, and advising sessions will help students better understand the connection between the two programs in the different Faculties. Collaboration in course planning and scheduling is also a welcomed idea.

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2022.

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	That the curriculum be systematically reviewed, including the option to create a one semester foundations course, and the examination of the tiering of upper- and lower-year courses.	The Linguistics program should proceed with curricular changes required to update LING1000 and related program requirements, including 2000- and 2000-level core courses.	UPD Linguistics; Associate Dean, Programs; Associate Director, LAPS Curriculum	Discussions on plans for curriculum changes to be completed by end of Winter 2023. Curricular work underway in Summer and Fall 2023 terms.
2.	That the curriculum be reviewed to seek out opportunities to expand, adapt and enhance experiential learning opportunities.	The program should review and map experiential education components and identify opportunities for expansion, particularly in the area of work-integrated learning (WIL).	UPD Linguistics; LAPS Associate Director, Experiential Education	Review and plan for expansion of EE opportunities to be completed by end of Summer 2023 term.
3.	That the curriculum and program structures be reviewed and a plan formulated to enhance relevance of program learning outcomes for jobs of the future.	The Linguistics UPD should collaborate with Experiential Education staff on the development of co-curricular activities and how best to leverage existing supports. In addition, the program should work with the Associate Dean, Faculty Affairs on a faculty renewal plan that supports the above	UPD Linguistics; Associate Dean, Programs; Associate Director, Experiential Education; Associate Dean, Faculty Affairs	Plan for co-curricular programing to be completed by end of Summer 2023 term. Hiring priorities plan to be completed in consultation with the Associate Dean, Faculty Affairs by end of Fall 2023 term.

		and pedagogical expertise in WIL.		
4.	That a faculty renewal plan be developed for the next seven years, at both the undergraduate and graduate levels.	The Linguistics program should develop a longer-term faculty complement plan, in consultation with Associate Dean, Faculty Affairs. The plan should be focused on strategic areas critical to both research and teaching in the program.	UPD Linguistics; Associate Dean, Faculty Affairs	Hiring priorities plan to be completed in consultation with the Associate Dean, Faculty Affairs by end of Fall 2023 term.
5.	That the question of establishing a separate Linguistics department in LA&PS be considered.	Academic leaders in the Department of Languages, Literatures and Linguistics should meet with the Dean, Vice-Dean, and Associate Dean Faculty Affairs to consult on the process and develop an ad hoc committee to draft a work plan.	Chair of Department of Languages, Literatures, and Linguistics; UPD Linguistics; UPD DLLL; Dean; Vice Dean; Associate Dean, Faculty Affairs	Initial meetings with the Dean's Office and creation of ad hoc committee by end of Winter 2023. Work plan for creating the new academic unit to be drafted by end of Fall 2023.
6.	That coordination between the LA&PS and Glendon Linguistics programs be enhanced.	LA&PS Linguistics should proceed with updates to its website, supplemental calendar, and advising sections, ensuring explicit information about the relationship between LA&PS and Glendon programs is available to students.	UPD Linguistics LA&PS, Coordinator of Linguistics & Language Studies Glendon	Updates to the website and supplemental calendar to be drafted by end of Winter 2023.

YORK UNIVERSITY

Final Assessment Report

Linguistics and Language Studies BA, iBA

Glendon College

Cyclical Program Review – 2013 to 2020

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

Program(s) Reviewed:

BA, iBA

Reviewers appointed by the Vice-Provost Academic:

Dr. John Alderete, Professor, Simon Fraser University, Linguistics/Cognitive Science
Dr. Jeff Good, Professor, University at Buffalo, Linguistics
Dr. Jacob Beck, Associate Professor, York University, Philosophy/Cognitive Science

Cyclical Program Review Key Milestones:

Cyclical Program Review launch: September 19, 2019
Self-study submitted to Vice-Provost Academic: June 20, 2021
Date of the Site Visit: October 12, 2021
Review Report received: December 6, 2021
Program Response received: February 25, 2022
Principal's Response received: March 28, 2022

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance, November 2022.



Submitted by Lyndon Martin, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol, August 2013.

SITE VISIT: October 12, 2021

A virtual site visit for the Linguistics and Languages Studies program at Glendon was conducted in conjunction with the site visits for the Linguistics undergraduate program and the Linguistics and Applied Linguistics graduate program in the Faculty of Liberal Arts & Professional Studies (LA&PS).

Meetings regarding the Glendon program were held with the following individuals and groups:

- Vice Provost Academic, Lyndon Martin
- Dean and Associate Vice-President Graduate Studies, Tom Loebel
- Glendon Principal, Marco Fiola
- Glendon Associate Principal Academic, Audrey Pyee
- Coordinator for Linguistics and Language Studies, Bruce Connell
- Administrative Coordinator Linguistics and Language Studies Lydia Dosu
- Full-time faculty members
- Part-time instructors
- York Librarian, Teaching and Learning, Norda Bell
- Associate Dean, Research and Open Scholarship Jack Leong
- Director, Content Development and Analysis Department, Patti Ryan
- Students

OUTCOME:

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan. A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance (in May 2024). The next Cyclical Program Review will begin in the Fall of 2027 with a site visit expected in the Fall of 2028 or Winter of 2029.

PROGRAM DESCRIPTION AND STRENGTHS:

The Linguistics and Language Studies Program at Glendon was created in 2003 as a joint program comprising courses from four departments: English, French Studies, Hispanic Studies, and Philosophy. In 2017, the majority of the linguistics courses in the English Department were transferred to the Linguistics program, allowing the program to have greater visibility in its own right.

The Linguistics program offers honours options in the BA and iBA, including a stream in Language Endangerment, Documentation and Revitalization and a 90-credit BA. Students are provided with fundamental training in linguistics as an academic discipline, and the program offers bilingual options (French-English or Spanish-English) as well as a trilingual option in the iBA.

The reviewers note that the program structure is somewhat unusual in comparison to other undergraduate linguistics programs in North America but makes sense given the nature of Glendon College. They also state, “The most notable area of innovation in the program involves the development of a stream in Language Endangerment, which, to the best of our knowledge, is unique at the undergraduate level in North America (and, perhaps, globally). Courses in Anishnaabemowin language and culture are also distinctive and significant in the context of broader efforts within the Canadian higher education system to support Canada’s Indigenous languages.”

Overall, the external reviewers were impressed with the Linguistics and Language Studies program and believe that it has significant potential to grow and to offer a curriculum that is distinctive and which can also prepare students for a variety of careers. The reviewers note that the recommendations below were made with this in mind.

RECOMMENDATIONS AND RESPONSES:

Recommendation 1

Systematically review the current curriculum, as well as the presentation of the curriculum, from a student-centered perspective with a focus on how to facilitate entry into the major, provide greater clarity regarding how students should progress through the major, and clarify which requirements make the most sense for the current configuration of the program.

Program Response

The program agrees that some simplification of the program is in order and has taken some steps in this direction over the past couple of years, though those that involve change in degree requirements have yet to be formally approved. A wider consideration of semester-length introductory courses at other universities will be undertaken and the possibility discussed at the Program’s General Assembly at the end of the academic year.

The suggestion regarding the reduction of the number of categories (essentially putting all non-core courses as electives into one category) is feasible; however, there may be a cost in de-emphasizing focus on the Language Endangerment, Documentation and Revitalization, and the Romance Streams (see Recommendation 4).

During the meeting with the reviewers the question of prerequisites was raised, and although not directly stated, there seemed to be a sentiment that prerequisites should be reduced wherever possible. However, existing prerequisites (i.e., certain lower-level courses) are required in order to prepare students to take follow-on upper-level courses and are in place to facilitate student success.

The program agrees with the reviewers with regard to the desirability of greater cooperation between the Linguistics program offered in LA&PS and at Glendon. This is addressed in Recommendation 5.

Principal's Response

These recommendation changes must be implemented in order to address the complicated structure of the program, organize courses more clearly, and remove certain courses that are no longer offered. In addition, some of the current categories include courses that do not meet the requirements of the said category. The focus of Glendon's linguistics program needs to be on what other programs at Glendon or in LA&PS *do not offer*. French Linguistics is an option within the French Studies degree program, so it need not be a concern of the Linguistics program. Linguistics courses taught *in Spanish* should serve the Hispanic Studies degree program but could be included in the Linguistics program as electives, just as the French linguistics courses and the few courses on Italian and Romanian linguistics are. The program cannot rely on these two languages to build a stream since there are not sufficient faculty resources to ensure its sustainability.

The plans for a romance stream do not seem to be based on any demand from students and multiplying options that are not achievable by a sizeable number of students does not lead to clarity nor to certainty when students make their course selections.

A reconfiguration of introductory courses, including splitting full-year courses into 3-credit term courses, could provide flexibility for students. Course planning should be undertaken in consultation with the LA&PS Linguistics program to eliminate unnecessary duplication.

Recommendation 2

Systematically review the current curriculum to seek out opportunities to expand or enhance student training opportunities, including experiential opportunities and those in which Glendon is in a strong position to become a national leader, such as in the linguistic diversity of Canada. Course delivery methods should also be considered.

Program Response

The program is examining ways to enhance student training opportunities, including summer abroad courses.

The program is in favour of developing a survey course on Canada's linguistic diversity and is pleased that the reviewers are supportive. The program would also consider additional courses in the evening as well as hybrid and online formats.

Principal's Response

Experiential education should be accessible to all students and should be embedded in the program within existing core courses, including those that are the unique focus of the program (i.e., documentation and language revitalization). The program could also consider, in collaboration with LA&PS, which courses could take place in hybrid mode, thus benefitting students in both Faculties. Once the program has completed updates to the core program, a series of continuing education workshops, delivered in hybrid mode, could be considered, particularly those that could support the work of Indigenous communities across Canada in need of support to preserve and revitalize their ancestral languages.

Recommendation 3

Work with departments whose faculty and courses play a central role in the maintenance of the Linguistics and Language Studies program to achieve greater predictability in linguistics course offerings and facilitate long-term planning.

Program Response

The Linguistics and Language Studies program's course offerings (i.e., those sourced within the program) are offered with predictability. With one exception, all 1000- and 2000-level courses are offered annually, and mostly in the same time slot each year. Third- and fourth-year courses are offered on an alternate-year basis. Typically, information is not exchanged with other departments when scheduling cross-listed courses, as a department's own needs understandably take priority, and the logistics of coordinating scheduling across several departments or programs is daunting. Reserving some spots for Linguistics students in cross-listed courses would also improve course availability.

Principal's Response

Scheduling courses in any program starts with focusing on the program's own needs. Coordinating course offerings with other units could make the difference between a course that is sufficiently enrolled to be offered and not. The Principal's Office can support discussions to ensure cross-listed required courses are available to students. The program could also consider blended or hybrid, or even online, courses, which could be open to both Glendon and LA&PS students.

Recommendation 4

Undertake a visioning exercise among the stakeholders of the Linguistics and Language Studies Program at Glendon to clarify its distinctive characteristics (e.g., its focus on Indigenous languages and language endangerment), both in comparison to the Linguistics program in LA&PS and more broadly in Canada. Develop a strategic plan to build on these characteristics as part of a strategy for increased excellence in research and training and for growth in enrollment, both in terms of majors and in specific courses.

Program Response

There is a clear focus on language endangerment in the form of the stream in Language Endangerment, Documentation and Revitalization and a stream in Romance Linguistics has been proposed. Both of these streams are not only unique in Canada, but also more broadly, at the undergraduate level. The program intends to clarify this distinctiveness through the proposed restructuring of the course categories (see recommendation 1), which would enhance their visibility and, hopefully, lead to growth in enrollment. Steps to increasing excellence in research and training requires augmenting the tenure-stream faculty complement with scholars in these areas.

Principal's Response

The reviewers' recommendation would fit perfectly well as a definition of what Glendon as a whole is in the middle of preparing: developing a strategic orientation for its offering that sets it apart from the programs offered in LA&PS and from competing post-secondary institutions. The reviewers note that Language Endangerment and Documentation stream could distinguish the program from other disciplinary offerings in other institutions, or even on the Keele campus. With a limited faculty complement, the unit is unable to offer more comprehensive programming than it currently does. Growth in faculty complement is conditional on growth in enrolment, and the unit needs to come up with a plan to set its program apart from others, first based on its abilities but also based on the needs and desires of potential students. The Office of the Principal can work with the unit to determine areas of possible growth.

Recommendation 5

The reviewers suggest establishing a joint committee of stakeholders representing the Linguistics programs at Glendon and Keele to (i) better harmonize course offerings, scheduling, prerequisites, exclusions, and equivalencies across the two campuses, (ii) develop complementary experiential learning opportunities that can support linguistics students on both campuses, and (iii) coordinate the strategic plans for the direction of the programs in both

campuses so that their distinctive strengths can complement each other, wherever possible without compromising each program's independence.

Program Response

The program agrees with the reviewers on the desirability of greater cooperation with the Linguistics program in LA&PS, and that students in each program be aware of the additional courses available to them. During orientation each September, the program explicitly makes its incoming students aware of additional possibilities in linguistics in LA&PS, and students do often decide to take those courses. This sometimes includes TESL courses. The program supports discussions with the Linguistics programs in LA&PS as to how to improve coordination.

Principal's Response

The Principal also welcomes efforts to better coordinate efforts with the linguistics program on the Keele campus through systematic consultation at planning time. The Principal also welcomes collaboration to enable Glendon students to access courses that will prepare them for an in-demand career in speech and language pathology. Efforts to develop joint experiential learning opportunities across the two campuses would also give students the opportunity to know more about their respective programs, increasing the potential for further collaboration.

IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2022.

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	That the curriculum be revised from a student-centred perspective.	The program should undertake a review of the curriculum and plan changes to address the complicated structure of the program and create flexibility for students to complete requirements.	Linguistics Program Coordinator; Associate Principal, Academic	Review to take place in 2023, with relevant curriculum changes to be in place for Fall 2024.
2.	That the program be updated to enhance student training opportunities.	The program should continue to develop experiential education opportunities that are accessible to all students as part of the core and unique aspects of the program. The program should also consider which courses could be taught in hybrid mode, in collaboration with LA&PS, and whether continuing education workshops focussing on Glendon's unique strengths could be developed.	Linguistics Program Coordinator; Associate Principal Academic; Glendon Office of Experiential Education; Director, Continuing Education and Business Development	Development of EE opportunities and exploration of opportunities for hybrid-mode course delivery and continuing education workshops to take place in Winter and Fall 2023.
3.	That a systematic approach to cross-department collaboration between Glendon and LA&PS be developed.	The Principal's Office and impacted departments should work to ensure coordination of cross-listed courses.	Associate Principal, Academic; Linguistics Program Coordinator; Related Program Coordinators and Department Chairs	Plan for collaboration in place by March 2023.

4.	That the Linguistics program develop a strategic plan for growth and enhanced excellence in research and training.	That the program consider ways to clarify the distinctive stream in Language Endangerment, Documentation and Revitalization and other curricular enhancements.	Linguistics Program Coordinator; Associate Principal, Academic	Discussions to take place in Winter 2023 and ongoing.
5.	That program planning be harmonized between Glendon and LA&PS.	The program should continue discussions about how to coordinate course offerings and plans for program enhancements.	Linguistic Program Coordinator, Glendon; Linguistics UPD, LA&PS	Discussions to continue in Winter 2023 and ongoing.