



York University Board of Governors

Notice of Meeting

30 September 2025, 1:30 pm to 4:30 pm

Via Zoom

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I. CLOSED SESSION

II. OPEN SESSION at 1:45 pm

- 1. Chair’s Items (A. Di Domenico) *1:45 pm*
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
- 2. Executive Committee (A. Di Domenico)
 - a. Action Taken on Behalf of the Board1
- 3. President’s Items (R. Lenton) *2:00 pm*
 - a. Key Updates
 - b. 2025 - 2026 PVP IRP Priorities for the Year

Break Period – 10 minutes: 2:40 pm to 2:50 pm

- 4. Academic Resources Committee (N. Singh) *2:50 pm*.....2
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10. Other Business *3:50 pm*

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Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair

Date: 30 September 2025

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

The Executive Committee dealt with five items of business since the last meeting of the Board of Governors. Pursuant to its authority under Article 3 Section 3.02 (d) (v) of the York University Board of Governors – Transitional Terms of Reference, approved:

- the approval of negotiated settlement for the renewal of the collective agreement with Canadian Union of Public Employees (CUPE) Local 1356.
- the appointment of Laina Bay-Cheng as Interim Provost & Vice-President Academic commencing January 1, 2026 and continuing to December 31, 2027.
- the appointment of Dr. Parissa Safai as Interim Vice-President, Equity, People & Culture commencing January 1, 2026 and continuing to December 31, 2027.
- the appointment of Dr. Kathryn McPherson as Interim Dean, Faculty of Liberal Arts & Professional Studies commencing September 1, 2025 and continuing to December 31, 2026.
- the approval of negotiated settlement for the renewal of the collective agreement with the Osgoode Hall Faculty Association (OHFA).



Academic Resources Committee

Report to the Board of Governors

at its meeting of September 30, 2025

The Academic Resources Committee met on September 12, 2025, and makes this report to the Board for information.

1. Provost's Items

Fall Enrolment Update - The Committee received an enrolment update, noting that early enrolment figures show that York is performing better than last year in new student confirmations, particularly for domestic 101s, as a result of enhanced recruitment and admissions approaches in both the Faculties and institutional units. York's performance compared to other Ontario institutions has also improved relative to data shared in the spring, which was based on year-over-year changes in applications received. However, international student recruitment remains a challenge due to ongoing visa delays or refusals for incoming students who have accepted an offer of admission, which could result in further enrolment "melt" and impact both enrolment and budget performance against targets. The Markham campus is also experiencing year-over-year growth in student numbers, with similar caveats related to international enrolment.

Academic Leadership Update - Members received an update on key academic leadership developments including new and interim Deans appointed across several Faculties.

The Year Ahead - Members were reminded that the current *University Academic Plan* (UAP) expires in 2025. A consultative process will launch shortly to inform the next UAP, which is scheduled for Senate approval by June 2026. As part of the process, a draft retrospective report outlining progress against UAP objectives was shared with the committee for future discussion.

The committee received an update on progress towards launching the School of Medicine, which continues to be a major priority. Following the approval in June by both Senate and Board to formally establish the School as an academic unit within the Faculty of Health, the transition team is now focused on the steps required to secure accreditation. The curriculum for the Doctor of Medicine degree is under development along with approximately thirty key policies to support medical education and student outcomes, to be presented for review and approval by appropriate governance bodies this Fall. In addition, capital planning and design are in progress to meet the 2028 opening target, including an interim space at the Keele campus.

Members were provided with an update on the *Faculties of the Future* initiative, a key component of the *Forward Action Plan*, and recommendations likely to be included in the final report which is expected to be complete by the end of September. This initiative aims to support long-term academic excellence while addressing financial and operational challenges. Through consultation with the university community, five high-level themes emerged. The report recommends further collegial discussion of several options that came forward in the consultations for selective, targeted changes with the potential to enhance academic quality, student experience, and research synergies, while reducing duplication of effort, allocating resources more effectively, and positioning York University for sustainable growth aligned with York's core values. A draft version of the report was shared with the committee for information and feedback.

The committee also heard about York's performance in global university rankings, where citation data was identified as a key factor. The importance of rankings for reputation, and particularly attracting international students, research partners, and donors was emphasized.

2. Vice-President Research and Innovation Items

The committee was informed about York's research and innovation strategy for 2025-26, which is structured around four objectives:

- research excellence by strengthening large-scale multidisciplinary programs through collaboration, strategic support, and resource optimization.
- supporting the York U Forward Action Plan by driving research and innovation for alternative revenue and asset monetization
- enhancing collaboration and mentorship by promoting collaborative research services between Centralized and Faculty teams, supporting research mentorship programs, and promoting sustainability in Organized Research Units (ORUs)
- strengthening global research partnerships to advance cutting-edge research and innovation, research reputation and ranking

Detailed efforts to advance sector partnerships to enhance research, innovation and talent were outlined. These include cultivating research partnerships with private sector partners in areas such as Semiconductors, Digital Technologies, Life Sciences, and Automotive. In addition, innovation partnerships will enhance the visibility and impact of York's research focused on Semiconductors, Digital Technologies, Life Sciences & Medtech and Automotives. Notable collaborations included work with BD Canada, EllisDon, Humber River Hospital, Hong Kong Trade & Development Council, and the Ontario Council for Innovation.

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Members heard about upcoming research events, including plans to hold a series of *Thought Leadership Events* focused on academia's role in nation-building. These events position York to participate and engage with industry in new investment opportunities. In addition, York continues to take part in the *Gairdner Foundation National* program by hosting the Gairdner Connects Toronto Hub Lecture program hosted at the Keele Campus. This event, scheduled for October 21, will feature lectures by two distinguished laureates, both 2025 Canada Gairdner International Award recipients:

- Dr. Iva Greenwald, Ph.D., Da Costa Professor of Biology, Department of Biological Sciences, Columbia University
- Dr. Gary Struhl, Ph.D., Herbert and Florence Irving Professor at the Zuckerman Institute and Professor of Genetics and Development, Columbia University's Vagelos College of Physicians and Surgeons

The lecture will be open to faculty, postdoctoral fellows, and graduate students, offering a valuable opportunity for academic engagement and knowledge exchange.

Narendra Singh
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Narendra Singh, Chair, Academic Resources Committee

Date: 30 September 2025

Subject: Clinical Faculty Appointments Policy

Recommendation:

The Academic Resources Committee recommends that the Board of Governors approve the Clinical Faculty Appointments Policy, attached as Appendix A, and to be effective October 1, 2025.

Background and Rationale:

In the spring of 2025, the Senate and the Board of Governors approved the establishment of the York University School of Medicine within the Faculty of Health. This milestone builds on more than three decades of aspiration and planning and represents an important step forward in York's long-standing commitment to advancing health education and supporting community well-being. The School of Medicine is a central element of the Faculty of Health's 2023–2028 Strategic Plan, *Building a Healthy World for All*.

Like all medical schools in Canada, York's School of Medicine must meet the rigorous accreditation standards of the Committee on the Accreditation of Canadian Medical Schools (CACMS). Accreditation requires a robust academic and administrative policy framework, and the University is currently developing approximately thirty new or revised policies to ensure readiness for accreditation. As part of the accreditation pathway, York must submit the Data Collection Instrument (DCI) and the Medical School Self-Study (MSS) to CACMS in January 2026. Approval of core policies, including the Clinical Faculty Appointments Policy, is required as part of this submission, which will be assessed by CACMS in determining whether York is granted

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Candidate Status. To support this process, it is important to recognize the timeline for policy approval and its interdependence with signed affiliation agreements, which are also required components of the submission. Timely approval of the Clinical Faculty Appointments Policy will also enable the recruitment and appointment of Clinical Faculty positions well in advance of the CACMS site visit in October–November 2026, which will be part of the assessment for Preliminary Accreditation.

The Clinical Faculty Appointments Policy provides the institutional framework for the appointment, renewal, and promotion of Clinical Faculty, who will play a central role in teaching, clinical service, research, leadership, and community engagement within the School. It sets out clear categories of appointment, including Clinical Educator, Clinical Assistant Professor, Clinical Associate Professor, Clinical Full Professor, and Clinical Professor Emeritus/Emerita, with associated expectations regarding teaching, service, scholarly activity, and leadership.

It establishes the governance structure for clinical faculty appointments, including the roles of Department Appointments and Promotions Committees, the School Appointments Advisory Committee, and the Clinical Faculty Appointments and Promotions Appeals Committee. Together, these bodies ensure that recruitment, evaluation, and advancement take place within a transparent and equitable process.

The policy outlines the requirements for initial appointment, including licensure and professional registration, hospital or clinical affiliation, and malpractice coverage, as well as conditions for renewal, temporary appointments, and cross appointments across departments. It sets principles and criteria for promotion, emphasizing merit, peer recognition, and contributions across the School's four academic pillars: Teaching and Educational Activities; Clinical Service; Research and Scholarly Activities; and Leadership and Administration.

Provisions are included for considering equity-related factors, such as parental or medical leaves, and for recognizing the value of Indigenous engagement, community-based scholarship, and work advancing decolonization, equity, diversity, and inclusion. The policy further defines the processes for termination, discipline, and appeals, ensuring procedural fairness and appropriate oversight.

In this way, the Clinical Faculty Appointments Policy addresses professional and labour matters that in other contexts are typically covered in collective agreements, including licensure, professional standing, malpractice coverage, and compliance requirements. Taken together, these provisions provide a comprehensive framework

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that ensures York University is able to uphold academic standards, safeguard professional integrity, and meet the expectations of its clinical partners, regulatory bodies, and accrediting agencies.

The policy was drafted by the [School of Medicine Faculty Appointments Policy Committee](#) and has been reviewed by the University Secretariat, the Office of the General Counsel, and Faculty Relations. Each office has provided feedback to confirm that the framework is aligned with York's governance structures, consistent with applicable law, and attentive to labour considerations in the absence of a collective agreement.

Next Steps

Approval of this policy is required to enable the timely recruitment and appointment of Clinical Faculty in preparation for the launch of the School of Medicine and because it is a necessary condition for accreditation. The Clinical Faculty Appointments Policy must be approved as part of the documentation submitted to the Committee on the Accreditation of Canadian Medical Schools (CACMS) to demonstrate York's readiness and secure Candidate Status. Following Committee review and approval, the Policy will proceed to the Executive Committee for further review, before proceeding to the Board for final approval.

Once approved, the Dean of the School of Medicine, working with the Associate Dean, Faculty Affairs, will begin to establish the necessary committees to oversee appointments and promotions, finalize procedures to implement the policy, and work with affiliated hospitals and clinical partners to confirm the first cohort of faculty appointments.

Appendix A attached: Clinical Faculty Appointments Policy



Clinical Faculty Appointments Policy

Topic:	Employees, Employment and Workplace
Approval Authority:	Board of Governors
Approval Date:	September 30, 2025
Effective Date:	October 1, 2025

1. Purpose

York University values the contributions of Clinical Faculty in fulfilling the academic mission of the School of Medicine, particularly through their engagement in teaching, clinical service, scholarly and research activity, leadership, and service to the profession and broader community.

This Policy establishes the institutional framework for the appointment, renewal, and promotion of Clinical Faculty within the York University School of Medicine. It provides clear, consistent, and equitable guidelines and procedures to support the governance of Clinical Faculty relations and to ensure alignment with the academic standards, values, and strategic priorities of the University.

2. Scope

This Policy applies to all Clinical Faculty appointed to the School of Medicine who are expected to contribute to the School’s academic mission through Teaching & Education Activities, Clinical Services, Research & Scholarly Activities, Leadership & Administration. It governs academic appointments held by individuals affiliated with the School who engage in clinical, educational and/or scholarly/research activities, including those based in hospital, community, or clinical practice settings.

3. Definitions

Board of Governors: The Board of Governors is a governing body of York University, responsible for overseeing the University's business and financial affairs, property, and overall administrative operations. The Board exercises fiduciary oversight and approves key matters such as budgets, capital projects, and senior administrative appointments. Its authority is derived from the York University Act, 1965, and it operates in accordance with University policies and applicable legislation.

Clinical Faculty: A physician or healthcare practitioner holding a clinical appointment external to the University (e.g., hospital, clinic, or health authority) who is engaged by the School of Medicine to contribute to its academic mission.

Contributions: Academic activities recognized under this Policy, which may include teaching, clinical or community service, leadership, and scholarly or research output.

Continuing Appointment: An academic appointment with no specified end date that continues until resignation, retirement, or termination in accordance with University policy.

Cross Appointment: A secondary appointment of a Clinical Faculty Member to a Department within the York University School of Medicine, other than their primary Department, for a defined term. Cross appointments enable Clinical Faculty to contribute to teaching, research/scholarly, or clinical activities in more than one Department within the School of Medicine.

Department: An academic unit within the School of Medicine (e.g., Family Medicine, Psychiatry), established for the purpose of delivering clinical education, scholarly activity/research, and academic leadership.

Department Head: The administrative leader of a Department or designated unit within the School of Medicine.

Dean: The Dean of the School of Medicine

Physician: A professional who holds a medical or equivalent degree (e.g., Doctor of Osteopathic Medicine [DO], Bachelor of Medicine, Bachelor of Surgery [MBBS]) and is licensed to practice medicine in Ontario by the College of Physicians and Surgeons of Ontario (CPSO) or another recognized medical regulatory authority.

Healthcare Practitioner: A regulated health professional who is licensed to practice in Ontario by their respective regulatory college (e.g., College of Nurses of Ontario, College of Physiotherapists of Ontario). This includes, but is not limited to, nurses, physiotherapists, occupational therapists, pharmacists, and other regulated practitioners as defined under the *Regulated Health Professions Act, 1991*.

Limited Term Appointment: A full-time academic appointment with a specified end date, eligible for reappointment in accordance with University procedures.

Promotion: The advancement of a Clinical Faculty Member from one academic rank to a higher rank, based on the criteria set out in this Policy.

Reappointment: The renewal of a Limited Term Appointment, subject to University review and recommendation procedures.

School: The York University School of Medicine.

4. Policy

4.1 Leadership Structure

The governance of Clinical Faculty appointments within the School of Medicine is supported by a defined leadership and committee structure to ensure equity, transparency, and academic rigour in decision-making.

4.2 Associate Dean, Clinical Faculty Affairs

The Associate Dean, Clinical Faculty Affairs is responsible for the oversight of Clinical Faculty appointments, reappointments, promotions, and career development processes. This includes ensuring compliance with University policies and promoting equitable and inclusive faculty advancement practices.

4.3 Department Heads

Each clinical Department (e.g., Family Medicine, Medicine, Psychiatry, Paediatrics, Obstetrics and Gynaecology, Surgery, Anesthesiology, Community and Population Health, Pathology and Laboratory Medicine, and Medical Imaging) is led by a Department Head.

Department Heads are responsible for:

- Academic leadership and administration within the Department;

- Overseeing faculty recruitment, faculty retention, evaluation, mentorship, and promotion;
- Ensuring departmental compliance with University and School policies;
- Serving as the recommending authority for appointments and promotions within the Department.
- Fostering the academic mission of the School with regards to Education and Research

4.4 School Appointments Advisory Committee (SAAC)

The School shall establish a School Appointments Advisory Committee (SAAC) in accordance with the Procedures. The SAAC has a School-wide oversight mandate to:

- Review and assess appointment and promotion recommendations from Department Appointments and Promotions Committees (DAPCs);
- Ensure consistency, rigour, and fairness in the evaluation of Clinical Faculty;
- Consider structural inequities and systemic factors that may influence faculty career progression;
- Recommend appointments and promotions to the Dean.

The SAAC shall operate in accordance with established procedures, with a commitment to equitable, consensus-driven processes, and effective conflict-of-interest management.

4.5 Department Appointments and Promotions Committees (DAPC)

Each Department shall establish a Department Appointments and Promotions Committee (DAPC) in accordance with the Procedures. DAPCs are responsible for:

- Reviewing and recommending all Clinical Faculty appointments, reappointments, and promotions;
- Ensuring that recruitment and promotion processes are equitable and aligned with the School's academic standards and values;
- Establishing fair, transparent decision-making procedures, including effective conflict of interest management.

DAPCs may determine their own decision-making methodology (e.g., consensus-based or majority vote), provided it upholds fairness, transparency, and equity.

4.6 Clinical Faculty Appointment & Promotions Appeals Committee (CFAPAC)

In the event of an appeal by a Clinical Faculty Member, an ad hoc CFAPAC shall be struck by the Dean, in accordance with the Procedures, regarding:

- A denied promotion;
- A non-renewal or termination of appointment.

The CFAPAC is mandated to hear appeals in accordance with the Procedures. Where possible, the CFAPAC shall reach decisions by consensus; if consensus is not possible, decisions shall be made by majority vote. The CFAPAC may make recommendations but cannot overturn decisions made by the President under the York University Act, 1965.

5. Faculty Appointments

5.1 Appointment Requirements and Decision Criteria

All Clinical Faculty appointments must meet the following institutional and regulatory standards:

- **Licensure and Registration:**
 - Physicians must hold a valid certificate of registration for independent medical practice issued by the CPSO, or an equivalent health profession regulatory body.
 - Individuals with restricted licenses or registrations (e.g., academic registration) may be appointed, subject to approval by the Dean.
- **Professional Standing:**
 - Non-physician health professionals must be in good standing with their relevant regulatory authority and eligible to practise in Ontario.
- **Clinical Affiliation:**
 - Appointees must maintain an active appointment to the medical staff of an affiliated hospital or healthcare organization.
 - The Dean may grant an exemption if the absence of such affiliation does not impair the individual's academic responsibilities.

- **Malpractice Coverage:**
 - Clinical Faculty must maintain adequate malpractice insurance coverage for all areas of their clinical practice. For physicians, this typically includes membership in the Canadian Medical Protective Association (CMPA) or equivalent coverage that provides protection consistent with the scope of practice and institutional requirements. Other clinical faculty members must maintain malpractice or professional liability insurance coverage appropriate to their profession and scope of practice, as required by their respective regulatory bodies or institutional policy.
- **Compliance:**
 - Clinical Faculty must comply with applicable University, Senate, and Board of Governors policies and regulations.

It is understood that the above terms are required conditions for appointment. Accordingly, failure to meet these conditions may result in termination of appointment.

5.2 Appointment Authority and Process

Appointments are approved by the Board of Governors on the recommendation of the President, in accordance with the York University Act. The appointment process requires:

- Recommendation by the relevant Department Appointments and Promotions Committee (DAPC),
- Review and recommendation by the School Appointments Advisory Committee (SAAC),
- Final recommendation by the Dean.

Appointment ranks and categories are determined based on candidate qualifications, prior academic experience, and Department Head recommendation. The Dean may concur with, or suggest an alternative to, the recommended rank, with rationale provided in writing.

5.3 Appointment Categories

Clinical Faculty at the School of Medicine may be appointed to one of the following academic ranks. These ranks reflect the nature of contributions expected and the academic trajectory of the appointee:

a. Clinical Educator

This rank is intended for individuals primarily engaged in clinical teaching and person-centered care. It is recognized as a valid career rank. Appointees at this rank are not expected to engage in scholarly/research activity or administrative service, though such contributions are welcomed. Those who meet criteria for higher ranks are encouraged to pursue promotion, but are not required to do so.

b. Clinical Assistant Professor

This is the most common entry-level rank for individuals intending to pursue an academic career and further promotion. Appointees are expected to contribute substantively to at least two of the four academic pillars:

- Teaching and Educational Activities
- Clinical Service
- Research and Scholarly Activities
- Leadership and Administration

This rank reflects a faculty member's readiness to engage meaningfully in multiple academic areas. Promotion to the next rank is based on growing academic impact, responsibility, and peer recognition.

c. Clinical Associate Professor

Appointees at this rank must demonstrate sustained contributions and increasing impact across at least two academic pillars, typically including excellence in clinical service, and teaching and educational activities. This rank builds upon the expectations of Clinical Assistant Professor, with evidence of peer recognition, leadership, and broader influence within one's field or community.

d. Clinical Full Professor

This is the highest academic rank and is reserved for Clinical Faculty who have previously met the criteria of Clinical Associate Professor and have demonstrated national or international recognition in one or more academic pillars. Promotion to this rank requires clear evidence of exceptional achievement and sustained leadership over time, reflecting continued high-level impact and academic excellence across multiple domains.

e. Clinical Professor Emeritus/Emerita

This honorary title may be conferred upon retirement of Clinical Professors who have made meritorious contributions to the School of Medicine. The title is granted through recommendation by the Department Head and Dean, with final approval from the Board of Governors.

Note: The appointment category of Adjunct is excluded to avoid overlap and confusion with York University's existing use of that term under a different appointment framework. Other categories such as Visiting, Sessional, and Clinical Scholar are not introduced at this stage and will be reconsidered as part of a policy review no later than five (5) years following the School's launch.

5.4 Promotion and Career Rank

Promotion within the Clinical Faculty ranks at the School of Medicine reflects recognition of increasing academic contribution, professional growth, and impact in one or more pillars of academic activity. This section establishes the general principles and expectations for career progression among Clinical Faculty.

a. Principles of Promotion

- Clinical Faculty may be considered for promotion based on demonstrated excellence and impact in one or more of the four academic pillars:
 - o Teaching and Educational Activities
 - o Clinical Service
 - o Research and Scholarly Activities
 - o Leadership and Administration

Promotion is not automatic and may be pursued when a faculty member meets the criteria for the next rank. Clinical Faculty may remain at their current rank indefinitely if they do not seek or meet promotion requirements. Promotion is based on merit, as evaluated through established Departmental and School procedures.

Recommendations for promotion are initiated by the Department Head and DAPC, reviewed by SAAC, and finalized in a recommendation by the Dean.

b. Clinical Educator as a Career Rank

Clinical Educator is recognized as a valid career rank. Promotion is optional and may be pursued by those who meet the criteria for Clinical Assistant Professor or higher.

c. Promotion Across Ranks

- From Clinical Assistant Professor to Clinical Associate Professor: Requires sustained and substantive contributions in at least two academic pillars, building upon the foundation established at the Assistant level. Evidence of growing responsibility, peer recognition, and impact is required.
- From Clinical Associate Professor to Clinical Full Professor: Requires continued excellence and a record of national or international recognition, building upon achievements at the Associate level. Candidates must show ongoing leadership and high-level academic contributions across multiple pillars.
- Evidence for promotion may include, but is not limited to: teaching evaluations, peer-reviewed publications, leadership roles, clinical innovation, community engagement, awards, and other substantive contributions to areas which advance the mission and values of the School:
 - Decolonization, Equity, Diversity, and Inclusion (DEDI)
 - Indigenous engagement
 - Community-based scholarship
 - Advocacy for structurally marginalized populations

d. Consideration of External Promotions

- Clinical Faculty holding academic appointments at other institutions who receive a promotion externally may request consideration for equivalent promotion at York University. Such requests will be reviewed through the DAPC and SAAC processes.

e. Leave Considerations

- In the evaluation of promotion, the School will consider any leaves taken under the Ontario Human Rights Code or other recognized compassionate grounds. Such leaves shall not disadvantage the candidate's review.

5.5 Deferred Appointment Types

At the time of the School's initial launch, certain Clinical Faculty appointment categories will not be implemented. These categories have been identified for future consideration to ensure alignment with the evolving academic and clinical needs of the School and the broader institutional framework.

The following appointment types are deferred and will be revisited no later than five (5) years following the School's launch:

- Clinical Scholar
- Visiting Clinical Faculty
- Sessional Clinical Instructor

These categories are excluded from the initial phase of this Policy to allow for a phased and deliberate implementation process. Any future consideration of these roles will be led by the Associate Dean, Clinical Faculty Affairs (or designate), in consultation with the Dean and the SAAC, and will require formal policy amendment and Board of Governors approval.

No appointments under these categories shall be made until a formal framework for their definition, eligibility, scope of responsibility, and evaluation has been established and approved.

5.6 Temporary Appointments

Temporary Appointments are used to meet short-term academic or clinical needs within the School of Medicine. These appointments are time-limited and non-renewable, unless otherwise specified under exceptional circumstances.

Eligibility and Requirements

Individuals appointed under a Temporary Appointment must:

- Be licensed to practise in Ontario by the appropriate regulatory authority (e.g., College of Physicians and Surgeons of Ontario or equivalent);
- Be in good standing with their professional regulatory body;
- Maintain appropriate malpractice insurance coverage for the duration of the appointment; and
- Comply with applicable University, Senate, and Board of Governors policies and regulations.

Scope and Purpose

Temporary Appointments may be used for:

- Specific teaching assignments;
- Limited-duration clinical contributions;
- Short-term project-based academic roles;
- Filling urgent or interim gaps in instructional or clinical service capacity.

Conditions

- Temporary Appointments do not confer entitlement to reappointment, promotion, or a Continuing Appointment.
- Appointees may not be eligible for certain internal resources or governance roles unless specifically authorized by the Dean.
- All Temporary Appointments must be clearly designated as such in the appointment letter, including defined start and end dates.

5.7 Cross Appointments

A Cross Appointment permits a Clinical Faculty Member to engage academically with a second Department within the School of Medicine, in addition to their primary appointment. This allows for collaborative teaching, clinical, and scholarly activity across departmental lines while maintaining clear reporting structures.

Scope and Eligibility

- Cross Appointments are available to Clinical Faculty who hold a primary appointment in one Department of the School of Medicine and who actively contribute to the academic mission (e.g., teaching, clinical service, scholarly/ research activity, or leadership) of a second Department.
- Cross Appointments are limited to Departments within the School of Medicine and do not extend to other faculties or units of the University under this Policy.

Terms and Conditions

- A Cross Appointment does not replace or diminish the responsibilities of the Clinical Faculty Member's primary appointment.
- All appointment decisions must be recommended by the Department Head of the secondary Department and approved by the Dean, upon recommendation from the relevant Department Appointments and Promotions Committee (DAPC).
- The appointment rank in the secondary Department shall be the same as the rank held in the primary Department.

Reassignment of Primary Appointment

- Where a Clinical Faculty Member contributes substantially to a secondary Department—particularly in clinical and teaching responsibilities—they may request reassignment of their primary appointment to that Department.
- Such a reassignment requires:
 - Approval of the new Department Head,
 - Recommendation from the new Department's DAPC,
 - Approval from the Dean.

Promotion and Evaluation

- Promotion applications must be submitted through the primary Department, even if a Cross Appointment exists.
- Contributions made in the context of a Cross Appointment may be considered in promotion evaluations, with input from both Departments as appropriate.

5.8 Limited-Term and Continuing Appointments

At the time of implementation, Limited-Term Appointments and Continuing Appointments are excluded from the initial faculty appointment structure for Clinical Faculty in the School of Medicine. This decision reflects the phased approach approved by the Faculty Appointments and Policy Committee (FAPC) and the need for further policy and procedural development before adopting these appointment categories.

Future Consideration

- Definitions and conditions for Limited-Term and Continuing Appointments may be reintroduced through a policy amendment following institutional review and consultation.
- Any future implementation will include clear eligibility criteria, evaluation mechanisms, and alignment with University policy frameworks.
- Until such time, all Clinical Faculty appointments shall be made using the approved ranks and categories listed in Section 5.3 of this Policy.

6. Pillars of Criteria for Promotion

Promotion within the Clinical Faculty ranks of the School of Medicine shall be based on demonstrated performance and academic contributions in one or more of the following four (4) recognized pillars

6.1 Teaching and Educational Activities

Teaching contributions include the instruction, supervision, and mentorship of learners across clinical, classroom, and community-based settings. Teaching may occur within undergraduate, postgraduate, graduate or continuing professional education environments and should reflect excellence in content delivery, innovation, equity-informed pedagogy, and student engagement.

Assessment of teaching effectiveness may include:

- Learner evaluations (quantitative and qualitative);
- Peer assessments and teaching awards;
- Evidence of curriculum development or instructional innovation;

- Contributions to faculty development or mentorship;
- Integration of DEDI principles in teaching and assessment.

The School recognizes teaching that meaningfully incorporates Indigenous knowledge, culturally responsive practices, or educational outreach in underserved settings as vital to its academic mission.

6.2 Clinical Service

Clinical Faculty are expected to maintain exemplary standards of clinical care in their discipline, as appropriate to their professional licensure and scope of practice.

Excellence in clinical service is demonstrated through:

- Clinical activities must align with the ethical, professional, and regulatory expectations of relevant licensing bodies and affiliated institutions.
- Evidence of clinical competence and professionalism;
- Participation in quality improvement or person-centered safety initiatives;
- Development and implementation of innovative care models and practice guidelines;
- Recognition by peers, patients, or institutions;
- Service in clinical leadership roles or administrative functions related to care delivery.

6.3 Research and Scholarly Activities

Research and scholarly contributions may encompass a broad range of academic outputs, including but not limited to:

- Peer-reviewed publications, clinical guidelines, or scholarly books;
- Abstracts and presentations at academic or professional conferences;
- Participation on research ethics boards and research committees;
- Educational scholarship or innovations;
- Leadership in research collaborations or clinical trials;
- Creative and community-based scholarship (e.g., narrative medicine, graphic medicine, health policy writing, Indigenous methodologies);
- Public scholarship through media, digital platforms, or health advocacy.

Evaluation of scholarly activity shall prioritize substance and impact over volume or journal metrics. Peer-reviewed or community-endorsed outputs, especially those addressing health equity, primary care, generalism, or the needs of structurally marginalized populations, shall be highly valued.

6.4 Leadership and Administration

Leadership contributions include engagement in administrative, governance, or strategic roles that advance the academic, clinical, or community missions of the School and University. Recognized activities include:

- Service in academic leadership roles (e.g., decanal role, program director, department head, departmental committee chair);
- Participation on institutional, hospital, regional, or national committees;
- Leadership in clinical, educational, or policy development initiatives;
- Advocacy and service related to health equity, Indigenous engagement, or underserved communities;
- Mentorship of learners, peers, or junior faculty.

The School affirms the value of community engagement and leadership outside the academy, especially when such contributions reflect its core priorities, including DEDI and social accountability.

7. Faculty Appointments and Promotions Pathways

7.1 Clinical Faculty Appointment and Promotion Pathway

All appointments and promotions of Clinical Faculty within the School of Medicine shall follow a standardized pathway that ensures equity, consistency, and academic rigour. The pathway includes multi-level review and decision-making processes, as follows:

a. Department Appointments and Promotions Committee (DAPC)

Each Department shall maintain a DAPC, constituted in accordance with University and School procedures. The DAPC is responsible for:

- Reviewing all applications for appointment, reappointment, and promotion of Clinical Faculty;

- Conducting initial evaluations of qualifications, performance, and academic contributions;
- Making recommendations to the School Appointments Advisory Committee (SAAC) for further consideration.

b. School Appointments Advisory Committee (SAAC)

The SAAC provides School-wide oversight and is mandated to:

- Review all DAPC recommendations to ensure consistency with School and University standards;
- Assess the academic merits of each candidate, including consideration of structural inequities that may influence career progression;
- Make recommendations to the Dean for approval.

c. The Dean of the School of Medicine

The Dean is the final authority at the School level for endorsing appointments and promotions before submission to the Board of Governors. The Dean may:

- Concur with SAAC recommendations;
- Return files for clarification or revision; or
- Provide alternate recommendations with rationale.

d. Board of Governors

Final approval for appointments and promotions rests with the Board of Governors upon the recommendation of the President of the University.

7.2 Inter-Institutional Promotions

Clinical Faculty who hold concurrent academic appointments at other institutions may request consideration for equivalent promotion at York University under the following conditions:

- The external promotion must have been granted through a formal academic process at a recognized post-secondary institution;

- A request for promotion must be submitted to the Department Appointments and Promotions Committee (DAPC) within one academic cycle of the external promotion;
- The candidate may submit the same supporting documentation used in the external process for internal review;
- Final decisions shall follow the standard promotion pathway (DAPC → SAAC → Dean → President → Board of Governors).

8. Evaluation, Renewal, and Promotion

8.1 General Principles

Evaluation, renewal, and promotion of Clinical Faculty shall be guided by the principles of academic excellence, interpreted in a manner appropriate to the roles and responsibilities of Clinical Faculty. Processes shall be characterized by fairness, transparency, and commitment to equity.

Assessments shall recognize diverse contributions Clinical Faculty make across the pillars of academic activity, as outlined in Section 6.

The evaluation process shall:

- Be proportionate to the expectations and responsibilities associated with the faculty member’s rank and appointment type;
- Consider equity-related factors, such as leaves, career interruptions, and systemic barriers;
- Recognize contributions that are community-based, equity-driven, Indigenous, and interdisciplinary.

8.2 Promotion Review Process

Candidates for promotion shall undergo a structured review as follows:

a. Initiation of Promotion Review

- Promotion may be initiated by the Department Head or the Clinical Faculty Member.

- A Department Head may recommend early promotion if a candidate demonstrably exceeds the required criteria ahead of the typical timeline.

b. Department-Level Evaluation (DAPC)

- The Department Appointments and Promotions Committee (DAPC) shall evaluate the candidate's dossier, referencing the performance standards and criteria outlined in Section 6.
- The DAPC may review peer assessments, teaching evaluations, scholarly outputs, and service contributions.
- The DAPC shall prepare a recommendation to the SAAC.

c. School-Level Review (SAAC)

- The SAAC shall assess the completeness, rigour, and fairness of the DAPC's recommendation, ensuring alignment with School-wide standards and sensitivity to individual circumstances.

d. Final Review and Approval

- Promotion recommendation(s) by the Dean shall be forwarded to the President, who will submit them to the Board of Governors for final approval and institutional appointment.

8.3 Renewal of Appointment

Renewal of Clinical Faculty appointments shall be based on:

- Evidence of sustained contributions aligned with the initial appointment expectations;
- Compliance with licensure, hospital affiliation, and malpractice insurance requirements;
- Continued engagement in at least one domain of academic activity (e.g., teaching, clinical service, research, or leadership).

While promotion is based on demonstrated excellence and progressive achievement, clinical faculty members are not required to pursue promotion and may remain at the same rank, provided their performance continues to meet acceptable standards.

8.4 Consideration of Leaves

In all evaluations for renewal and promotion, the School shall give due consideration to:

- Leaves taken under the Ontario Human Rights Code, including pregnancy/parental, medical, or compassionate leaves;
- Other career interruptions that may affect academic productivity or timelines.

Candidates shall not be disadvantaged by such leaves, and accommodations in the evaluation process will be applied, where appropriate.

9. Review

9.1 Review Cycle

This Policy shall undergo its first review prior to the admission of the School of Medicine's inaugural class of learners, to ensure it reflects the operational realities, academic mission, and strategic priorities of the School at launch.

Subsequent reviews shall occur at least once every five (5) years to ensure continued alignment with:

- University-wide policies and frameworks;
- Evolving expectations in clinical education and academic medicine;
- DEDI priorities;
- Feedback from Clinical Faculty, departmental leadership, and governance committees.

9.2 Responsibility for Review

The Dean will be responsible for initiating and coordinating the review of this Policy, in consultation with:

- The School Appointments Advisory Committee (SAAC);
- Relevant University bodies (e.g., Office of the Provost/Vice-Provost, Faculty Affairs, where applicable).

Where substantive changes are proposed, a formal consultation process shall be conducted with interested and affected parties, including Clinical Faculty.

9.3 Amendments

All proposed amendments to this Policy must be approved through the appropriate governance channels, including:

- Recommendation from the Dean or Associate Dean, Clinical Faculty Affairs;
- Review and recommendation by SAAC;
- Approval by the Board of Governors, depending on the scope of change;
- Amendments shall take effect on the date of approval unless otherwise specified.

10. Discipline and Appeals

10.1 Removal from Learner Contact Pending Investigation

Where serious allegations of misconduct, mistreatment, or professionalism violations arise, a Clinical Faculty Member may be temporarily removed from contact with learners. This measure may be taken:

- During internal or external investigations (e.g., CPSO, hospital, University);
- At the recommendation of the Vice Dean, Medical Education, Undergraduate or Postgraduate Medical Education, with approval of the Dean.

This action is precautionary and administrative, not disciplinary, and shall be communicated in writing with a clear rationale. Restoration of learner-facing duties may occur following resolution and, if applicable, completion of remediation.

10.2 Suspension or Termination of Appointment

A Clinical Faculty Member may be disciplined up to and including termination of appointment where one or more of the following conditions apply:

a. Failure to Meet Appointment Requirements

The individual no longer satisfies the conditions of appointment as outlined in Section 5, including:

- Loss of licensure or professional certification;
- Suspension or termination of hospital or clinical privileges;
- Failure to maintain adequate malpractice insurance;
- Cessation of academic or teaching contributions without approved leave.

b. Breach of Policy or Conduct Expectations

A breach of University or School policy, procedures, or professional codes of conduct has occurred, including:

- Misconduct or unprofessional behaviour in teaching, clinical, or academic contexts;
- Non-compliance with the School’s Standards of Professional Conduct;
- Outcomes of disciplinary findings from professional regulatory bodies.

c. Non-Compliance with Investigative or Remedial Processes

Refusal or failure to comply with remediation, investigation, or disciplinary processes mandated by the School, University, or affiliated clinical institutions.

Suspension or termination shall follow principles of progressive discipline.

10.3 Appeals Process

Clinical Faculty Members who receive a negative decision related to:

- Promotion;
- Renewal or non-renewal of appointment;
- Termination or denial of an appointment;

may submit an appeal to the Clinical Faculty Appointment & Promotions Appeals Committee (CFAPAC) in accordance with procedures established by the School. A written appeal must be submitted within twenty (20) business days of the date of the written decision (where “business days” excludes Saturdays, Sundays, the days on which Statutory Holidays are observed by the University, and Grant Days as declared by the President).

The Clinical Faculty Appointment & Promotions Appeals Committee (CFAPAC) shall be convened as an ad hoc committee by the Dean and shall operate in accordance with the principles of:

- Procedural fairness;
- Conflict-of-interest management;
- Consensus-based decision-making where possible (majority vote if consensus cannot be reached).

The Clinical Faculty Appointment & Promotions Appeals Committee (CFAPAC) may issue recommendations but does not have the authority to overturn decisions of the President.

11. Confidentiality

All members of any committee mandated under this Policy will respect the confidentiality of the committee’s deliberations, consultations and any other relevant committee activities or proceedings. This confidentiality obligation will also apply to all other individuals who may from time to time be required to appear before or otherwise be involved in the in-camera proceedings of any such committee in the capacity of consultant, counsel or academic colleague, witness or party. Limited exceptions exist to the requirement for confidentiality; for example, where a committee member is required by law or policy to report facts including, but not limited to, situations of harassment or discrimination or racism or where a person is at risk of doing harm to themselves or someone else in the University community.

Legislative History:	Approved by the Board 2025/09/30
Date of Next Review:	September 30, 2030
Policies Superseded by this Policy:	N/A
Related Policies, Procedures & Guidelines	School of Medicine Conflict of Interest Policy School of Medicine Professional Behaviour Policy Tenure and Promotions (Policy, Criteria and Procedures)

EXTERNAL RELATIONS COMMITTEE

Report to the Board of Governors

at its meeting of September 30, 2025

The External Relations Committee met on September 12, 2025, and makes this report to the Board for information.

1. Advancement 2025-2026 Priorities

The Committee received an overview of the 2025-26 Advancement priorities which focuses on institutional priorities while also supporting faculty-specific goals. Advancement efforts are progressing with a focus on strategic fundraising and engagement. Progress continues towards the Impact Campaign as well as cultivating transformational gifts for the School of Medicine as new strategies are being explored towards future growth. In addition, the division aims to grow alumni engagement by 20%, enhance frontline fundraising capacity, amplify [alumni and donor stories](#), and improve operational efficiency and data governance.

The Committee discussed the development of the [School of Medicine](#) as a central fundraising priority. Members heard about ongoing fundraising efforts to secure financial support through philanthropic and government support, which is coordinated across different university divisions. The medical school will focus on community-based healthcare education and foster strong partnerships with local hospitals.

Members heard and discussed a proposal to support advancement operations through a fee on income earned from existing endowments to supplement Advancement's budget and support fundraising and engagement growth. The Committee also discussed transnational education as a funding diversification opportunity. Student support initiatives remain a focus, including scholarships, awards, and emergency funds. The division has upgraded its CRM systems to improve donor stewardship and engagement, using digital tools to track donor satisfaction and retention.

2. Communications and Public Affairs 2025-2026 Priorities

The Communications and Public Affairs Division has identified its' priorities for 2025-26 in support of institutional priorities and providing core support for Faculties and divisions:

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- Priority 1: Continue to advance the realignment and integration of marketing and communications across the University. York's homepage was refreshed to improve user experience, and early results show increased engagement.
- Priority 2: Lead York's brand strategy refresh to align with the University Academic Plan. A university-wide brand refresh strategy is expected to launch in Spring 2026.
- Priority 3: Support domestic and international recruitment and strategic enrolment management priorities. A new integrated marketing strategy was launched to align with recruitment cycles and program priorities.
- Priority 4: Advance reputation enhancing priorities through all communications and marketing plans and activities. Brand collaborations, such as the successful launch of [OVO merchandise](#), have generated excitement among students and alumni, with other upcoming partnerships.
- Priority 5: Strengthen relationships with communications and marketing colleagues across York's external multi-partner environment. The university is strengthening external relationships, particularly in support of the School of Medicine and other strategic initiatives, ensuring alignment and collaboration with health partners and government stakeholders.

The Committee were briefed on the recent announcement that the Indy race will take place around York's Markham campus in 2026. The university plans to leverage the event for student learning, research, and donor engagement.

3. Others

The Committee received the Government and Community Relations & Protocol 2025-2026 Priorities and the Points of Pride for information.

Francesca Accinelli
Chair



FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of September 30, 2025

The Finance and Audit Committee met on September 15, 2025, and makes this report to the Board for information.

1. Update on Efficiency and Accountability Fund (EAF) Review: 2025-26 Draft Preliminary Report

The Committee received an overview of the draft Efficiency and Accountability Fund (EAF) Preliminary Report. The EAF review is part of a government-mandated financial sustainability initiative and York University has engaged Deloitte to conduct the review. The review focuses on the following areas: governance, administrative and student services; academic programming; physical assets and facilities; collaborative procurement opportunities and revenue-generating opportunities.

The review aims to assess cost-saving and revenue-generating initiatives over a 5-year period and aligned with York's Forward Action Plan (FAP) and responses to the Auditor General's recommendations. The final preliminary report will be submitted to the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) by October 1, 2025. This will be followed by a final report and implementation plan by December 1. The Committee had a robust discussion where concerns related to the impact of government policies such as the tuition freeze and international student cap were highlighted, as well as the need for advocacy.

2. Budget and Enrolment Update

The Committee received an enrolment and budget update based on recent enrolment data. In terms of enrolment, York saw positive enrolment trends as domestic forecasts were better than budget. While international forecasts aligned with budget in 2025-26, uncertainty remains as ongoing visa delays and federal restrictions could result in enrolment "melt" and impact both budget and enrolment targets. The Markham campus is growing steadily, and York is exploring out-of-province recruitment and transnational education strategies.

With regards to financial performance, for the 2025–26 budget, progress has been made where a total of \$8.2 million has been achieved toward the \$20 million goal for Forward Action Plan (FAP) projects. In addition, \$24.4 million in cost reductions have been realized toward the \$32.2 million target for Shared Services and the overall balanced budget requirement. A remaining balance of \$19.6 million will be addressed

during the rest of the budget year through continued FAP initiatives and existing spending reduction strategies. Investment income has declined due to lower interest rates and reduced funds available for investment.

3. First Quarter Operating Results

The committee received for information the First Quarter Operating Results Report. Results are provided for the 3-month period ending 31 July 2024, with comparative information for the 3-month period ending 31 July 2024 and the 2025/26 approved budget. Some key first quarter results include:

- Actual expenditures for the first three months of 2025/26 were 24% of the 2025/26 budget, with major expense items in line with the Budget.
- On a year-over-year basis, total operating revenue decreased by \$51.6M.
- Cash and Short-Medium Term Funds at the end of Q1 2025/26 decreased from Q1 2024/25 primarily due to lower international enrolments, operating deficits and ongoing capital spending.

4. Internal Audit Status Report

The Committee received a comprehensive Internal Audit Status report covering the period June 1, 2025 – August 31, 2025. During the period, the department undertook eight audit engagements, of which three have been completed, and work continued with the development and implementation of the Enterprise Risk Management Initiative.

The committee noted that work is progressing on the management actions related to previously reported audit findings. Some 33% of the planned actions have been completed, and 46% are proceeding generally on schedule.

5. Other Items

The Committee received the Subcommittee on Digital Transformation information report and the Annual Report on York University Pension Plan and Pension Fund.

Dee Patterson
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Dee Patterson, Chair, Finance and Audit Committee

Date: 30 September 2025

Subject: Whistleblower Policy

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the Whistleblower Policy attached as Appendix A.

Background:

This policy sets out the principles for good faith disclosures of improper activity and to describe the University's response to such disclosures. The policy supports the ability of employees (including student employees) to disclose concerns in good faith, without fear of reprisal. The policy aligns with recommendations from the Auditor General of Ontario (AGO) and with practices across the post-secondary sector.

The 2023 Value-for-Money Audit by the AGO identified the absence of a comprehensive whistleblower policy at the University. The AGO recommended the creation of a policy that: covers misuse of university assets and other unethical behavior, defines reportable activities, provides clear reporting mechanisms, and protects individuals from reprisal. The University accepted this recommendation, and, in response, a cross-divisional working group developed the Whistleblower Policy.

In creating this policy, the University conducted a sector scan about safe disclosure, which included the University of Alberta, University of Guelph, University of Winnipeg, University of Windsor, Western University, Toronto Metropolitan University, Queen's University, Wilfred Laurier, and the University of Toronto. While the scan revealed that many institutions had more comprehensive whistleblower frameworks, York's policy

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has been designed to address the core requirements outlined in the Auditor General's recommendations. In addition, consultations were undertaken with community partners including: the Office of the Counsel, University Secretariat, Communications and Public Affairs, Internal Audit, Finance, Advancement, Human Resources, Labour Relations, Centre for Human Rights, Equity, and Inclusion, Office of the Provost and Vice Provost Students, and Research Strategy and Impact. Union Leaders received an advance copy of the policy.

The Whistleblower Policy and its associated Procedure establish a clear framework for receiving and managing Good Faith Disclosures of Improper Activity. Of particular relevance to the Board, the Policy requires that the Vice-President Finance & Administration provide an annual report to the Board of Governors. This reporting supports the Board's oversight of institutional integrity, financial controls, and ethical risk.

Disclosures are managed by the Director, Internal Audit, who is responsible for conducting a preliminary review to determine whether an investigation is warranted. Where appropriate, the Director may assign the investigation to other internal or external parties. If the subject matter of a disclosure falls under an existing policy or collective agreement, it will be redirected to the appropriate office or process. Importantly, protections under the Whistleblower Policy, including confidentiality and protection from reprisal, remain in effect even when disclosures are redirected.

The Policy also allows for anonymous disclosures, though the ability to be effectively responsive may be limited in such cases. All employees, including student employees, are encouraged to report concerns in good faith, and the University has committed to safeguarding against reprisals and maintaining confidentiality to the fullest extent possible.

These provisions collectively support a culture of accountability and provide the Board with a mechanism to monitor the University's response to ethical concerns.

In response to the AGOs recommendation that the University, "create awareness of the policy amongst all students, staff, and faculty", in addition to the consultation mentioned above, the University is currently working on the development of a secure portal through which employees can submit confidential (and anonymous) disclosures as well as a webpage which will house the portal as well as inform employees about the policy and procedure. It is expected that the development of both the portal and webpage will be completed and "go-live" by November 2025 in advance of the

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December 2025 deadline to complete this recommendation. An announcement of the secure portal will also be included in YFile in advance of the policy's launch.

Following the launch of the Policy, the University will monitor use as well as work to address any possible conflicts between existing policies which include reporting mechanisms for inappropriate actions and this Policy.

APPENDIX A



University Whistleblower Policy

Topic:	Employees, Employment and Workplace
Approval Authority:	Board of Governors
Approval Date:	2025/09/30
Effective Date:	2026/01/30
Last Revised:	N/A

1. Purpose

The purpose of this Policy is to set out the principles for Good Faith Disclosures of Improper Activity and to describe the University's response to such disclosures. The Policy supports the ability of Employees to disclose concerns in good faith, without fear of Reprisal.

2. Scope and Application

- 2.1 This Policy applies to all Employees.
- 2.2 A Good Faith Disclosure will be addressed under this Policy and the associated Procedures where there are no other established University procedures governing the Improper Activity.
- 2.3 Any Employee having information or reasonable grounds to believe Improper Activity has occurred, is occurring, or may be reasonably foreseeable to occur or imminent, is encouraged to make a Good Faith Disclosure.

3. Definitions

For the purposes of this Policy,

Employee means a person who is an employee as defined by the Ontario *Employment Standards Act, 2000* and for greater clarity includes any person who performs work or services for the University in exchange for wages. For clarity, a student who performs work or services for the University in exchange for wages is an Employee for this Policy.

Good Faith Disclosure means a disclosure made by an Employee under this Policy concerning any actual or perceived Improper Activity that is:

- Made under section 4.2 of this Policy;
- Based on a reasonable belief or information that the Improper Activity has occurred, is occurring, or may be reasonably foreseeable to occur or imminent in the workplace; and
- Made in good faith.

Improper Activity means an act or omission that an Employee knew or reasonably ought to have known to be wrong or inappropriate. Improper Activity includes:

- Significant financial misconduct;
- Theft, fraud, and/or misappropriation of university assets;
- Forgery, falsification, and/or inappropriate alteration or destruction of University records (paper and electronic); and,
- The act of concealing or attempting to conceal an Improper Activity, and/or knowingly directing or assisting in the commission or concealment of an Improper Activity.

Reprisal means taking action or threatening to take action against an Employee because they have made a Good Faith Disclosure or because they have cooperated with the University's response to a Good Faith Disclosure.

4. Policy

- 4.1 York University aspires to high ethical, legal, environmental, managerial, professional standards by fostering a culture of honesty and accountability. It is equally committed to acting in accordance with all applicable legislation and regulatory requirements, as well as the University's Policies and procedures.
- 4.2 The University will promote and maintain a means for Employees to make a Good Faith Disclosure regarding alleged Improper Activity that permits anonymous reporting and protects against Reprisal.
- 4.3 The University will take appropriate steps to carefully review all Good Faith Disclosures and respond and/or investigate as appropriate in accordance with this Policy and procedures.
- 4.4 The University will use reasonable efforts to keep the details of a Good Faith Disclosure confidential and will protect the identity of the Employee making the Good Faith Disclosure to the fullest extent possible if requested by that Employee. Employees may report a Good Faith Disclosure anonymously; however, the ability of the University to address a disclosure may be limited when the disclosure is anonymous.

- 4.5 Employees who are found to have committed an Improper Activity may be subject to appropriate disciplinary action.
- 4.6 An Employee who makes a Good Faith Disclosure will be protected from Reprisal. Any Employee who knowingly makes an allegation of Improper Activity which is false, frivolous, vexatious, or made in bad faith may be subject to disciplinary action, up to and including termination, as appropriate.
- 4.7 The University will review, respond, and/or investigate and take appropriate action to address allegations of Reprisal.
- 4.8 This Policy does not modify or supersede any other Policies nor any collective agreement. Any Improper Activity subject to an existing Policy or collective agreement will be processed according to that other Policy or collective agreement and any applicable procedure.
- 4.9 The Vice-President Finance & Administration will provide an annual report to the Board of Governors.

5. Roles and Responsibilities

The Vice-President Finance & Administration will be responsible for the implementation, administration and interpretation of this Policy and has the authority to develop procedures to that effect.

6. Review

This policy will be reviewed every five (5) years. During the review, the policy will remain in full force and effect.

Legislative history:	Approved by Board of Governors: [date]
Date of next review:	January 2031
Policies superseded by this policy:	N/A
Related policies, procedures, and guidelines:	Whistleblower Procedure

Report to the Board of Governors

at its meeting of September 30, 2025

The Governance and Human Resources Committee met September 15, 2025, and makes this report to the Board for information.

1. Pension Plan Overview

The Committee received an overview of York's Pension Plan which features a hybrid design with both defined contribution and defined benefit. Illustrative calculations of the York Pension plan were presented, demonstrating the complexity of York's plan. Discussions related to comparisons, retirement trends and potential costs and benefits of joining a multi-employer plan were explored.

2. Auditor General of Ontario's Report Recommendations Status Update

The Committee received an update on progress made towards the 13 recommendations comprising 29 recommended actions from the 2023 Auditor General of Ontario (AGO) Value-for-Money Audit on York's Operations and Capital. A preliminary draft of the two-year follow-up report is expected to be shared in the coming weeks. The final status update and comprehensive assessment is expected to be released in November 2025.

3. People and Culture

The Committee received updates from the Division of Equity, People and Culture which continues to actively align its work with the University Academic Plan's priority of "Living Well Together." For 2025-26, the division is focusing its priorities on relational culture where relationships and culture are seen as critical strategic assets in light of financial and organizational pressures. Strong interpersonal relationships and conflict navigation skills are essential for achieving strategic goals and fostering collaboration across the university.

The Committee also heard the division's commitment to providing stability during times of change, the focus on supporting faculty and staff through strategic HR initiatives and aligning the division's work with broader university goals, especially around sustainability, student success, and organizational resilience. The division continues to lead HR Initiatives under the York U Forward Action Plan and is guided by

three principles: maintaining the integrity of the University's diverse workforce; preserving operations central to the University's core mission; and honouring collective agreements and equitable labour practices.

Other initiatives in progress include the launch of initiatives to enhance recruitment and onboarding process and improving the Disability Claims Management process. Through the Centre for Human Rights, Equity and Inclusion (CHREI) training on understanding conflict, alternative dispute resolution process and outcomes, and how to be persuasive in the context of complex power dynamics were offered.

The results of the CPM Performance and Merit Program Report are provided to the Committee annually and the results for 2024-25 show that the overall performance ratings adhere to the established distribution guidelines. The 2024-2025 performance period marked a cost-containment strategy under the York U Forward Action Project, demonstrating the University's commitment to balancing fiscal responsibility with employee recognition.

The Committee received the Quarterly Health, Safety and Employee Well-Being Report which noted a stable number of workplace incident reports compared to previous quarter as well as quarterly averages over the past two years. In addition, the reported noted an enhanced reporting and analysis of health and safety metrics and the launch of new employee Wellness Program.

The Committee also received the AVP Changes Report and an update on the state of labour relations.

4. Governance

a. 2024-2025 Board Survey Results

The Committee received the results of the 2024-25 Board Survey. The survey was revised following Committee feedback in response to declining response rates over recent years. Overall, the survey noted a higher response rate than the previous year. Results indicated alignment of the Board with the University's mission, vision and strategic plan, and confidence in the Board's understanding of its fiduciary responsibilities. The Committee further discussed areas identified for improvement and suggested meeting summaries and shorter presentations to give more time for engagement and time for discussion. Topics of interest about which governors wish to learn more were also discussed. A summary of survey results is included in the consent agenda.

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b. 2025-2026 Board Education Plan

In preparation for Board Education sessions for the 2025-2026 governance year, the Committee reviewed and discussed potential topics compiled from member input gathered through the annual board evaluation survey, post-session surveys, and general feedback and discussions. The Committee was reminded that the goal of these sessions is to empower members to ask the right questions to deliver on their fiduciary duties. Based on the recommendations, the Committee narrowed down the topics for the upcoming sessions to focus on an understanding of the students of the future and their needs. A follow up session will be held regarding how to support the learning needs of future students, including a link to the YorkU Forward Action Plan.

c. Board of Governors Terms of Reference

The Committee received an update on the status of the Board of Governors Terms of Reference and the scope of the document. The Committee will review revisions to the Transitional Terms of Reference at its next meeting, with a focus on articulating the roles and responsibilities of governors as reflected in the current governance framework. A revised document will be brought to the Committee for recommendation to the Board of Governors during the November/December governance cycle.

d. Board of Governors Code of Conduct

The Committee received a draft version of a *Code of Conduct for the Board* as well as related draft revisions to the *Conflict of Interest Policy for Members of the Board of Governors*. The draft code and policy revisions are in response to recommendations from the 2023 Auditor General of Ontario's Audit and contemplate leading governance practices. Initial feedback was provided, and revised drafts will come forward to the Committee for recommendation to the Board of Governors during the November/December governance cycle.

e. Board Recruitment Update

The Committee received an update on Board Recruitment initiatives. Members discussed key skills for the Board given upcoming vacancies. The Committee provided feedback and a shortlist of candidates will be brought to the next meeting, following the criteria and processes outlined in the Protocol on the Recruitment, Selection and Appointment of Members of the Board.

Helen Polatajko
Chair

INVESTMENT COMMITTEE

Report to the Board of Governors

at its meeting of September 30, 2025

The Investment Committee met on September 16, 2025, and makes this report to the Board for information.

1. CAUBO 2024 Investment Survey Results

The Committee received the results of the 2024 Investment Survey from the Canadian Association of University Business Officers (CAUBO), which compares fund performance, market value, asset mix, and manager allocation as of calendar year end and provides a means to benchmark against the peer universe of Canadian university endowments and pension funds. The committee noted that York's long-term investment fund (LTIF) ranked 12th out of 18 funds for 2024, while on a medium (5 year) to long-term (10 year) basis, York's LTIF performance ranked 12th and 13th out of 18, respectively.

York's pension fund performance continues to rank 1st of the 12 funds in its CAUBO peer group over 10 years. For the calendar year 2024 the pension fund performance ranked 5th in the peer group with a return of 13.4%.

2. Investment Performance Review and Strategy

The Committee received a comprehensive performance review of the Long-Term Investment Fund (LTIF) as of June 30, 2025. The review assessed the contribution of each asset class and investment manager to the total fund return, evaluated risk exposure, and confirmed whether managers fulfilled their mandates. The performance report provides a detailed analysis of public equity and fixed income managers and summarizes the progress of York's private assets allocation. The review also highlighted the impact of passive investing on market dynamics.

3. Investment Searches for 2025-26

The Committee reviewed a long list of potential investment managers for fixed income and real estate as part of efforts to diversify the Long-Term Investment Fund (LTIF) and the move toward the approved strategic asset allocation. Following this initial search, priority will shift to diversifying the portfolio further through private equity and infrastructure investments. In selecting managers, consideration will be given to

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diversification across geographies, asset types, alignment with York's values, and a preference for Canadian managers where possible. A subcommittee will be established to conduct a more detailed review in the coming weeks and recommendations for real estate and fixed income managers will be brought forward for consideration at the next Committee meeting.

4. Short-Medium Term Fund (SMTF) Strategy Discussion

The Committee received an overview of Short-Medium Term Fund (SMTF) which is comprised of York's operating funds, including internally and externally restricted funds. The report included a detailed background on the evolution of the SMTF's investment and strategies over the years, outlined the performance of the SMTF structure, and how it has evolved in response to interest rate cycles, outlining current challenges posed by the current rate environment.

A shift in the SMTF was proposed and the Committee discussed the proposed strategy, macroeconomic developments, risk management and proposed steps to improve returns. The committee expressed support for exploring structured products to improve returns, while taking into consideration the importance of managing liquidity risks in order to meet the Ministry's financial frameworks. The SMTF guidelines will need to be updated accordingly.

5. ESG Scorecard

The Committee received the Environmental, Social and Governance (ESG) scorecard for the University's Long Term Investment Fund as of December 31, 2024, where sustainable investing is a key tenet of the University Long-term Investment Fund's Statement of Investment Policies and Procedures. York's weighted average carbon intensity (WACI) score is now below the Paris Accord benchmark. York's portfolio shows strong performance in ESG metrics compared to peers. The committee noted the evolving landscape around ESG reporting and that ESG metrics are used to inform manager selection rather than to drive investment decisions. The committee noted that York's approach to ESG is risk-focused, with the objective of enhancing long-term returns while aligning with institutional values.

Mary Traversy
Chair

LAND AND PROPERTY COMMITTEE
Report to the Board of Governors
at its meeting of September 30, 2025

The Land and Property Committee met on September 15, 2025, and makes this report to the Board for information.

1. School of Medicine Update

The Committee heard that at a ceremony held in July, an announcement sign for the School of Medicine was installed at the Vaughan Healthcare Precinct (VHCP) site. Members were briefed on the space requirements for the School and that the location for the interim solution is expected to be determined by the end of September 2025. Renovations will begin in 2026 with an estimated cost expected to range from \$11 to \$14 million. The committee discussed the approval process and an update will be provided to the committee at a future meeting. Capital requirements for the new building in the VHCP was discussed, noting that capital will primarily be from external funds including philanthropy, partners and government. It is anticipated that approximately 50% of the total project cost of construction is needed before shovels are in the ground.

2. Deferred Maintenance Five-Year Plan (Deferred Capital Renewal and Maintenance Five Year Plan)

The Committee received for information a report covering data and planning for buildings in the Keele and Glendon campuses. The Markham campus will be included in subsequent reports following the development of a capital renewal and maintenance plan. The Current Replacement Value (CRV) for the buildings and site infrastructure totals \$4.8B for the Keele and Glendon campuses. Industry norms indicate that institutions should annually expend 1.5%-2.5% of the CRV of assets on Deferred Capital Renewal and Maintenance (DCRM).

The committee also received Facility Condition Index (FCI) projections. FCI measures the cost of the outstanding deferred maintenance (DM) relative to a building's CRV. This helps determine when it may no longer be cost-effective to invest in repairs and consider divesting or replacing the building. While the current average FCI falls within the "Fair" FCI range, there are many buildings on campus with higher FCI values. Members noted that approximately 40% of building assets are greater than 60 years old which require significant funds to replace/repair systems. Assuming funding remains at current levels, the FCI is projected to rise within the next five to ten years. It was noted that having the newer Markham campus improves the

overall weighted average FCI due to its modern infrastructure. It was noted that reducing deferred maintenance, including prioritizing capital resources toward deferred maintenance was one of the recommendations of the Auditor General 2023 report.

Funding scenarios for DCRM were provided, showing that increased investment would improve long-term outcomes. However, financial constraints limit maintenance spending. A detailed plan with comparisons with other universities will be brought forward at a future meeting.

3. Capital Construction Report - Keele, Glendon and Markham Campuses

The Committee received an update on approved capital projects as of August 31, 2025, detailing milestone dates and the status of financial commitments and expenditures. Based on the 2025 Canadian Cost Guide, construction costs have stabilized after a period of sharp inflation. The cost landscape for 2025, however, carries many uncertainties due to various domestic and U.S. economic forces, such as the potential impact of differential interest rates; geopolitical tensions; shifting trade policies including tariffs; stickiness in core inflation; and ongoing labour negotiations.

Data from the Statistics Canada Building Construction Cost Index continues to reflect year-over-year cost increases. Data for Q2 2025 shows no change from the previous quarter. Cost estimates for projects must carefully consider the impact of these various factors through the duration of the project.

The committee received highlights on major capital projects currently in progress.

Doug Bergeron
Chair

York University Board of Governors Minutes

Meeting: Open Session, 24 June 2025

In person in Room 524 Kaneff Tower and via videoconference

Present:	Regrets:	Others:
Paul Tsaparis, Chair Francesca Accinelli Doug Bergeron (zoom) Stefanie Lamonaca Caputo Antonio Di Domenico Frank Fazzari Michael Giudice Uma Gopinath (zoom) Ruth Green Naomi Ierullo Harshit Jaiswal Noorez Lalani Loretta Lam Rhonda Lenton Sham Madhok Carole Malo Ingrid Minott Dee Patterson Helen Polatajko (zoom) Eugene Roman Narendra Singh Nadine Spencer Katie Taylor (zoom) Mary Traversy <i>Sarah Willey-Thomas, University Secretary</i> <i>Leikha Bisera, Assistant Secretary</i>	Sheraz Arshad David Garg	Marcia Annisette Amir Asif Anthony Barbisan Laina Bay-Cheng Shannon Brooks Christine Brooks-Cappadocia Priyanka Debnath Kathryn Doyle – Incoming Board Member Rebecca Elming Marco Fiola Susana Gajic-Bruyeya Keshia Gray Alice Hovorka Jacqueline Janelle Barbara Joy Margaret Kierylo Narin Kishinchandani Julie Lafford Weiling Li Ijade Maxwell Rodriques Kim McLean JJ McMurtry David Peters Sonia Pettinella Christine Silversides Darus Suharto Ryan Whitson – Incoming Board Member Elaine MacRae, Governance Coordinator Alexander Munin, IT Tech for Open Session

II. Open Session

1. Chair's Items

The Chair welcomed Governors and community members to the 490th meeting of the Board of Governors of York University and delivered the Land Acknowledgement.

The Chair announced the Nar Singh has agreed to serve as Chair of the Academic Resources Committee starting July 1. Congratulations were extended to Francesca Accinelli for receiving

York University Board of Governors - Minutes

the King Charles III's Coronation Medal for her contributions to public service. The King Charles III's Coronation Medal is a commemorative distinction awarded to Canadians who have distinguished themselves through their dedication and commitment to the well-being of Canadian society. The Chair also congratulated Frank Fazzari for being named the 2025 Philanthropic Business Person of the Year at the Vaughan Chamber of Commerce's 35th Annual Business Achievement Awards. The Award is in recognition of his longstanding commitment to community service and leadership in the business sector.

Appreciation was extended to Ruth Green, Sheraz Arshad and Stefani Lamonaca-Caputo are completing their two-year terms on the Board this month. Recognition was also given to departing external member, Eugene Roman, who also ends his term on the Board at the end of the month. The Chair welcomed Sarah Willey-Thomas to her first Board meeting as University Secretary. The Chair also welcomed new and returning governors, including Kathryn Doyle, Jennifer van Wijngaarden, Ryan Whiston and Nadine Spencer.

Members were reminded that that a board photo will take place following the meeting prior to the Hail and Farewell dinner.

a) Report on Items Decided in the Closed Session

During the Closed Session, the Board approved the following appointments:

- Accept notice from Rhonda Lenton to end her term as President and Vice-Chancellor of York University effective 31 December 2025;
- appointment of Lisa Philipps as Interim President and Vice-Chancellor of York University effective 1 January 2026;
- appointment of Professor Brandon Vickerd as Dean, School of the Arts, Media, Performance & Design for a 5-year term commencing July 1, 2025;
- appointment of Dr. Maydianne Andrade as Dean, Faculty of Science for a 5-year term commencing 1 January 2026;
- re-appointment of Dr. Detlev Zwick as Dean, Schulich School of Business for a 5-year term commencing July 1, 2026;
- re-appointed Nadine Spencer for a second four-year term to start July 1, 2025;
- Appointment of Ryan Whiston as Graduate Student member for a two-year term beginning 1 July 2025;
- Appointment of Jennifer Van Wijngaarden as a Senate member, for a two-year term beginning 1 July 2025; and,

York University Board of Governors - Minutes

- Appointment of Kathryn Doyle, as a Non-Academic Employee member for a two-year term beginning 1 July 2025.

b) Consent Agenda Approval

The Board approved the following items under consent:

- Minutes of the April 29, 2025 Meeting
- Tuition Fee Increase for the Bachelor of Engineering Mechatronics Program
- Banking Resolution
- Compass Group Agreement

2. Executive Committee

The Chair reported that at its meeting that morning, the Committee received updates from the President, received a status update on the Auditor General of Ontario recommendations, received an update on the Presidential Search Principles Working Group, considered appointments and reappointments, reviewed and discussed the Board Executive Terms of reference, and heard from Committee Chairs on key issues and action items from this Board cycle's meeting.

a. Action Taken on Behalf of the Board

The Chair reported that since the last meeting of the Board of Governors, the Executive Committee dealt with an update to a collective bargaining mandate pursuant to its authority under Article 3 Section 3.02 (d) (iii) of the York University Board of Governors – Transitional Terms of Reference.

3. President's Items

The President expressed thanks for support over the course of the governance year. The President provided an update on the impact of the enrolment cap on international students, but also noted the positive impact of strong international rankings. The strategic planning landscape at York was also highlighted, including updates to the President and Vice-Presidents Integrated Resource Plan and University Academic Plan, noting the positive impact of a strong planning culture to guide York in a VUCA environment. The Board heard about the impact of various government policies on the University's finances and the impact of the York U Forward Action Plan. The President outlined other key initiatives and factors impacting the University, including AI, philanthropic environment, global engagement and community partnerships.

The Board discussed the Economic Social Impact Report and plans to update and republish the report. The Board also discussed branding opportunities related to online course offerings.

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4. Presentation: Student Representative Roundtable Annual Report

The Board received a report on the activities of the *Student Representative Roundtable* in 2024-2025. The Roundtable actively discussed and participated in consultations on the following:

- Orientation and transition support
- Community safety and campus involvement
- University budget & student services
- Faculties of the Future
- Interim student referenda process
- Access to campus spaces
- Mental health support

5. Academic Resources Committee

Antonio Di Domenico provided a summary of key items of business discussed by the Committee, including work integrated learning; update on Faculties of the Future consultation; and key achievements from the Vice-President Research and Innovation, including key partnerships and the doubling of research income.

- a. Establishment of the School of Medicine as an academic unit within the Faculty of Health

The Board received a recommendation related to the establishment of the School of Medicine as a new academic unit.

It was duly *agreed* **that the Board of Governors approve the establishment of the School of Medicine as a new academic unit in the Faculty of Health effective 1 July 2025.**

6. External Relations Committee

Francesca Accinelli provided a summary of key information items discussed by the Committee, including key accomplishments in 2024-2025; York alumni elected as well as those serving in ministerial roles in the recent provincial and federal elections; success of the Hometown Heroes campaign; key priorities in international recruitment; and key social media KPIs. Following the meeting, a presentation from Advancement pertaining to alumni engagement, will be shared with the Board of Governors.

The Board discussed international recruitment strategy and key areas of focus.

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7. Finance and Audit Committee

Dee Patterson presented a series of decision items on the recommendation of the Finance and Audit Committee.

a. Appointment of External Auditors

The Board received a recommendation on the appointment of external auditors for the 2025-2026 fiscal year.

It was duly *agreed* **that the Board of Governors approve the reappointment of Ernst & Young LLP as the auditor for the University for the fiscal year 2025-26.**

b. Consolidated Financial Statements for Year Ended April 30, 2025

The Board received a recommendation on the approval of the consolidated financial statements for the year ended 30 April 2025.

It was duly *agreed* **that the Board of Governors approve the consolidated financial statements for the year ended 30 April 2025.**

c. Multi-Year Budget Plan 2025-26 to 2029-30

Narin Kishinchandani, Vice President, Finance and Administration delivered a presentation on the multi-year budget plan, highlighting discussions undertaken regarding the transition to a five-year plan, progress to date and key challenges facing the University.

It was duly *agreed* **that the Board of Governors approve the multi-year budget plan for 2025-26 to 2029-30.**

i. Ancillary Services Budget – Spring 2025

The Board received a recommendation related to the approval of the Ancillary Services Operating and Capital & Major Maintenance Plan.

It was duly *agreed* **that the Board of Governors approve the Ancillary Services Operating and Capital & Major Maintenance Plan for 2025-26 through 2029-30.**

ii. Executive Learning Centre Budget – Spring 2025

The Board received a recommendation related to the approval of the Executive Learning Centre long-term plan and budget.

It was duly *agreed* **that the Board of Governors approve the long-term plan and related budget for the Executive Learning Centre (ELC).**

York University Board of Governors - Minutes

d. Line of Credit Increase

The Board received a recommendation related to the increase of the University's Operating Line of Credit and related provisions around the use of the accordion feature.

It was duly *agreed* that the Board of Governors approve an increase of the University's Operating Line of Credit from \$20 million to \$70 million with an accordion feature of \$30 million.

Management will provide regular updates on any drawdowns on the Operating Line of Credit and will seek prior approval from the Finance and Audit Committee before utilizing the accordion feature.

8. Governance and Human Resources Committee

Helen Polatajko provided an overview of the two decision items coming forward as a result of the Auditor General's recommendation.

a. Board Committee Terms of Reference and Change of Committee Name

Polatajko noted an updated to item 3b for the Executive Committee terms of reference and a name change to the Governance and Human Resources Committee to the Governance, People and Culture Committee.

It was duly *agreed* that the Board of Governors approve the revised Terms of Reference for the following as reflected in Appendix A:

**Academic Resources Committee
Executive Committee
External Relations Committee
Governance and Human Resources Committee
Finance and Audit Committee
Investment Committee
Land and Property Committee
Subcommittee on Digital Transformation**

and;

that the name of the Governance and Human Resources Committee be changed to *Governance, People and Culture Committee*.

b. 2025-2026 Board and Committee Workplan

The Board received a recommendation related to the Board and committee workplans.

York University Board of Governors - Minutes

It was duly *agreed* that the **Board of Governors approve**

- a. the 2025-2026 Workplan for the following committees as reflected in Appendix A:**

- Academic Resources Committee**
- Executive Committee**
- External Relations Committee**
- Governance and Human Resources Committee**
- Finance and Audit Committee**
- Investment Committee**
- Land and Property Committee**
- Subcommittee on Digital Transformation; and,**

- b. The Board of Governors Workplan for 2025-2026 as reflected in Appendix B.**

9. Investment Committee

Mary Traversy spoke to key discussion items at the committee including the diversification of investments; updates to the Committee’s terms of reference; and follow up discussions from the Board retreat.

- a. Endowment Distribution Accrual Rate 2025– 26

The Board received a recommendation related to the endowment distribution accrual rate for 2025-2026.

It was duly *agreed* that the **Board of Governors approve a 2025-26 distribution accrual rate of \$5.16 per unit, being an increase of \$0.42 per unit rate over the 2024-25 distribution accrual rate of \$4.74 per unit.**

10. Land and Property Committee

Doug Bergeron delivered highlights of the Land and Property Committee, including timelines and requirements for the School of Medicine and reviewing the University’s work on capital construction projects, including challenges with building in the current context.

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 _____

Sarah Willey-Thomas, University Secretary_____

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair

Date: 30 September 2025

Subject: Pension Fund Board of Trustees Appointment and Reappointment

Recommendation:

The Executive Committee recommends that the Board of Governors approve the following appointment and reappointment to the Pension Fund Board of Trustees.

(A) Appointment:

Lisa Smith, as a CUPE 3903 nominee, effective September 1, 2025, for a three-year term.

After twenty years of experience as a K-12 educator from the UK, Lisa came to Canada with her family in 2019. The opportunity for further studies arose, and after completing an M.Ed. at York in 2024 Lisa Smith joined the York Humanities Ph.D. program. Her interests broadly center around archival research and different forms of language revitalization (including children's folklore and endangered and minority languages).

Lisa currently works on the SHRCC funded project 'Old Poles and New Stories: archival knowledges and oral histories of C'idimsggin'is and Kurt Seligmann' as a translation assistant and also supervises a digitisation project for part of the Edith Fowke collection in the Clara Thomas Archives & Special Collection.

Her personal interests include journaling, reading, and learning how to play the clarinet better than she does currently.

This is Lisa's first term as a Pension Trustee, filling a vacancy.

Board of Governors

(B) Re-Appointment:

Professor Adam Parachin, as an OHFA nominee, effective October 1, 2025, for a three-year term.

Professor Adam Parachin teaches and researches in the areas of charity, trust, property, and personal income tax law. His research specialization in charity law is concerned with the various ways the law defines and celebrates charity – defined as “doing good by others”. Prior to joining Osgoode Hall, Professor Parachin was an associate professor at the Faculty of Law at Western University, where he began teaching in 2004. While at Western University, he was a three-time recipient of the Professor of the Year Award and eight-time recipient of the Teaching Honour Roll Award of Excellence. He has also been awarded a Distinguished Writing Award by the Canadian Tax Foundation, as well as a SSHRC Insight Grant for a multi-year project dealing with the income tax treatment of charitable gifts.

Professor Parachin is active in professional and public education. He is an Adjunct Research Professor at the School of Public Policy and Administration at Carleton University. In addition, he is a board member (and writer) for the Pemsel Case Foundation – a charitable foundation established to study and advance the common law of charity. He is also a member of the Canada Revenue Agency’s Charity Directorate Technical Issues Working Group.

This is Adam’s second term as a Pension Trustee.

Rationale:

The Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. Its Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

The normal term of office is three years, with retiring members being eligible for re-appointment to a maximum of nine consecutive years.

Board of Governors

Memorandum

To: Board of Governors

From: Dee Patterson, Chair, Finance and Audit Committee

Date: 30 September 2025

Subject: Annual Report on York University Pension Plan and Fund

The York University Pension Plan and Fund continues to achieve its objective by providing members with retirement income and generating positive returns over the long term.

The financial markets delivered strong returns in 2024, with the pension fund earning a net return of 13.9% for the year (12.9% for 2023). The long-term returns for the pension fund also continue to be strong at 8.3% net p.a. over the 10 years ending December 31, 2024. The market value of the Pension Fund was \$3.8B at the end of 2024.

The Pension Plan paid out \$165.5M in 2024 (2023 - \$149.3M) in monthly pensions, termination benefits, and death benefits. The University contributions into the pension fund totaled \$54.5M in 2024 (\$48.3M in 2023).

Like many mature pension plans, the Fund is inherently in a negative cash flow position, meaning that employer and employee contributions, along with distributions from real assets, are insufficient to cover monthly benefit payments, capital calls and expenses. This cash flow position requires regular redemptions from the investment portfolios. In 2024, a total of \$184 million was redeemed from the equity portfolios to cover cash flow requirements.

The actuarial valuation as of December 31, 2024, resulted a significant improvement in the going concern funded status, with the surplus increasing from \$141.0 million at the end of 2023 to \$241.1 million at the end of 2024. This positive change is attributed to

Board of Governors

the continued strong performance of the pension fund throughout 2024. Although the 2024 valuation was not required to be filed, it has been submitted to secure these favorable results for the next three years.

The Pension Fund has consistently achieved its long-term goals. Its investment policies are regularly reviewed to manage risk and maintain diversification. Following the 2023 shift from Equity to Alternative Credit and Infrastructure, no further policy changes occurred in 2024. However Real Assets remain a focus for new investments.

The importance of sustainable investing continues and is a fundamental aspect of the pension fund investment policies. The fund made remarkable progress in reducing the carbon footprint this past year, with substantial decreases in greenhouse gas emissions across all portfolios. In addition, the Fund was one of the first organizations in the world to apply Climate Transition Value at Risk (CTVaR) metrics in assessing the financial risks linked to a low-carbon economy. These efforts align closely with the Fund's mission to ensure the financial health of the pension fund while fostering a sustainable future. The pension fund has ~\$148 million invested in renewable and sustainability focused assets in its infrastructure portfolios. These assets are focused on decarbonization and transitioning the economy to net-zero carbon production.

The 2024 Sustainable Investing Report shows a reduction of the WACI (Weighted Average Carbon Intensity) score for equities of 71% since this measure was first assessed in 2016. This measure is 31% of the Paris Accord objective. The pension fund and its investment managers continue to augment reporting in this area to ensure investments are sustainable and to identify areas for further research or potential concern.

In accordance with the York University Pension Plan and Fund Terms of Reference and Pension Reporting Policy, the attached report is comprised of the annual reporting requirements for the Board of Governors from the Vice-President Finance and Administration and the Pension Fund Board of Trustees.

Included in this report are the following documents:

- Annual Report from the Vice-President Finance and Administration, including:
 - Funding Valuation Summary as at December 31, 2024, prepared by the actuary
- Annual Report from the Pension Fund Board of Trustees, including:
 - Signing Authority Register
 - Statement of Investment Policies and Procedures



YORK UNIVERSITY

PENSION PLAN

2024 Annual Report

from the

Vice-President Finance & Administration

for the

Board of Governors

September 2025

Board of Governors - Finance and Audit Committee

Introduction

York University is both the Plan Sponsor and the legal Plan Administrator of the York University Pension Plan and acts as both employer and fiduciary with respect to the pension plan and is responsible for its overall management. To discharge its duties, the University acts through the Board of Governors which has delegated specific Plan administration tasks to the Vice-President Finance & Administration who, in turn, has delegated tasks to employees of the University and to various agents that have been retained to assist in carrying out duties in respect to the Plan.

Annual Report Requirements

This is the annual report from the Vice-President Finance & Administration to the Board of Governors as per the Pension Reporting Policy of the Terms of Reference for the York University Pension Plan & Fund. This report provides the required information to the Board of Governors to support the Board's monitoring and oversight responsibilities as outlined in the Terms of Reference.

Achievement of Plan Mission

The Plan Mission, as stated in the Terms of Reference for the York University Pension Plan & Fund, is:

“The York University Pension Plan was established by York University to provide pension benefits to its faculty and staff. The Plan's purpose is to provide a high standard of pension benefits, at a reasonable cost, as an essential element of the University's compensation policy. The Plan's assets provide security that benefit entitlements will be paid.”

This objective has been achieved. In 2024 the pension plan provided \$165.5M in pension, death, and termination benefits (\$149.3M in 2023). The University contributions into the pension fund totaled \$54.5M in 2024 (\$48.3M in 2023).

The Plan membership at the end of 2024 was 4,821 active members (4,942 in 2023), 3,416 retirees (3,231 in 2023), and 1,896 terminated members (1,847 in 2023) with deferred pensions.

At the end of 2024, the market value of the York University Pension Fund was \$3.80B (\$3.40B at the end of 2023).

Board of Governors - Finance and Audit Committee

Actuarial Valuation Results, Assumptions, and Funded Status of the Plan

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every three years. The last filing was the actuarial valuation report at December 31, 2023, filed in September 2024.

The Pension Fund had another year of strong performance, improving the going concern position of the Plan. The 2024 valuation resulted in a surplus of \$241.1M, up significantly from \$141.0M last year.

Due to this significant improvement, senior management has elected to file the actuarial valuation report at December 31, 2024. The contribution requirements will change as per these valuation results and will then remain in effect until the next report is filed.

The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent and the pension plan is wound up) improved significantly with a surplus of \$447.4M (surplus of \$289.2M in 2023). The solvency ratio also improved to 113% (2023 - 109%). As per the regulations, if the solvency ratio is better than 85%, no special payments are required.

For more details, please see the attached Funding Valuation Summary as at December 31, 2024 prepared by Aon, the Plan actuary.

Summary of Contributions

The table below shows the actual contributions that were made into the Pension Fund for 2023 and 2024, and the estimated expected contributions for 2025:

	2025 (\$ millions est.)	2024	2023
Employer:			
Money purchase contributions	\$ 43.3	\$ 46.3	\$ 41.2
Minimum guarantee contributions	7.9	8.2	7.0
Special payments to fund deficit	0.0	0.0	0.0
Employees:			
Regular contributions	\$ 43.3	45.0	39.9

Board of Governors - Finance and Audit Committee

Additional voluntary contributions		0.7	0.7
Transfers in from other plans		<u>1.7</u>	<u>1.3</u>
Total	<u>\$ 94.5</u>	<u>\$ 102.0</u>	<u>\$ 90.2</u>

Changes to the Plan Text and Funding Policy

There were no changes to the plan text in 2024.

Legal and Regulatory Requirements

The Pension Plan has been administered in accordance with the terms of the Plan and legislative requirements.

Pension legislation requires the Plan Administrator to provide information to individual pension plan members as well as to the regulators. The legislation specifies the documents to be provided, the specific information to be provided in the documents, and the time frame in which these are to be provided.

Each plan member must receive an annual pension statement, and a statement in the event of a termination, death, retirement, or marriage breakdown. These statements have been provided in accordance with legislative requirements and within the specified time frames.

The legislation requires that the following documents be filed with the regulators:

- Annual Information Return
- Audited financial statements
- Income tax return
- Actuarial report at least every three years
- Plan registration, plan amendments, and notice of plan termination or wind-up, as applicable

The required documents have been filed in accordance with legislative requirements, including the required information and payments, as applicable, and within the specified time frames.

Employer and employee contributions have been remitted to the custodian as required and within the specified time frames.

York University Pension Plan

Funding Valuation Summary as at December 31, 2024 and Related Developments

Background

York University arranges for annual valuations of the pension plan. While valuations are performed annually, valuations are not required to be filed with the regulators every year. The last filed valuation report was as of December 31, 2023, and that report was valid for three years.

The December 31, 2024 valuation has been completed for information purposes and will be filed by September 30, 2025. The next required filing would be as of December 31, 2027.

Actual minimum contribution requirements for 2025 to 2027 are based on the filed report as at December 31, 2024 until a new valuation report is filed.

Valuation Highlights

The highlights of the December 31, 2024 actuarial valuation of the plan are as follows:

- Valuation results as at December 31, 2024 show an improvement in the going-concern funded position mainly due to a favourable fund return (13.8500% for 2024). The solvency position also strengthened as at December 31, 2024 primarily due to the same reason.
- Going concern funded status improved from a surplus of \$141.0 million at December 31, 2023 to a surplus of \$241.1 million at December 31, 2024.
- The Hypothetical Wind-Up position of the plan improved from an estimated surplus of \$289.2 million at December 31, 2023 to a surplus of \$447.4 million at December 31, 2024.
- Based on the December 31, 2024 valuation results, the 2025 actuarial cost of benefits (excluding employee contributions) amount to \$52.2 million or 120.5% of employee contributions versus 121.2% of employee contributions for 2025 as per the last filed valuation as at December 31, 2023.
- The going concern assumptions as at December 31, 2024 were unchanged from the December 31, 2023 and December 31, 2022 valuation. In particular, the discount rate assumption remained at 5.75%.
- The Provision for Adverse Deviations (“PfAD”), which is a required margin under Ontario funding regulations, remained at 7.85% for the December 31, 2024 valuation.
- For members who retired prior to January 1, 2015, the pensions payable were not adjusted effective January 1, 2025 based on a 4-year moving average of 5.9295%.

- For members retiring on or after January 1, 2015, the pensions payable were adjusted effective January 1, 2025 reflecting a 5-year moving average fund return incorporating backfill at 6% and, so, actual increases vary by cohort of retirees and beneficiaries, as shown in the following table:

Cohort	Moving Five-Year Average	Cumulative Decrease at January 1, 2024	Pension Adjustment at January 1, 2025
2015 - 2018 Retirements	7.7603%	0.0000%	1.6607%
2019 Retirements	7.7603%	-0.8177%	0.8294%
2020 Retirements	5.9436%	-4.1337%	0.0000%
2021 Retirements	5.4727%	-4.9839%	0.0000%
2022 Retirements	8.8860%	0.0000%	2.7226%
2023 Retirements	7.5255%	0.0000%	1.4392%

- The active membership in the plan decreased from 4,942 as at December 31, 2023 to 4,821 as at December 31, 2024.
- The number of retirees receiving pension benefits from the Plan increased by 185 to 3,416.

Financial Position on Going Concern Basis (000's)

	December 31, 2024	December 31, 2023	December 31, 2022
Market Value of Assets	\$ 3,797,500	\$ 3,396,700	\$ 3,066,100
Less: Money Purchase Accounts	<u>1,663,200</u>	<u>1,520,300</u>	<u>1,374,000</u>
Defined Benefit Assets	\$ 2,134,300	\$ 1,876,400	\$ 1,692,100
Pensioner Liability	1,793,083 ¹	1,642,473 ¹	1,585,420 ¹
Other Member Minimum Guarantee Liability	<u>100,117¹</u>	<u>92,927¹</u>	<u>117,880¹</u>
Total Accrued Liability	\$ 1,893,200	\$ 1,735,400	\$ 1,703,300
Excess/(Unfunded Liability)	\$ 241,100	\$ 141,000	\$ (11,200)

¹ Incorporates the PfAD under the revised Ontario funding rules (7.85% as at December 31, 2024 and December 31, 2023 and 8.82% as at December 31, 2022)



Appendix – Significant Actuarial Assumptions on Going Concern Basis

Interest Rate	5.75% per year (net of investment expenses only)
Salary Scale	Active Members: 4.00% per year Disabled Members: 2.00% per year Suspended Members: 0.00% per year
Increase in YMPE	3.00% per year
Increase in Maximum Pension Limits	Limits prescribed up to 2025 and indexed at 3.00% per year starting in 2026
Mortality	80% CPM2014 Public Sector Mortality Table with generational improvements using MI-2017 Scale
Retirement Age	Rates apply from ages 55 to 70 based on plan experience study performed in 2019
Termination Rate	Rates apply up to age 54 based on plan experience study performed in 2019
Conversion Basis	80% CPM2014 Public Sector Mortality Table with generational improvements using MI-2017 Scale (unisex 55% male and 45% female) with 6% interest rate
Administrative Expenses	\$1,200,000
Non-reduction Reserve	Post January 1, 1992 special non-reduction reserve contribution account plus further levy against money purchase accounts at retirement reduced by subsidized “excess interest” pension benefits
Deferred Indexing Reserve	Reflects projected future change in pension related to past returns for members who are retired
Retirement Reserve	Established to mitigate future retirement losses due to conversion basis different from valuation basis



YORK UNIVERSITY PENSION FUND

2024 Annual Report

from the

Pension Fund Board of Trustees

for the

Board of Governors

September 2025



2024 Annual Report from Pension Fund Board of Trustees to Board of Governors

Introduction

York University is both the Plan Sponsor and the Plan Administrator of the York University Pension Plan. The Board of Governors has appointed a Pension Fund Board of Trustees (BoT) to discharge the Fund investment duties. These Trustees are appointed following nominations from employee groups, the Administration, and the Board of Governors. The Trustees have delegated tasks to a Pension Fund Investment Committee (PFIC), to employees of the University, and to external professional service providers who have been retained to assist them in carrying out their duties in respect of the Fund.

Annual Report Requirements

This is the annual report from the Pension Fund Board of Trustees to the Board of Governors as per the Pension Reporting Policy that is part of the Terms of Reference for the York University Pension Plan & Fund. This report contributes to effective communication between the Pension Fund Board of Trustees and the Board of Governors.

In the Terms of Reference, the Pension Reporting Policy states that:

“Annually, the Board of Governors shall receive a written report from the Pension Fund Board of Trustees covering the following items:

- a) Achievement of the Fund objectives;
- b) Summary of approved changes to the Statement of Investment Policies and Procedures, other investment policies, and membership of the Pension Fund Board of Trustees and the PFIC made during the year, as applicable;
- c) Compliance of the Pension Fund Board of Trustees with the Trust Agreement and the Terms of Reference;
- d) The audited Financial Statements for the Pension Fund.”

Achievement of Fund Objectives

	2024	4 years	5 years	10 years
Gross Fund Return	14.2%	6.4%	8.2%	8.7%
Net Fund Return	13.9%	5.9%	7.8%	8.3%
Benchmark Return	13.2%	6.3%	7.4%	8.1%
CPI	1.8%	4.1%	3.4%	2.6%

2024 Annual Report from Pension Fund Board of Trustees to Board of Governors

The Return Considerations, as per Section V of the Statement of Investment Policies and Procedures, are as follows:

The Fund is expected to achieve over moving four to five-year periods a return, at least equal to a composite benchmark, rebalanced monthly, made of passive investments in appropriate market indices according to the Investment Policy Portfolio, plus an added value for active management where applicable.

This objective has been achieved; the Fund outperformed the benchmark return over the four and five-year periods ending December 31, 2024. Also, the volatility of the Fund return is lower than the volatility of the benchmark returns, and the Fund has a higher risk-adjusted return than the benchmark (as measured by the Sharpe Ratios) over the 5-year period ending December 31, 2024.

Pension Fund Board of Trustees

Changes to the Membership, and Compliance with the Terms of Reference

Membership

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment, to a maximum term of 9 years. In 2024 the following people became new members or were re-appointed to the Pension Fund Board of Trustees:

<u>New/Reappointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Weiling Li	Vacancy	President
Charmaine Mohamed	Tammy Paglia	YUSA
Bruno Bellissimo	Reappointed	YURA

The membership of the Pension Fund Board of Trustees at the end of 2024 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Mary Traversy, Chair	Board of Governors
Dee Patterson	Board of Governors
Mario Verrilli	President
George Klar	President
Weiling Li	President
Sonny Day	YUSA
Charmaine Mohamed	YUSA

2024 Annual Report from Pension Fund Board of Trustees to Board of Governors

Melanie Cao	YUFA
Shanker Trivedi	YUFA
Adam Parachin	OHFA
Frank D’Agostino	CUPE 1356
Colleen Ferreira	CUPE 1356-01
Bruno Bellissimo	YURA

with 3 vacant positions.

Officers

Mary Traversy was appointed Chair on July 1, 2023.

Vice-Chair position remained vacant throughout 2024.

Leona Fields, Director, Pension Fund continued as Secretary throughout 2024.

Meetings

The Pension Fund Board of Trustees met 4 times in 2024 on March 19, June 11, September 17, and December 3. A quorum was present at all meetings. An attendance summary is below.

Minutes were recorded for all meetings and are available for viewing in the Pension Investments Office.

Trustees	Meeting Attendance	
	No.	%
Mary Traversy, Chair	4 of 4	100
Dee Patterson	2 of 4	50
Mario Verrilli	2 of 4	50
George Klar	3 of 4	75
Weiling Li	4 of 4	100
Sonny Day	1 of 4	25
Charmaine Mohamed	3 of 3	100
Melanie Cao	4 of 4	100
Shanker Trivedi	4 of 4	100
Adam Parachin	2 of 4	50
Frank D’Agostino	3 of 4	75
Colleen Ferreira	1 of 4	25
Bruno Bellissimo	4 of 4	100

Changes to the Membership of the Pension Fund Investment Committee (PFIC)

Kishore Moorjani was appointed, and Dee Patterson was reappointed on July 1, 2024. Jacques Demers was reappointed on January 1, 2024. Don Walcot retired from PFIC in November 2024. The committee membership at the end of the year was as follows:

Guy Burry, Chair	External expert
Jacques Demers	External expert
Andy Greene	External expert
George Klar	York University Finance Professor, Pension Trustee
Kishore Moorjani	External expert
Dee Patterson	External expert, Pension Trustee, Board of Governors
Pauline Shum-Nolan	York University Finance Professor
Betsy Yeung	External expert

Changes to Statement of Investment Policies & Procedures (SIP&P) and Other Investment Policies

SIP&P

After a reduction in Equity and an increase in Alternative Credit and Infrastructure was approved in 2023, no further changes were made to the asset allocation policy in 2024.

Other Approvals

Real Assets:

- In Q3 2024, BoT approved commitment of USD\$45 million to Macquarie Green Energy and Climate Opportunities Fund (MGECO), and a commitment of USD\$45 million to Aligned Data Centres Co-Investment.
- In Q4 2024, BoT approved commitment of USD\$35 million to Strategic Partners Infrastructure IV.

Pension Fund Financial Statements: In March 2024, the BoT approved the audited financial statements for the Pension Fund at December 31, 2023.

PFIC Re-appointments: BoT approved the appointment of Kishore Moorjani, and the reappointment of Dee Patterson, effective July 1, 2024; and the reappointment of Jacques Demers effective January 1, 2024.

2024 Annual Report from Pension Fund Board of Trustees to Board of Governors

Pension Fund Operating Budget: In December 2024, the BoT approved the 2025 Pension Fund operating budget for investment expenses.

Monitoring

During 2024, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2023 Annual Report from PFIC for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

Audited Financial Statements

The Financial Statements for the Pension Fund at December 31, 2024, audited by Ernst & Young, are attached.

Attachments

Statement of Investment Policies and Procedures as at December 31, 2024

Audited Financial Statements for the Pension Fund as at December 31, 2024

York University Pension Fund Signing Authority Register

September 2024

	Description	Approval Authority	Execution Signatories ¹
Payments from the Pension Fund			
Reimbursement to York University for pension expenses ²	Fees for investment management, custodial, consulting, legal, audit, and pension administration services; salaries and benefits for pension staff, annual regulatory filing fees, and other misc expenses	As per the Pension Fund Operating Budget approved annually by the Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Investment Instructions ³	Capital calls, rebalancing, currency hedging settlements, global markets documentation	As per the Statement of Investment Policies & Procedures and/or Manager Mandates	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Benefit Payments ⁴	Initial pension payment, lump sum payments	As per the terms in the Pension Plan text	Manager, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>or</u> Director, People Services <u>and</u> Manager, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>or</u> Director, People Services <u>or</u> Director, Pension Fund <u>or</u> Treasurer
Documents and Agreements⁵			
Investment Policy Documents	Statement of Investment Policies and Procedures, Investment Beliefs	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Director, Pension Fund
Pension Fund Financial Statements	Audited Financial Statements	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Vice President, Finance & Administration
Manager Mandates	Includes investment guidelines and constraints, performance expectations, reporting requirements	Sub Committee on Investment Performance	Chair, Sub-Committee on Investment Performance <u>and</u> Director, Pension Fund

cont'd...

York University Pension Fund Signing Authority Register

September 2024

New third party agreements with York University for pension investment services, under jurisdiction of Pension Fund Board of Trustees ⁶	Investment Management Agreements, other contracts	Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Vice-President, Finance & Administration
Contracts related to investments in private Limited Partnerships	Limited Partnership Agreements, Subscription Agreements, Side Letter Agreements, other related contracts	Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Vice-President, Finance & Administration

¹ Two different signatories are required for everything

² Expenses paid out of CIBC Mellon operating account

³ Transfers between CIBC Mellon investment manager accounts

⁴ Paid from CIBC Mellon operating account

⁵ Does not involve any payments out of the Pension Fund

⁶ Pursuant to Supply of Services Agreement between York University and the Pension Fund Board of Trustees (June 2010)



YORK UNIVERSITY PENSION FUND
Ontario PBA Reg. No. 0329763

STATEMENT OF INVESTMENT POLICIES
AND PROCEDURES

Amended in October 2023

Approved and adopted by York University Pension Fund Board
of Trustees on December 5, 2023

A handwritten signature in cursive script that reads "Mary T".

Mary Traversy
Chair, Pension Fund Board
Of Trustees

A handwritten signature in cursive script that reads "L. Fields".

Leona Fields
Director, Pension Fund

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Section I – Introduction

- 1.1 This document constitutes the Statement of Investment Policies and Procedures (“the Policy”) applicable to the assets held in respect of the York University Pension Plan (“the Plan”). The Plan was established by York University (“the University”), to provide retirement benefits for the Members.
- 1.2 The purpose of this Policy is to formulate those investment policies, guidelines and monitoring procedures that are appropriate to the needs and objectives of the York University Pension Fund (“the Fund”), in a manner conforming to the rules in the Act. With regards to this Policy, references to the term “Act” mean the Pension Benefits Act, Ontario and related regulations.
- 1.3 This Policy may be changed or modified at any time by action of the York University Pension Fund Board of Trustees (“Board of Trustees”).
- 1.4 This Policy is augmented by other documents, including the Statement of Investment Principles, and the Terms of Reference & Pension Reporting Policy for the York University Pension Plan and Fund.

Section II – Overview of the Fund

- 2.1 The purpose of the Fund is to secure the pension benefits of the Plan’s members.
- 2.2 The Plan is a defined contribution Plan with a defined benefit minimum guarantee. Pension benefits at retirement are determined by the contributions made by the member and on behalf of the member by the University, and the investment performance of the Fund over a member’s working lifetime, with a minimum guaranteed benefit determined by a final average salary formula.
- 2.3 To the extent that the Fund does well, all Plan members benefit. If the fund performs poorly, then active members are protected through the minimum guarantee formula. Pensions in pay for retired members are adjusted annually by the excess of a moving average of Fund returns over 6%, and are protected through a guarantee that this adjusted pension will never be reduced.
- 2.4 Contributions into the Fund are made by the Plan members and the University. For the foreseeable future, the Fund is expected to experience net cash outflows greater than inflows. The current Fund investments provide sufficient liquidity to meet this cash requirement.

Section III – Governance and Administration

- 3.1 In fulfilling its responsibilities, the University acts through its Board of Governors. The Board of Governors may delegate to or otherwise utilize employees of the University where appropriate. The Board of Governors has appointed a Pension Fund Board of Trustees (the “Trustees”) to oversee the Fund. The Trustees have delegated tasks to the Pension Fund Investment Committee (the “Committee”), to employees of the University, and to various agents that have been retained to assist them in carrying out their duties in respect of the Fund. The University shall retain responsibility and utilize suitable personnel for such activities and monitor the activities undertaken by the selected personnel.
- 3.2 The University 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.
- 3.3 Neither the Trustees, the Committee, nor any employee of the University shall select securities on behalf of the Fund. The Trustees will select Investment Managers (“Managers”), Pooled Funds, Segregated Funds, or short-term deposits for the Fund.
- 3.4 Particulars of the Manager Mandates, portfolios and performance objectives of the Managers are contained under separate cover.
- 3.5 To the extent the Fund invests in Pooled Funds, each Manager will provide a copy of the Manager’s own investment policy for their specific Pooled Funds.
- 3.6 The Trustees shall appoint one or more Custodians (the “Custodian”) for all or part of the Fund assets. Any Custodian shall be a trust company registered in Canada or an insurance company authorized to underwrite life insurance in Canada. All investments and assets of the Fund shall be held by a custodian.
- 3.7 The Fund’s financial statements shall be audited by an independent auditor at least annually.

Section IV – Asset Classes Eligible for Investment

4.1 From time to time, and subject to this Policy, the Fund may invest in any or all of the following asset categories and subcategories of investments either directly or through Pooled Funds or exchange traded funds that hold these investments:

- (a) **“Equity”**
 - Public or private securities which represent ownership in a company listed on recognised Canadian, foreign, and emerging markets stock exchanges including, but not limited to, common shares, convertibles, instalment receipts, depositary receipts, exchangeable shares, share purchase warrants, limited partnership units, income trusts, and preferred shares;
 - Units in real estate investment trusts.
- (b) **“Fixed Income”**
 - Bonds, real return bonds, debentures, notes, or other debt instruments of domestic, and foreign issuers;
 - Asset-backed securities;
 - Mortgage-backed securities;
 - Securitized credit, loans, debt-related assets, or other non-traditional credit;
 - Convertible or other hybrid debt instruments;
 - Term deposits or similar instruments of licensed trust companies and banks.
- (c) **“Real Assets (Real Estate or Infrastructure)”**
 - Open or closed-end pooled funds structured as participating debentures, or shares of corporations or limited partnerships formed to invest in real assets
 - Investments in securities of publicly traded real estate companies and publicly traded real estate investment trusts (“REITs”) or Infrastructure are considered Equity and not Real Assets.
- (d) **“Cash and Cash Equivalents”**
 - Deposits with banks or trust companies with a term to maturity of one year or less;
 - Money market securities with a term to maturity of one year or less;
 - Floating rate notes.
- (e) **“Derivatives”**
 - May be used to hedge (i.e., reduce), fully or partly, any investment risk, including market, interest rate, credit, liquidity, and currency risk; or
 - To replicate direct investments in the underlying assets or groups of assets (e.g., indices) so as to achieve some advantage of lower cost, transactional ease, or market exposure.

Section V – Return Considerations

- 5.1 The Fund is expected to achieve over moving four to five-year periods a return, at least equal to a composite benchmark, rebalanced monthly, made of passive investments in appropriate market indices according to the Investment Policy Portfolio, plus an added value for active management where applicable.

Section VI – Asset Allocation Guidelines

- 6.1 Over complete market cycles the allocation is expected to stay within the following ranges:

Asset Class	Investment Policy Portfolio (% of total fund)	Minimum	Maximum
Equity	40%	35%	55%
Total Equity	40%	35%	55%
Global Fixed Income ¹	15%	5%	20%
Canadian Fixed Income	20%	15%	25%
Cash	0%	0%	10%
Total Debt	35%	30%	40%
Real Estate	10%	0%	35%
Infrastructure	15%	0%	
Total Real Assets²	25%	0%	35%

¹ Global Fixed Income funds valued in foreign currency will be 100% hedged to Canadian dollars

² Real Asset funds valued in foreign currency will be 50% hedged to Canadian dollars

- 6.2 Cash and Cash Equivalents may also be held from time to time on a short-term, temporary basis or as defensive reserves within the portfolios for each asset class at the discretion of each Manager within the constraints prescribed by that Manager's mandate, and for the purposes of this section such Cash and Cash Equivalents shall be included in that respective asset class
- 6.3 The Fund's asset mix will be monitored on a frequent basis. Should the asset mix deviate outside the above ranges, corrective action will be taken to bring the asset mix back within the range as soon as practicable. Action may be taken to bring the asset mix closer to the Investment Policy Portfolio at any time. Real Assets are, by their nature, illiquid and may not be able to be rebalanced immediately; however, the objective remains to methodically move the allocations to within the investment policy ranges as soon as practicable.

Section VII – Portfolio Diversification and Constraints

- 7.1 The Fund shall be diversified by investment category, company, region, industry, currency and country as deemed appropriate by the Committee.
- 7.2 An investment in any security of, or a loan to, a person, any associated persons or affiliated corporations shall not be made directly or indirectly, if:
- (a) 10% or more of the total market value of the Plan assets has already been lent or invested, in total, to or in the person, the associated persons or the affiliated corporations; or
 - (b) 10% or more of the total market value of the Plan assets would be lent or invested, in total, to or in the person, the associated persons or the affiliated corporation as a result of the loan or investment.
- 7.3 The Fund shall comply with all quantitative constraints documented in the Act, and all investments shall be made in accordance with the Code of Ethics and Standards of Practice of the CFA Institute.
- 7.4 The Fund will be managed to maintain sufficient liquidity to fund benefit payment outflows or other obligations for the Plan as needed. Consideration will be given to liquidity needs when structuring the portfolios for the Fund.
- 7.5 In respect of the Equity portfolios of the Fund:
- (a) Holdings include public or private securities which represent ownership in a company, partnership or trust;
 - (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 market capitalization.
- 7.6 In respect of the Fixed Income portfolios of the Fund:
- (a) All holdings in Global 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. The overall average credit quality of the Fixed Income portfolios shall be at least DBRS "BBB(low)" or equivalent. If, at any quarter-end, the average credit quality is below the

minimum indicated above, rebalancing will be done over the subsequent quarter to bring the average credit quality to at least the required minimum.

7.7 In respect of the Real Asset portfolios of the Fund:

- (a) No direct holdings in real assets are permitted.
- (b) The portfolio will be diversified by industry, company, region and country; however, due to the illiquid nature of these asset classes it may take time to build out this diversification.

7.8 In respect of Cash and Cash Equivalents of the Fund or any Pooled Fund, deposits with banks or trust companies must be rated “A” or better or be with institutions that have a long-term rating of “A” or better.

7.9 In respect of Derivatives:

- (a) Derivatives may be used only to:
 - (i) create an asset mix position within the ranges and among the asset classes set out in this Policy;
 - (ii) adjust the duration and/or credit exposure of the Fixed Income portfolio;
 - (iii) replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
 - (iv) create an exposure to securities that are otherwise permitted under this Policy;
 - (v) manage the currency exposure of foreign assets; or
 - (vi) reduce risk as part of a hedging strategy.
- (b) Derivatives may not be used to create exposures that would not otherwise be permitted under this Policy or which would be outside the limits under this Policy had the exposure been obtained in the cash markets.
- (c) All collateral held in connection with any Derivative shall comply with the requirements of this Policy for Cash and Cash Equivalents.
- (d) Any Manager investing in Derivatives must determine the market value of that Manager’s exposures on a daily basis.

7.10 Environmental, Social, and Governance (“ESG”) factors are incorporated into the investment policies. Sustainable Investing considerations provide a consistent framework for all aspects of Fund investment, management, and oversight. ESG

factors are very broad in nature and can have a material impact on the performance of the Fund over the long term. They are important considerations for the Fund's management. The Fund's Sustainable Investing Principle and Rationale include:

- (a) The key Environmental risk faced by the Fund is currently climate change and, at a macro level, the Fund will focus on the risks and opportunities associated with a transition to a low-carbon economy. The Fund manages this long-term megatrend by considering the impact of the transition to a low-carbon economy on asset class returns as an important input when making investment decisions, selecting investment products or retaining investment managers
- (b) From a Social perspective, the Fund will seek to make a positive societal impact, without diverging from its fiduciary responsibility, while considering the practical limitations of its size and internal resources. Diversity of fiduciaries is beneficial and typically encapsulates gender, sexual orientation, and race; it may extend to other areas including languages, training, educational backgrounds, demographics and other factors.
- (c) From a Governance perspective, the focus on diversity is applied to the internal governance structure of the Fund and is a fundamental expectation of any external providers. Participation in industry groups and working with like-minded investors expands the Fund's resources and reach and is expected to affect change and improve outcomes for all investors by engaging investment managers, industry professionals, other investors, and regulators, by expanding the impact the Fund can have on the industry.

Section VIII – Loans and Borrowing

- 8.1 No part of the Fund assets shall be loaned to any party other than:
- (a) by purchasing securities which otherwise meet the requirements of this Policy; or
 - (b) through a securities lending program operated by the Custodian or through investment in an Investment Fund that lends securities in accordance with applicable legislation and the securities lending agreement.
- 8.2 Unless otherwise stated in the Manager's Mandate or Investment Policy, money shall not be borrowed on behalf of the Fund and the Fund assets shall not be pledged or otherwise encumbered in respect thereof.
- 8.3 The Fund's Managers may use short-selling.

Section IX – Valuation of Investments

- 9.1 Investment in marketable securities through Segregated Funds shall be valued by the Custodian no less frequently than daily at their market value at that time.
- 9.2 The Fund's 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.
- 9.3 If a market valuation of an investment is not readily available, an estimate of fair value shall be supplied by the Manager to the Custodian no less frequently than quarterly. Such fair value may be determined by reference to the most recent expert appraisal or by other means such as discounted cash flow or comparison with similar assets which are publicly traded. In all cases the methodology should be applied consistently over time and consistent with generally accepted accounting standards, where applicable.

Section X – Conflicts of Interest & Related Parties

10.1 Conflicts of Interest

- (a) If a member of the Board of Trustees, Committee, any agent of or advisor to the Fund, or any person employed in the investment of the Fund assets has or acquires any material interest, direct or indirect, in any matter in which the Fund is concerned or may benefit materially from knowledge of, participation in, or by virtue of an investment decision or holding of the Fund, the person involved shall, as soon as practicable, disclose this conflict of interest to the Chair of the Board of Trustees or, if the Chair is involved, disclosure should be made to the Vice-Chair of the Board of Trustees. The Chair or Vice-Chair, as the case may be, shall then immediately advise all members of the Board of Trustees, and the Board of Trustees shall decide upon a course of action. Any such person will thereafter abstain from any decision making with respect to the area of conflict, unless otherwise determined by unanimous decision of the remaining members of the Board of Trustees.
- (b) Every disclosure of interest under this Section shall be recorded in the minutes of the relevant Board of Trustees meeting.
- (c) The failure of a person to comply with the procedures, described in this Section, shall not of itself invalidate any decision, contract or other matter.
- (d) The Board of Trustees shall satisfy itself that an appropriate policy regarding conflicts of interest exists and is followed by any Manager.

10.2 **Related Party Transactions**

Any transactions with a Related Party as defined by the Act are not permitted except as follows:

- (a) The transaction is required for the operation or administration of the Fund and be on terms and conditions that are not less favourable to the Fund than market terms and conditions at the time of the transaction, and does not involve the making of loans to, or investments in, the Related Party; or
- (b) The transaction involves loans to, or investments in, a Related Party that are
 - (i) selected by a Manager acting independently within a Pooled Fund that complies with applicable requirements in the Act; and
 - (ii) such investments will be considered nominal or immaterial and constitute in the aggregate less than 5% of the market value of that Pooled Fund. In assessing whether the value of a transaction is nominal or immaterial, two or more transactions with the same Related Party shall be considered as a single transaction.
- (c) Managers shall provide their internal policies and guidelines on Conflict of Interest and personal trading.

Section XI – Voting Rights

- 11.1 The responsibility of exercising and directing voting rights acquired through the Fund's investments shall normally be delegated to the Manager, who shall be required at all times act prudently and in the best interests of the beneficiaries.
- 11.2 The Managers shall maintain a record of how the Fund's voting rights have been exercised and provide a copy of such record annually.
- 11.3 The Managers shall be required to advise the Committee and provide details in advance of the vote when the Manager has acquired on behalf of themselves and their clients securities to which are attached 10% or more of the voting rights of that class of securities.
- 11.4 The Committee reserves the right to direct, or override, the voting decisions of a Manager, if in its view such action is in the best interests of the Fund and its beneficiaries.
- 11.5 It is recognized, however, that the above constraints and policy on voting rights may not be enforceable to the extent that part of the Fund assets is invested in Pooled

Funds. Nonetheless, the Manager of a Pooled Fund shall be required to act prudently and in the interests of such Pooled Fund and its investors, and shall be required to provide a copy of that Pooled Fund's voting rights policy to the Committee.

Section XII – Monitoring

- 12.1 The Fund, Managers, and service providers shall be monitored on a regular basis, as defined in the Pension Reporting Policy and the Ongoing Monitoring Principles. These monitoring policies and principles are contained under separate cover.

Section XIII – Policy Review

- 13.1 This Policy will be reviewed and affirmed at least annually, and whenever a major change is apparent or necessary. Such review may be prompted by:
- (a) A change in the benefit design of the Plan;
 - (b) A revision to the expected long-term trade-off between risk and reward on key asset classes;
 - (c) A change in the funded status of the Plan, or the demographics of the Plan membership;
 - (d) A shift in the financial risk tolerance of the University;
 - (e) Shortcomings of the Policy that emerge in its practical operation;
 - (f) Changes in liquidity requirements, investment beliefs, available investment products, or governance;
 - (g) Changes in applicable legislation; or
 - (h) Any other developments considered relevant by the Trustees or the University.
- 13.2 Any amendment of this Policy will be filed with the Fund actuary and with the Financial Services Regulatory Authority of Ontario within 60 days of such amendment.

Section XIV – PfAD Target Allocations

- 14.1 Changes to Ontario pension regulations include the requirement for a Provision for Adverse Deviation (PfAD) in the actuarial valuation calculation. The PfAD provides for additional contributions into the Fund, which will be higher where the Plan has an allocation to investments in asset classes that are deemed to be riskier than investment grade fixed income assets. The new regulation prescribes a percentage of fixed income exposure for various asset categories, and requires the target allocation for relevant asset categories to be included in the SIP&P.
- 14.2 Table A below specifies the relevant investment categories and target asset allocation solely for purposes of determining the PfAD for the Plan. This Section does not require regular rebalancing to match the target asset allocation in Table A, nor does it impose any restriction on the Policy Allocation and stated ranges in Section 6.1. References to category numbers in the Investment Category column refer to the investment categories listed in section 76(12) of Ontario Regulation 909 under the Act.

TABLE A
PfAD Target Asset Allocation

Investment Category	Target Asset Allocation	PfAD treatment
Real estate	10%	50% fixed income
Non-Canadian stocks other than investments referred to in categories 1 to 12	40%	0% fixed income
Canadian bonds and debentures (other than investments referred to in categories 1 to 12) that meet one of the minimum credit ratings in Table B	20%	100% fixed income
Non-Canadian bonds and debentures (other than investments referred to in categories 1 to 12) that meet one of the minimum credit ratings in Table B	3%	100% fixed income
Non-Canadian bonds and debentures (other than investments referred to in categories 1 to 12) that do not meet any of the minimum credit ratings in Table B.	12%	50% fixed income
Investments other than investments referred to in categories 1 to 16	15%	50% fixed income

TABLE B
Minimum Credit Rating Table

Credit rating agency	Rating - bond market securities	Rating - money market securities
DBRS	BBB	R-2 (middle)
Fitch Ratings	BBB-	F-3
Moody's Investors Service	Baa3	P-3
Standard & Poor's	BBB-	A-3

Board of Governors

Memorandum

To: Board of Governors

From: Helen Polatajko, Chair, Governance, People and Culture Committee

Date: 30 September 2025

Subject: 2024 – 2025 Board Evaluation Survey Results

The Annual Board Evaluation Survey results are provided to Board Members for information.

Background

Annually Board members are asked to provide feedback on the performance of the Board and its committees through a Board and Board committee survey distributed in June. In 2024, the Committee noted a decline in response rates over recent years and discussed opportunities for improvement. This included reviewing and streamlining the structure and format of the survey.

Following a review of peer university surveys and best practices, the Committee approved the revised survey in February 2025. The updated survey was distributed to all Board members in June 2025 and covered key areas of Board performance such as role and responsibilities, board meeting and operations, board culture and engagement. Committee members were also surveyed and covered areas such as effectiveness of the committee chair, committee complement, the conduct of meetings and overall satisfaction at the committee level.

The results of the survey are presented at the first regular meeting of the Governance, People and Culture Committee. A summary of the survey results is shared with the full Board in the Fall in open session. Full survey results are available upon request.








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Response Rate


The evaluation survey was administered electronically, and sent out during the June 2025 Board cycle. A final reminder to complete the survey was sent to members at the end of July, and the survey remained open until September 5, 2025.

The overall response rate for the full Board for 2024-2025 is higher than the last survey with 79% completing the survey compared to 38% from the previously conducted survey (See Table 1). The response rate for Board committees was mixed as the response rate of 3 out of the 7 standing committees were lower compared to the previously held survey in 2022-2023, while 4 out of 7 had a higher response rate. A survey was not conducted in 2023-2024 as the survey was under review.

Table 1. Board and Board Committee Response Rate from 2019/20 to 2024/25*

Board / Committee	2019-2020	2020-2021	2021-2022	2022-2023	2024-2025 (increase/ decrease from previous year)
Board	20/27 74%	21/26 81%	20/26 77%	10/26 38%	 19/24 79%
Academic Resources	6/11 55%	4/10 40%	5/10 50%	8/10 80%	 6/10 60%
Executive	4/9 45%	7/9 78%	3/8 38%	2/8 25%	 7/8 87%
External Relations	4/9 45%	5/10 50%	3/11 28%	8/10 80%	 5/9 55%
Finance & Audit	5/9 55%	5/9 55%	6/8 75%	4/9 45%	 8/12 67%
Governance & Human Resources	6/7 86%	5/7 71%	5/9 55%	4/9 45%	 8/8 100%
Investment	6/11 55%	6/11 55%	2/10 20%	5/10 50%	 6/10 60%

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Land & Property	6/11 55%	5/11 45%	3/8 38%	3/6 50%	 5/11 45%
F&A Subcommittee on Digital Transformation**	N/A	N/A	N/A	N/A	5/6 83%

*Note: Survey was not conducted in 2023/24.

** 2024/25 was the first time a survey was conducted for the F&A Subcommittee on Digital Transformation.

Board Survey Result Highlights

In general, members agreed or strongly agreed on that the Board’s decisions align with the University’s mission, vision and strategic plan, that the Board understands its fiduciary responsibilities and the delineation between the role of the Board and management. The feedback suggests that the Board is properly informed of the University’s financial framework, is involved in strategic planning and is kept informed of significant issues affecting the University. Consistent with previous years, results are slightly lower when considering the right mix of experience, skills and competence of the Board, the Board complement in reflecting the diversity of the community, and ability to effectively assess and monitor risks.

Overall, members feel that the Board provides clear direction to management, that members are encouraged to actively contribute to Board discussions, and that views are respected, even when there are differing views.

One recurring observation from previous years is that meeting packages tend to include too much detail. Members suggest that “*a summary of the main issues would be helpful,*” and that shorter presentations could allow more time for meaningful discussion.

When members were asked to identify opportunities for improvement, the following was provided:

- Strengthening visibility and connection with the broader University community.
- Be proactive in areas like equity, innovation and sustainability
- Use the skills of board members more efficiently.

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Members were also asked to indicate topics about which they would like to learn more or to see highlighted:

- Change in leadership, succession planning
- Deep dive into the enrolment strategy considering demographic changes and impact of program delivery models.
- Global engagement and how it supports enrolment, reputation and academic collaborations.
- How York is advancing innovation through equity, technology, and workforce readiness - in a shifting global landscape.
- Update on Glendon Campus.
- Faculties of the Future.
- Global trends in higher education.

Committee Survey Results - Highlights

The level of satisfaction with Committee operations is quite high. On a plurality of questions, all respondents are either in agreement or in strong agreement with a positive statement about committee operations.

Similar to past results, across some committees, there is a slightly less positive response to statements regarding the timely delivery of documents and commented on the need for additional time to review committee materials. For some committees, members have expressed a need for more time to engage in fulsome discussions and to how to leverage the expertise of members.

SEPTEMBER 2025

Points of Pride



York University is a leading international teaching and research university and a driving force for positive change.

1 YORK ADVANCES NEW SCHOOL OF MEDICINE: SIGN UNVEILING AND NEW PARTNERSHIP CELEBRATED WITH PARTNERS AT FUTURE BUILDING SITE IN VAUGHAN

York leaders were joined by provincial government and municipal officials and health and hospital partners at a sign unveiling event in Vaughan, marking another milestone toward York's new School of Medicine, set to open in 2028. The sign is located on the future site of the School of Medicine building, part of Vaughan's Healthcare Centre Precinct. The event also saw the University sign a new partnership agreement with the [Ontario Centre of Innovation](#) (OCI) focused on health-care innovation through collaboration with partners.

2 YORK UNIVERSITY LANDS A TOP 40 SPOT IN THE 2025 THE IMPACT RANKINGS

York held its strong global position in the annual Times Higher Education (THE) Impact Rankings results, released in June 2025. The University continues to lead in the world's top Sustainable Development Goals (SDGs) coming in at 38th out of 2,318 universities globally, and 7th in Canada. This year, York jumped hundreds of spots in SDG 3: Good Health and Well-being. The significant new global ranking comes alongside York's deepening academic and research strength in health studies.

3 YORK UNIVERSITY AND NOKIIWIN TRIBAL COUNCIL CELEBRATE FOUR YEARS OF CO-CREATION WITH SPECIAL RECOGNITION CEREMONY

Nokiiwin Tribal Council and York's Glendon College participated in a momentous ceremonial exchange in Thunder Bay, this summer. The exchange follows a years-long collaboration that began with the co-creation of the [Indigenous Cultural Competency and Trauma-Informed Training Certificate](#), developed and led by York Sociology Professor Maya Chacaby (Anishinaabe, Beaver Clan from Thunder Bay) with Nokiiwin. The certificate course has quickly become one of York's largest Indigenous education offerings.

