



York University Board of Governors

Notice of Meeting

3 May 2022, 1:30 pm to 4:30 pm

VIA VIDEOCONFERENCE

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I. CLOSED SESSION

II. OPEN SESSION – approximately 2:00pm

1. Chair's Items (P. Tsaparis) *2:00 pm*
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis)
 - a. Action Taken on Behalf of the Board..... 1
3. President's Items (R. Lenton) *2:10 pm*
 - a. Financial Sustainability and Accountability
 - b. Kudos Report..... 2

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

4. Academic Resources Committee (A. Di Domenico) *2:50 pm*
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 - b. Establishment of the CIBC Chair in Sustainable Finance (For approval).....18
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6. Finance and Audit Committee (B. White) *3:10 pm*
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- 7. Governance and Human Resources Committee (K. Lake) *3:50 pm*
- 8. Investment Committee (J. Demers) *4:00 pm*
 - a. Investment Account Resolution (For approval)122
- 9. Land and Property Committee (M. Traversy) *4:10 pm*
- 10. Other Business
- 11. *In Camera* Session *4:20 pm*

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 - c. Workplace Harassment

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Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 3 May 2022

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

The Executive Committee dealt with two items of business since the last meeting of the Board of Governors. Pursuant to the authority accorded to it under Article VI, 4 of the General Bylaws and its mandate over labour relations, the Executive Committee approved the following:

- the negotiated settlement for the renewal of the collective agreement with the York University Faculty Association for three years.
- the negotiated settlement for the renewal of the collective agreement with CUPE 3903 Unit 4 for three years.

PRESIDENT'S KUDOS REPORT

APRIL 2022



TOP 30
ALUMNI
UNDER 30

Representing every faculty at the University, the [2022 Top 30 Alumni Under 30](#) are applying the education, skills, and experiences they received at York to meaningful careers and community service endeavours, demonstrating a long-standing commitment to the public good. Included in the list are:

- Banin Abdul Khaliq, BA '16, Faculty of Health
- Tarnem Afify, BSc '21, Faculty of Science
- Suzanna Alsayed, BA '16, BA '17, Glendon College; MDEM '19, Faculty of Liberal Arts & Professional Studies/Faculty of Graduate Studies
- Sayjon Ariyaratnam, BA '16, Faculty of Liberal Arts & Professional Studies; JD '20/MBA '20, Osgoode Hall Law School/Schulich School of Business/ Faculty of Graduate Studies
- Myra Arshad, BBA '18, Schulich School of Business
- Karissa Barbro, BA '14, Glendon College
- Elijah Bawuah, BA '18, Faculty of Liberal Arts & Professional Studies; MES '21, Faculty of Environmental & Urban Change/ Faculty of Graduate Studies
- Jonathan Clodman, BA '19/BEd '19, Faculty of Health/Faculty of Education; MEd '20, Faculty of Education/ Faculty of Graduate Studies
- Kaleb Dahlgren, BCom '21, Faculty of Liberal Arts & Professional Studies
- Bri Darboh, BA '15, MA '18, Faculty of Health/Faculty of Graduate Studies
- Emily Durham, BHRM '17, Faculty of Liberal Arts & Professional Studies
- Basma Elbahnasawy, BA '18, Lassonde School of Engineering
- Ali El-Shayeb, iBBA '18, Schulich School of Business
- Vito Giovannetti, BBA '14, Schulich School of Business
- Victoria Granova, BBA '15, Schulich School of Business
- Yaakov Green, BSc '17, Faculty of Science
- Rizvana Hredita, BAS '16, Faculty of Liberal Arts & Professional Studies
- Melissa Humana-Paredes, BA '17, Faculty of Liberal Arts & Professional Studies
- Fatou Jammeh, iBA '15, Glendon College
- Alamgir Khandwala, BAS '17, Faculty of Liberal Arts & Professional Studies
- Sarah Laframboise, BSc '18, Faculty of Science
- Taylor Lyons, BA '18, Faculty of Liberal Arts & Professional Studies
- Farkhunda Muhtaj, BSc '19, Faculty of Health; BEd '21, Faculty of Education
- Osman Naqvi, MMgt '17, Schulich School of Business/ Faculty of Graduate Studies
- Gabriela Osio Vanden, BFA '16, School of the Arts, Media, Performance & Design
- Jason Robinson, BA '17, Faculty of Liberal Arts & Professional Studies; MES '19, Faculty of Environmental & Urban Change/Faculty of Graduate Studies
- Anna-Kay Russell du Toit, iBA '15, Glendon College
- Mahad Shahzad, BBA '20, Schulich School of Business
- Jonelle Sills, BFA '16/BEd '16, School of the Arts, Performance & Design/Faculty of Education
- Emily Wright, BA '17, Glendon College



York Lions soccer alum [Mark-Anthony Kaye](#) and Team Canada qualified for the 1st World Cup since 1986. Kaye, who spent two seasons as a member of the Lions men's soccer program, has played 33 games for the Canadian men's national team, including 13 over the last year in World Cup qualifying.



[Anmol Kaur](#) (BA'22), an International Studies student at Glendon Campus, is one of 20 Canadians chosen as a McCall MacBain Scholar, a recipient of an intensive leadership-based scholarship that supports master's and professional studies. With the scholarship, Kaur plans to study law at McGill to advocate for vulnerable populations. Kaur is the second consecutive York University student to earn the McCall MacBain Scholarship.



Lassonde School of Engineering Professor [Jinjun Shan](#), who is the department chair of Earth and Space Science and Engineering, has been elected as a 2021 Fellow of the American Astronautical Society (AAS). The AAS selects members to become Fellows in recognition of their significant scientific, engineering, academic and management contributions to AAS and the space industry.



[Tiana Putric](#), a fourth-year Disaster & Emergency Management student in the Faculty of Liberal Arts & Professional Studies, has been awarded the Fulbright Canada Killam Fellowship, a bi-national exchange for exceptional undergraduate students in Canada and the United States. Putric is one of 16 Canadian students chosen to participate in the prestigious program, which aims to promote Canada-U.S. relations.



[Professor Carl E. James](#), Jean Augustine Chair in Education, Community & Diaspora, is one of five recipients of the 2022 Killam Prize. Professor James was awarded with the honour for his research on identity, race, class, gender, immigration, and creating more equitable societies. The Killam Prizes honour eminent Canadian researchers in the humanities, social sciences, natural sciences, health sciences, and engineering.



[Four York University student-athletes](#) have been recognized by Ontario University Athletics (OUA) with awards and honours.

- York University Lions men's basketball guard Prince Kamunga has been named an OUA second team all-star after his team-leading offensive campaign put him amongst the best in the conference.
- Two members of the York University Lions women's basketball team have been named award winners and all-stars. Lauren Golding has been named a second team all-star, and Kiara Leveridge received the rookie of the year award.
- After a successful first year in the league, York University Lions men's hockey defender Conner Senken has earned a place on the OUA's 2021-22 all-rookie team.



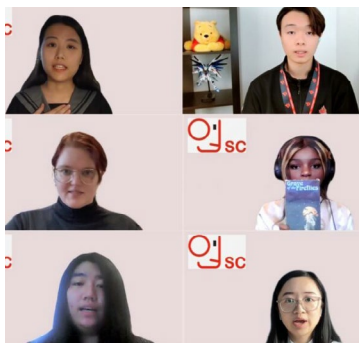
The dual degree Master of Business Administration/Juris Doctor program offered by York University’s Schulich School of Business with Osgoode Hall Law School was recently named among the top 10 business and law programs in North America by FIND MBA, a leading management education website. The Schulich/Osgoode program was ranked alongside other dual degree programs delivered by Harvard, Stanford, Wharton, Columbia, and Chicago.



A paper published in 2021 by [three York University researchers](#) in the Faculty of Health has been awarded the 2021 Quantitative Article of the Year award. The paper, “LGBTQ+ People’s Experiences of Barriers and Welcoming Factors when Accessing and Attending Intervention for Psychological Trauma,” co-authored by Dr. Leah Keating (PhD ’17), psychologist and former postdoctoral Fellow at York University; Dr. Robert T. Muller, psychologist and professor in the Faculty of Health; and York PhD student Cassy Wyers (MA ’21), investigates LGBTQ+ people’s experiences accessing mental health services, and documents the multiple barriers they encounter when seeking intervention for psychological trauma.



[Pouya Rezai](#), associate professor in the Department of Mechanical Engineering at the Lassonde School of Engineering, will be inducted as a Fellow of the Canadian Society for Mechanical Engineering (CSME) during its congress on June 7. The CSME Honours and Awards Committee selected Rezai as a 2022 CSME Fellow for his significant contributions to progressing the mechanical engineering profession and the breadth and excellence of his research, and that of his students, in mechanical engineering.



[Six York University students](#) enrolled in the Japanese Studies program in the Department of Languages, Literatures & Linguists at the Faculty of Liberal Arts & Professional Studies were each presented with an award at the 40th Ontario Japanese Speech Contest on March 6:

- Grand Prize: Hyokyoung Han for “My political participation”
- Beginners first: Elvin Yam for “Not the end”
- Beginners second: Janel Acheampong for “Seita and Alex”
- Advanced second: Shirley Ho for “The food service industry’s new normal”
- Canon Special Prize: Keying Ren for “Is uniform unique?”
- Special Prize: Harmony Ro Newcombe for “My name is not Harmony”



[Alexandra Markwell and Vincci Li](#) are Top 25 finalists in the Social Sciences and Humanities Research Council’s 2022 Storytellers Challenge, which asks students to show how social sciences and humanities research inspires change. Markwell is a psychology student at the Faculty of Health and an incoming clinical development master’s student whose research submission for the 2022 Storytellers Challenge is *Responsive Parenting Programs: Empowering Parents to Support Children’s Language*. Li is a PhD candidate in York’s Social & Political Thought graduate program whose research submission for the 2022 Storytellers Challenge is *Crowdfunding for Our Lives*.



Associate Professor [Zulfikar Hirji](#) in the Department of Anthropology at the Faculty of Liberal Arts & Professional Studies is one of four life stories featured in the contemporary hybrid opera-film, *BOUND*, presented by Against the Grain Theatre. Hirji immigrated to Canada from Uganda in the 1970s as a political refugee, only to face the barriers of racism in his new homeland. This is the first time Hirji has shared his personal story with a large audience.



[Mohamed Sesay](#), assistant professor in the Faculty of Liberal Arts & Professional Studies' Department of Social Science, is the winner of the International Studies Association's 2021 Lee Ann Fujii Book Award for his new book, *Domination Through Law: The Internationalization of Legal Norms in Postcolonial Africa*. The award recognizes a book published in the previous two calendar years that significantly advances issues of diversity, whether through topical focus or authorship.



Borderless Higher Education for Refugees: Lessons from the Dadaab Refugee Camps, co-edited by Professor Emerita and Senior Scholar [Wenona Giles](#) from York University's Department of Anthropology, earned the Jackie Kirk Outstanding Book Award from the Comparative and International Education Society. The Jackie Kirk Award recognizes a published book reflecting one or some of the varied areas of expertise represented in Kirk's areas of commitment, primarily gender and education and/or education in conflict.



Glendon alumnus [Amikley Fontaine](#) was honoured with the 2022 Ontario Francophonie Award for work through his Foundation Sylvénie Lindor. The awards honour francophones and francophiles who have made outstanding contributions to the development and vitality of Ontario's francophone community.



[Maryam Hassan](#), a graduating student of Osgoode Hall Law School's Juris Doctor program, is a recipient of the inaugural Justice Rosalie Silberman Abella Prize presented by the Royal Society of Canada (RSC). Hassan is recognized for her work in addressing systemic racism within and beyond the criminal justice system to advocate for marginalized communities.



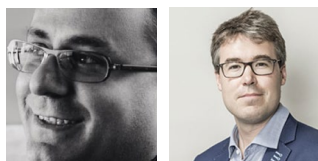
Professor [Roger Keil](#) received one of seven Urban Studies Foundation Awards for his research on pandemics and cities. The project, *The city after Covid-19: vulnerability and urban governance in Chicago, Toronto and Johannesburg*, examines the critical role of municipal institutions and their civil society partners in mobilizing resources to mitigate the impact of COVID-19 and improve health and economic equity.



Faculty of Health Professor [Rebecca Pillai Riddell](#) will lead a revolutionary multi-million dollar research training initiative that will support a more diverse, inclusive, accessible, and transdisciplinary approach to mental health research and training. The Digital, Inclusive, Virtual, and Equitable Research Training in Mental Health Platform received \$2.55 million from the Canadian Institutes for Health through its Health Research Training Platform, an additional \$2.4 million from IBM Canada for in-kind computing, and \$500,000 in-kind support from non-governmental organization partners.



[Camille Turner](#), PhD in Environmental Studies graduate, received the prestigious Toronto Biennial of Art in Canada’s 2022 Artist Prize. Her work, *Nave*, reflects on Canada’s historical involvement with the trans-Atlantic slave trade and was created as part of Turner’s York U thesis portfolio.



The [2022 York University Research Awards](#) Celebration took place on April 19, recognizing the accomplishments of more than 70 researchers from across all schools and faculties. The recipients of the 2022 President’s Research Awards include:

- Seyed Moghadas, Professor, Faculty of Science; Agent-Based Modelling Laboratory
- John Moores, Tier 2 York Research Chair in Space Exploration; Associate Professor, Lassonde School of Engineering; Centre for Research in Earth and Space Science
- Amy Muise, Tier 2 York Research Chair in Relationships and Sexuality; Associate Professor, Department of Psychology, Faculty of Health
- Zheng Hong (George) Zhu, Tier 1 York Research Chair in Space Technology; Professor, Department of Mechanical Engineering, Lassonde School of Engineering



A team of [Schulich MBA students](#) were named the winners of Developers’ Den, Canada’s longest-running and most prestigious international real estate case competition. The team was made up of Janessa Choong (MBA ’23), Adrian Hartanto (MBA ’22), Jisung Kim (MBA ’22), and Ambrose Li (MBA ’22). The competition, co-hosted by Schulich’s Brookfield Centre in Real Estate & Infrastructure and the Schulich Real Property Alumni Association, provides future real estate leaders with an opportunity to apply their technical and creative thinking skills and receive valuable constructive feedback and insights from leading industry professionals.



[Alexandra Gelis](#), an award-winning artist, co-editor of the *Earth to Tables Legacies*, and PhD student in the Environmental Studies Graduate Program, is featured in ArtworxTO: Toronto’s Year of Public Art 2021–2022, as part of HOME(LAND): Terra Firma. Through contemporary artwork from local and international artists, the exhibition tackles the issues of bio-politics, environmental governance, borders, displacement, and erasure from a perspective of individual and community resilience.



In August, the [Lassonde School of Engineering](#) announced a new equity, diversity, and inclusion (EDI) funding initiative to promote a culture of EDI at the School while helping to remove systemic barriers for faculty, students, and staff in academia. The top six projects have been announced and include:

- Black Excellence Networking Event, led by the Student Welcome and Support Centre
- Recruitment Activities for NSERC CREATE: Smart – Autonomous Robotic Technology for Space Exploration, led by Prof. George Zhu, Department of Mechanical Engineering
- Lassonde Design Lab: Engineering, Technology, Innovation & Entrepreneurship, led by k2i Academy
- Indigeneity and Decolonization in a North American Context, led by assistant professor Jeff Harris, Mechanical Engineering, and Emma Posca, graduate record and enrolment coordinator, Faculty of Graduate Studies
- Success of first-generation university students, led by assistant professor Jeff Harris, Mechanical Engineering
- Recruitment Activities for NSERC CREATE: Training in Applied Biotechnology for Environmental Sustainability led by Satinder Brar, professor, Department of Civil Engineering

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 3 May 2022

Subject: May 2022 Report on Appointments, Tenure and Promotion

Recommendation:

The Academic Resources Committee recommends that the Board of Governors approve the President's May 2022 report on appointments, tenure and promotion as set out in Appendices A and B.

Rationale:

This report covers appointments recommended since the Committee and Board met in September along with recent tenure and promotion decisions. I confirm that tenure and promotion decisions followed due process and that the advice of the appropriate bodies was considered. Appointments have been made in support of existing activities and strengths, and to further strategic objectives.

The final column of the appointments tables identifies the nature of the funding, which can take the form of regular replacements funded by Faculties or the York University Libraries, appointments in new areas that are Faculty-funded, institutionally supported strategic hires, or endowed chairs and professorships.

Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Alcedo, P (M)	Arts, Media, Performance and Design	Dance	PhD (California, Riverside)	Issues in dance ethnography and cultural studies
Bell, C (M)	Schulich School of Business	Organization Studies	PhD (Duke)	Organizational justice, self & social identity leadership, negotiation, moral reasoning
Bunting, A (F)	Liberal Arts and Professional Studies	Social Science	SJD (Toronto)	Particularity of rights, diversity of contexts; woman, international human rights and the case of early marriage

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Abdul Sater, A (M)	Health	School of Kinesiology & Health Science	PhD (California)	Immune system in health and disease
Da Silva, C (F)	Health	School of Nursing	Dphil (Toronto)	Health & healing, client-centered care of individuals and families in child and mental health
Khan, U (M)	Lassonde School of Engineering	Civil Engineering	PhD (Victoria)	Water resources engineering
Manos, P (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (Toronto)	Data mining, graph mining, big data analytics, machine learning/AI, knowledge discovery
Singh, J (M)	Liberal Arts and Professional Studies	Political Science	PhD (Toronto)	History of political thought globalization & development; critical theory & post-Marxism. Neoliberalism; secularism & postsecularism; Indigenous politics

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Van Viegen, S (F)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Toronto/ OISE)	Curriculum Studies & Teacher development

Table 1 2022-23 Recommendations for Appointment – Full-Time Faculty Members¹ (since the meeting of September 28, 2021)

Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
AMPD					
Espert, Yasmine	VA&AH, African Art & Visual Culture	Assistant Professor, PC2 (professorial)	PhD, Art History (Columbia, 2020)	Dr. Espert is currently completing a Postdoctoral Research Associate position at Columbia University. Dr. Espert's scholarship focuses on art and films of the African and Afro-Asian diasporas.	Specially Funded
ENVIRONMENTAL AND URBAN CHANGE					
Gebresselassie, Mahtot	Planning: Mobilities and Critical Infrastructure	Assistant Professor, PC1 (professorial)	PhD, Planning, Governance, and Globalization (Virginia Tech, 2021)	Dr. Gebresselassie currently holds a Postdoctoral Research Associate position at Carnegie Mellon University. Dr. Gebresselassie's expertise covers a range of focal points: design, disability and transportation, and skills training (qualitative research, visual data analysis).	Faculty Funded
Olusola, Adeyemi	Physical Geography: Climate Change Science	Assistant Professor, PC1 (professorial)	PhD, Geography (Ibadan, 2019)	Since 2020, Dr. Olusola has been a Postdoctoral Fellow in the Department of Geography at the University of the Free State, South Africa. Dr. Olusola's areas of specialization cover fluvial geomorphology, ecohydrology, and remote sensing. This appointment is a dedicated Black scholar position.	Specially Funded
Thienpont, Joshua	Physical Geography: Climate Change Science	Assistant Professor, PC1 (professorial)	PhD, Biology (Queen's, 2013)	Since receiving his PhD in 2013, Dr. Thienpont has held back-to-back Postdoctoral Fellowship positions at the University of Ottawa and Brock University. Dr. Thienpont currently holds a contractually limited appointment in the Faculty of Environmental and Urban Change at York with expertise in paleolimnology, the study of environmental change using lake sediments as natural archives.	Specially Funded

¹ All appointments effective July 1, 2022 except where indicated in the Name column.

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
HEALTH					
Biondi, Mia (1-Jan-22)	Nursing, Primary Healthcare Across the Lifespan	Assistant Professor, PC1 (professorial)	PhD, Microbiology and Immunology (McGill, 2013)	In addition to her PhD, Dr. Biondi also has a BScN and a Certificate, Nurse Practitioner in Primary Health Care from Western University. She has three years clinical experience as a Nurse Practitioner while collaborating in various research projects and part time teaching at McMaster's School of Nursing. Dr. Biondi's research is focused on HIV and viral hepatitis.	Faculty Funded
Brown Jr., Donald	Psychology, Historical, Theoretical	Lecturer/ Assistant Professor, PC1 (professorial)	PhD, Critical Social Psychology (CUNY, 2022)	Mr. Brown Jr. expects to successfully complete his PhD by September 2022. Mr. Brown is currently an adjunct lecturer at The John Jay College of Criminal Justice. His work seeks to develop and hone psychological theory/theoretical contributions challenging construction and circulation of social identify caegories routinely deployed by social psychology. This appointment is a dedicated Black scholar position.	Faculty Funded
Campbell, Karen	Nursing, Critical, Inclusive Nursing	Assistant Professor, PC1 (professorial)	PhD, Nursing (McMaster, 2020)	Dr. Campbell comes to us from her position as a Postdoctoral Fellowship, Ontario Women's Health, Western University. Dr. Campbell's program of research applies a critical lens to public health nursing issues specifically health equity and social justice interventions for priority populations.	Faculty Funded
Hoben, Matthias	School of Health Policy and Management	Associate, C1 (professorial)		Dr. Hoben comes to us from his position as Assistant Professor since 2018 at the University of Alberta. Faculty of Nursing. Dr. Hoben has a strong research program focusing on improving the health and well-being of older adults living with dementia. He will serve as the inaugural Helen Carswell Research Chair in Dementia Care for an initial five-year term.	Specially Funded
Muir, Nicole (1-Jan-22)	Psychology, Clinical Development	Assistant Professor, PC1 (professorial)	PhD, Forensic Psychology (Simon Fraser, 2020)	Dr. Muir recently completed a Provost's Postdoctoral Fellowship in the Dalla Lana School of Public Health at the University of Toronto. Dr. Muri's area of expertise is Indigenous mental health, including Indigenous health access equity, trauma, foster care involvement, justice system	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
	Indigenous Mental Health			involvement, and violence risk assessment. This appointment is a dedicated Indigenous position.	
LA&PS					
Bucemi, Matthew	Writing, Book Publishing	Assistant Professor, Teaching Stream, PC1	PhD, English Language and Literature (Cornell, 2013)	Dr. Bucemi comes to us from his position as Head Editor and Associate Publisher at Sutherland House Books. He has taught university and college courses in literature, writing, and creative practice. Dr. Bucemi's wealth of experience, in all aspects of book publishing, having worked in three Canadian presses, brings the requisite mix of practice knowledge and theoretical perspectives.	Faculty Funded
Daniel, Victoria	Administrative Studies, Management: Organization Behaviour	Lecturer/ Assistant Professor, PC1 (professorial)	PhD, Management (Wilfrid Laurier, 2022)	Ms Daniel expects to successfully complete her PhD in Summer 2022. She has teaching experience in the Lazaridis School of Business and Economics, Wilfrid Laurier University. Ms Daniel's research program focusses on how people navigate the work-nonwork interface as well as advancing diversity, equity, and inclusion in the workplace.	Faculty Funded
Henry, Natasha	History, African Canadian History	Lecturer/ Assistant Professor, PC1 (professorial)	PhD, History (York, 2022)	Ms Henry expects to successfully complete her PhD in Summer 2022 and is currently a course director in the Department of History at York University. Ms Henry's research explores the histories of people of African descent in what is now Canada in the global processes of the African diaspora.	Specially Funded
Jean-Pierre, Johanne	Sociology, Sociology of Engaged Research with Black Communities	Assistant Professor, PC3 (professorial)	PhD, Sociology (McMaster, 2016)	Dr. Jean-Pierre has been an Assistant Professor since 2017 in the School of Child and Youth Care, Faculty of Community Services, Ryerson University. Dr. Jean-Pierre's research is in the fields of sociology of education children and youth studies, and sociology of race and ethnicity.	Specially Funded
Johnston, Hannah	HRM, Industrial Relations	Assistant Professor, PC1 (professorial)	PhD, Geography & Planning (Queen's, 2020)	Dr. Johnston is currently a researcher with the Fairwork project at Oxford's Internet Institute and she holds a sessional teaching position at McMaster University. Dr. Johnston's research centres on how workers	Faculty Funded

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*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
				and organizations adopt digital labour platforms, how technologies affect individuals and work, and interventions that might improve work quality.	
Morris, Christopher	Writing, Technical Communication	Assistant Professor, PC1 (professorial)	PhD, Rhetoric, Composition and Literacy (Ohio State, 2021)	Dr. Morris comes to us from his position as Instructor in the Department of Writing, Literature, and Philosophy at the Columbus College of Art and Design. Dr. Morris' background is in both rhetoric and composition as well as creative writing. He is an active publishing poet.	Faculty Funded
Omer, Ayesha	Anthropology, Ethnography of Digital Futures	Assistant Professor, PC1 (professorial)	PhD, Media, Culture and Communication (New York, 2020)	Dr. Omer is currently a Postdoctoral Fellow at the Centre for Advance Research in Global Communication at the University of Pennsylvania. Dr. Omer's research brings together media Anthropology, feminist STS, environmental humanities, and global studies with case studies focusing on Pakistan and China.	Specially Funded
Sarta, Andrew	Administrative Studies, Management: Strategy	Assistant Professor, PC1 (professorial)	PhD, Strategy (Western, 2021)	Dr. Sarta currently hold a Research Fellow position in the School of Management at University College London. Dr. Sarta's research focus lies at the intersection of behavioural strategy and evolutionary theory with an emphasis on the early adaption of organizations to social or technological changes in the environment.	Faculty Funded
Sevel, Romi-Lee	Administrative Studies, Professional Accounting	Assistant Professor, Teaching Stream, PC1	MA, Financial Accountability (York, 2017)	Ms Sevel is currently a Course Director and Instructor at Ryerson University and York University. She held a limited term Assistant Professor position at Ryerson University from 2017 to 2021. Ms Sevel's teaching approach embodies her commitment to high-impact pedagogical practices to support student success.	Faculty Funded
Vig, Julie (1-Jan-22)	Humanities, South Asian Cultures	Assistant Professor, PC1 (professorial)	PhD, Asian Studies (British Columbia, 2020)	Dr. Vig held a contractually limited appointment in the Department for the Study of Religion at University of Toronto from 2018 to 2022. She brings expertise in both the textual history of Sikhism in the pluralist religious milieu of Punjab and contemporary ethnography of Sikh women in Montreal and Queer Sikhs in Toronto.	Faculty Funded

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Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
Zeng, Yishu	Economics, Applied Micro-economics	Assistant Professor, PC1 (professorial)	PhD, Math (Singapore, 2016)	Dr. Zeng expects to successfully complete her PhD in Economics at the University of Michigan by Summer 2022. Dr. Zeng's research expands different subfields of microeconomics with a focus on information economics and game theory.	Faculty Funded
Zhao, Jun	Economics, Empirical Micro-economics	Assistant Professor, PC1 (professorial)	PhD, Economics (Vanderbilt, 2021)	Dr. Zhao currently holds an Assistant Professor position in the Department of Economics at the University of Alabama. Dr. Zhao's work is in empirical industrial organization, political economy, and econometrics.	Specially Funded
LASSONDE					
Burjons, Elizabet	EECS, Computer Science	Assistant Professor, PC1 (professorial)	PhD, Computer Science (ETH Zurich, 2019)	Dr. Burjons comes to us from her postdoctoral position at RWTH Aachen, Germany. Dr. Burjons' primary research and teaching interests are in parameterized complexity and algorithmics in general.	Faculty Funded
Maqsood, Sana	EECS, Interactive Systems	Assistant Professor, PC1 (professorial)	PhD, Computer Science (Carleton, 2020)	Dr. Maqsood is currently a postdoctoral researcher at Carleton University and is also currently serving as an Instructor at Carleton teaching several computer science courses. Dr. Maqsood worked as a web developer, UX designer, and systems analyst for the Government of Canada for over 10 years. Dr. Maqsood's research focuses on the design and evaluation of digital learning tools.	Faculty Funded
Potukuchi, Aditya	EECS, Computer Science	Assistant Professor, PC1 (professorial)	PhD, Computer Science (Rutgers, 2020)	Dr. Potukuchi is currently a Postdoctoral Fellow in the Department of Mathematics, Statistics and Computer Science at the University of Illinois. Dr. Potukuchi's research interests lie in theoretical computer science especially in combinatorial problems that arise in the context of theoretical computer science, coding theory, and the foundations of data science.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
Shahin, Kamila	EECS, Computer Science	Assistant Professor, PC3 (professorial)	PhD, Computer Science (Waterloo, 2014)	Dr. Shahin has held an Assistant Professor position since 2017 in the Department of Computer Science at the University of Manitoba. Dr. Shahin's research primarily focuses on the design, analysis, and limitations of online algorithms.	Faculty Funded
Szlichta, Jarek	EECS, Computer Science	Associate with tenure (professorial)	PhD, Computer Science (York, 2013)	Dr. Szlichta comes to us from his Associate Professor position in the Department of Computer Science at Ontario Tech University. Dr. Szlichta is an Adjunct Professor with the Faculty of Engineering at Waterloo. Dr. Szlichta's research and teaching interests are in data science, data analytics, data mining, big data systems and machine learning.	Faculty Funded
LIBRARIES					
Hook, Sheryl (16-May-22)	Associate Dean, Teaching & Learning	Associate with tenure	PhD, Information Studies (Toronto, 2022)	Ms Hook expects to successfully complete her PhD in 2022. She has two Masters in English and in Library Science. Ms Hook comes to us from her position as Chief Librarian in the John M. Kelly Library & Archives at the University of St. Michael's College, University of Toronto. Ms Hook is appointed as Associate Dean, Teaching & Learning for a three-year term renewable upon mutual agreement.	Faculty Funded
Sigurdson, Victoria (1-Feb-22)	Collections Development Analysis	Assistant Librarian, PC1	MA, Library and Information Studies (Dalhousie, 2004)	Ms Sigurdson comes to us from her position as Head of Visual Resources & Special Collections at the Dorothy H. Hoover Library at OCAD University. Ms Sigurdson has substantial collections management experience including the acquisition, evaluation, development, and maintenance of library media resources.	Faculty Funded
OSGOODE					
Chiodo, Suzanne	Dispute Resolution	Assistant Professor, PC1 (professorial)	DPhil, Class Actions (Oxford, 2021)	Dr. Chiodo comes to us from her Assistant Professor position in the Faculty of Law at Western University. Prior to joining the Faculty of Law at Western, she was a Stipendiary Lecturer of Law at the University of Oxford and an Adjunct Faculty Member at Osgoode. Dr. Chiodo's research interests are interdisciplinary and engage civil procedure, access to justice and class actions.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Name	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
McMahan, Patricia	Dispute Resolution	Assistant Professor, PC1 (professorial)	J.S.D. (Yale Law School, 2015)	In addition to her J.S.D., Dr. McMahan has a PhD (1999) in Canadian History from the university of Toronto. Dr. McMahan comes to us from Torys LLP where she has been a Senior Associate in the Litigation Department since 2016. Dr. McMahan's primary research interests relate to civil procedure, equity and legal history.	Faculty Funded
SCIENCE					
Lumley, Allysa	Math (Markham)	Assistant Professor, Teaching Stream, PC1	PhD, Mathematics (York, 2019)	Dr. Lumley holds an NSERC Postdoctoral Fellow at the Centre de Recherches Mathematiques at the University of Montreal and Lecturer at Concordia and McGill Universities. Dr. Lumley has substantial teaching experience in a wide variety of mathematics topics.	Faculty Funded
Ramsay, Kelly	Math, Statistics	Lecturer/ Assistant Professor, PC1 (professorial)	PhD, Statistics (Waterloo, 2022)	Dr. Ramsay expects to successfully complete her PhD by Summer 2022. Dr. Ramsay's research includes data privacy, nonparametric analysis, robust statistics, multivariate analysis and functional data.	Faculty Funded

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Table 2 Recommendations for Appointment – New Contactually Limited Appointments² (since meeting September 28, 2021)

Name	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
HEALTH					
Rabi, Rachel	Psychology	Sessional Assistant Professor, Teaching Stream	PhD, Cognitive Psychology (Western Ontario, 2016)	Dr. Rabi currently holds the position of Scientific Associate at the Rotman Research Institute. She has been a sessional instructor in the Department of Psychology at York University since 2019. Dr. Rabi's teaching specializations are in Cognition Psychology, Research Methods, and Statistics.	1 year
LA&PS					
Hooper, Tom (1-Sep-21)	Equity Studies, Critical Human Rights	Sessional Assistant Professor, Teaching Stream	PhD, History (York, 2016)	Dr. Hooper has held course directorships as a contract faculty member at York University since 2015. Dr. Hooper's expertise is in critical human rights and practice. He displays well-grounded pedagogic skills and is committed to social justice with demonstrated commitment to linking community organizations and with social justice concerns.	2 years
SCIENCE					
de Araujo, Charlotte	Biology, Molecular	Sessional Assistant Professor, Teaching Stream	PhD, Cell & Systems Biology (Toronto, 2013)	Dr. de Araujo is currently an Instructor and Course Coordinator in the College of Biological Science at the University of Guelph. Dr. de Araujo's teaching interests are in molecular biology, microbiology, biochemistry, cell biology, and protein structure and function.	3 years

² All appointments effective July 1, 2022 except where indicated in the Name column.

Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

*PhD not completed at the time of hiring. Formal appointment at rank of Lecturer until doctorate is completed, at which point the rank is converted automatically to Assistant Professor.

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 3 May 2022

Subject: Establishment of the CIBC Chair in Sustainable Finance

Recommendation:

the Academic Resources Committee recommends that the Board of Governors approve the establishment of the CIBC Chair in Sustainable Finance.

Rationale:

In accordance with the York Act, individual and program-based Research and Teaching Chairs and Professorships are formally established by the Board of Governors after consultation with Senate through its Academic Policy, Planning and Research Committee. The Academic Resources Committee is responsible for recommending approval by the Board after completing its own review and approval.

The Provost and Vice-President Academic is required to determine that a proposal is consistent with York's academic interests and all relevant policies and agreements. Confirmation of the Provost's support and details about the Chair, which will be housed in the Schulich School of Business, are provided in correspondence appended to this memorandum. At its meeting on 21 April 2022, the Senate Academic Policy, Planning and Research Committee reviewed and provided its concurrence with the Provost's recommendation to establish the proposed new Chair.

Board of Governors

Policy and Procedures

Policy: Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships

<http://secretariat-policies.info.yorku.ca/policies/establishment-and-designation-of-research-and-teaching-chairs-professorships-and-distinguished-fellowships-policy/>

Guidelines and Procedures: Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships

<http://secretariat-policies.info.yorku.ca/policies/establishment-and-designation-of-research-and-teaching-chairs-professorships-and-distinguished-fellowships-guidelines-and-procedures/>

Memorandum

**OFFICE OF THE
PROVOST & VICE-
PRESIDENT ACADEMIC**

9TH FLOOR KANEFF TOWER
4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3
T 416 736 5280

To: Brenda Spotton Visano, Chair, APPRC

From: Lisa Philipps, Provost & Vice-President Academic



Date: April 18, 2022

Subject: Recommendation to establish CIBC Chair in Sustainable Finance, Schulich School of Business

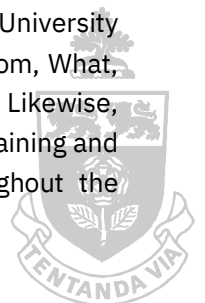
I write to seek the concurrence of APPRC for the establishment of the CIBC Chair in Sustainable Business in the Schulich School of Business. The Chair is funded by a term gift from CIBC for a period of five years with the possibility for renewal.

The Chair-holder will be an established scholar and researcher in sustainability and responsible business and will contribute to Schulich through a combination of teaching, research and program development. While the name of the Chair does not include teaching or research designations, these are core functions of the position. I understand that the current Senate policy on establishing Chairships, in which Teaching or Research would be included in the title of the position, is under review. There is precedent for the establishment of such a position without the corresponding nomenclature.

SSB is known as a world leader in this field, including corporate social responsibility, social innovation and entrepreneurship, governance and ethics. It already has an undergraduate specialization in Business and Sustainability, a Centre for Excellence in Responsible Business, and a Sustainability Area Group. The new Chair will expand SSB's expertise in the field of sustainable finance and enhance the School's existing eminence in the field of sustainability.

With the transition to a low-carbon economy and the establishment of net-zero emissions targets globally, this Chair is a timely and prescient addition to SSB's existing strengths. This is a burgeoning field in Canada and around the world, and the CIBC Chair in Sustainable Business will help fill the gap between academia and industry in areas including green energy transition, impact investor engagement and promotion of sustainable economic growth and long-term stability.

Furthermore, this Chairship builds on several of the key priorities central to the University Academic Plan 2020-2025, most notably 21st Century Learning: Diversifying Whom, What, and How We Teach, and Knowledge for the Future: From Creation to Application. Likewise, this Chair will align with Schulich's Integrated Research Plan in the areas of maintaining and intensifying research culture within and across the School's units and throughout the



University, and ensuring and enhancing the recognition and reputation of the School and its faculty and students and knowledge leadership locally, nationally and internationally. It also contributes to meeting York's SDG Challenge by advancing the United Nations Sustainable Development Goals, most notably goals 6, 7, 9, 11, 12 and 13.

The proposed Chair will contribute to existing, Senate-approved teaching programs and will be an Associate or Full Professor with a record of impact in sustainable finance from a range of disciplines. The School will undertake a full, international search for this Chair-holder. I request the concurrence of APPRC in order that this matter may advance to the Board of Governors meeting scheduled for May 3, 2023.

SPRING 2022

Points of Pride



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

1 YORK RELEASES IMPRESSIVE AND DYNAMIC TOP 30 ALUMNI UNDER 30 LIST (to be announced April 4)

York's second annual Top 30 Alumni Under 30 list has been released, shining a light on exceptional young alumni building on their education and working to right the future. This year's honorees include Kaleb Dahlgren (BCom '21), author and survivor of the devastating Humboldt Broncos bus crash, Melissa Humana Paredes (BA '17), world champion and Olympic beach volleyball player, and Jonathan Clodman (BEd '19), former director of Vaccine Hunters Canada.



2 SMALLER ELECTRIC VEHICLES HAVE BIG SOCIETAL BENEFITS – LASSONDE SCHOOL OF ENGINEERING PARTNERS WITH STRONACH INTERNATIONAL AS A NEW TEST SITE

York's Lassonde School of Engineering is currently a pilot site for the SARIT (Safe, Affordable, Reliable, Innovative Transit) project, the test site for these new smaller, three-wheel electric vehicles in Canada. This unique public-private partnership project with Stronach International is a "living lab" that provides valuable experiential learning opportunities for students, driving innovation while enhancing campus sustainability.

3 GLENDON AND THE GOVERNMENT OF CANADA ANNOUNCE NEW TRANSLATION PARTNERSHIP

A partnership agreement between the federal government's Translation Bureau and York University's Glendon Campus will see new educational support for Glendon's Master of Conference Interpretation (MCI) program to boost Canada's conference interpreter workforce. York is one of only two higher learning institutions in Canada to offer the MCI program.



Board of Governors

Memorandum

To: Board of Governors

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

Date: 3 May 2022

Subject: Multi-Year Budget Plan 2022-23 to 2024-25

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the Multi-Year Budget Plan for 2022-23 to 2024-25.

The key highlights of the multi-year budget plan will be presented at the meeting.

Multi Year Budget Plan

2022-23 to 2024-25

YORK 

VARI HALL

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1. Context

This report contains the proposed Budget Plan for the three-year budget cycle 2022-23 to 2024-25 based on the University's Shared Accountability and Resource Planning (SHARP) budget model.

The Budget Plan is a key element of University strategic planning that integrates local and global developments in higher education, the differentiated vision for York and its priorities as articulated in the University Academic Plan (UAP), and the objectives and actions underway as part of the University's Integrated Resource Planning process.

The Budget Plan is intended to maximize advancement of UAP priorities, ensure long-term financial sustainability, and support bold thinking and the pursuit of newly emerging opportunities by strategically investing for future growth and success.

The budget is guided by the current financial context of the University and key long-range assumptions.

Based on the forecasts prepared by Faculties and Divisions in January 2022¹, the University will conclude fiscal year 2021-22 with a closing surplus of \$267M (around \$19M positive to budget) due to:

- Revenues in line with budget – enrolments were slightly below target, buffered by the enrolment contingency
- Expenses lower than budget due to pandemic-related savings in regular operating and occupancy costs, e.g., travel, conferences, hospitality, utilities, and office expenses, along with lower-than-budgeted staff salaries and benefits due to hiring lags

Note: cost savings were partially offset by significant incremental pandemic costs such as screening, rapid testing, PPE, vaccination clinics, and enhanced technology and staff supports.

The 2021-22 closing surpluses reside within the Faculties and Divisions (\$106M), General Institutional reserves for institutional obligations such as pension and post-retirement benefits, collective agreements, insurance, legal fees, etc. (\$122.4M) and the central University Fund for strategic University priorities and contingencies (\$42.3M). The Markham Campus has an accumulated deficit of \$3.6M as it ramps up activities in advance of opening.

¹ Final actual results for 2021-22 will be available in June 2022 when the annual financial statements are approved. As of April 2022, there are indications the final results will be better than forecast.

Utilizing these closing surpluses, the Budget Plan is strategically investing in advancing and accelerating the University's Academic Plan priorities and addressing the needs identified through community consultations, while continuing to incorporate a risk-based approach with respect to enrolment targets given the competitive landscape for attracting domestic and international students, evolving impacts of the pandemic on student retention and course-load volumes, and the flow-through effect of lower first-year enrolment intakes for international students over the last two years. To provide for potential enrolment shortfalls, the University has budgeted significant enrolment contingencies in all three years of the Budget Plan.

An analysis of the Operating Fund's financial results over the past five years identified variances between the budgets and actuals of salaries/benefits and travel/conferences/hospitality. To help ensure the multi-year Budget Plan more accurately reflects the costs that will be incurred, a conservative assessment of the expected savings in these two cost categories has been embedded.

2. York's Budget Model

York's Shared Accountability and Resource Planning Budget model (SHARP) will enter its sixth year in 2022-23. This is a modified version of an activity-based budget model with shared financial responsibility. It was adopted in fiscal 2017-18 after many years of research, modeling, and extensive consultation with the York community. The SHARP model is designed to flow revenue to the units generating it – the Faculties, School of Continuing Studies, and Ancillary Services – and attribute the shared services expenses to these revenue-generators based on cost drivers. The SHARP model utilizes a more rigorous, transparent methodology for allocating revenues and expenses than the prior incremental budget model that simply adjusted prior period budgets on the margin.

A key component of the SHARP Budget model was the University Budget Advisory Council that oversaw the model including annual requests for adjustments and OTOs requests for strategic funds. The Council has since been revised as a result of the review of SHARP and the shift to SHARP 2.0 (see section 2.4).

2.1 Guiding Principles of SHARP

The key principles underpinning the SHARP budget model are:

- Support of the academic goals of the institution through the alignment of resources to priorities as outlined in York's planning documents
- Transparency
- Predictability and sustainability of the framework for budget planning

- Accountability
- Clear and straightforward allocation methodologies

Revenues and costs under the SHARP Budget model are attributed as follows:

- Revenue flows to the area that generates it and is attributed using the same formula or a simplified version through which the institution receives the revenue. The formula used to allocate grants reflects the Ministry's new funding formula implemented in 2017-18.
- Revenues which cannot be reasonably attributed to a revenue-generating area flow to the University Fund
- Cost drivers are used to determine the proportion of shared services costs attributed to revenue generating areas. These drivers are transparent, objectively and consistently calculated, easily replicated, and based on the latest available data.
- Cost drivers are a measure of the extent to which a revenue-generating area utilizes a resource or service. Examples of cost drivers include number of students, number of faculty and staff, net assignable square meters occupied, etc.
- There is no opt-out of shared costs, except in a few exceptional circumstances where services may not be provided centrally, in which case some adjustments to cost attribution have been made.

Under SHARP, most of the institutional revenue flows to the Faculties who generate the University's key revenue streams through tuition and government operating grants.

A Faculty's annual budget allocation (the "budget envelope") is equal to its share of the University's revenue generated from its programs and student enrolments, less its attribution of shared services costs and general institutional expenses, and its contribution to the University Fund. In addition, some Faculties are allocated operating support funding from the University Fund.

2.2 Benefits of SHARP

The SHARP Budget model has the following benefits:

- Provides a high degree of transparency enabling a clear understanding of University revenues and expenses
- Facilitates greater alignment of resources with priorities

- Provides Faculties with greater control over the revenue they generate and the costs they incur, and enables them to seek out new opportunities for revenue growth and cost control
- Is based on clear and agreed-upon allocation methodologies
- Provides a predictable and sustainable framework for budget planning
- Clearly identifies accountability
- Highlights operating costs and opportunities to improve service

2.3 SHARP Budget Cycle

With the implementation of SHARP, the University aligned its budget cycles and processes to better support its academic priorities and processes. The SHARP budget cycle is integrated with the enrolment planning cycle.

Faculties work with the Office of Institutional Planning and Analysis (OIPA) to develop multi-year enrolment projections, or “enrolment contracts”, which are used to calculate Faculty budget envelopes.

Administrative Units support the central academic mission of the University by providing services to the York community and campuses. The Administrative Units have fixed base budgets, increasing annually by salary increments, along with any other negotiated base increases recommended by the Budget Council and approved by the President. Administrative Unit budgets may also be subject to budget cuts, if required.

Faculties and Administrative Units are responsible for developing strategic initiatives that align with institutional priorities as outlined in the University Academic Plan. Requests to advance initiatives are submitted to the University Fund Council, which advises the President for a final decision on a funding allocation.

In late Fall, after requests for strategic support and base budget adjustments are completed and approved, the Office of Budgets and Asset Management (BAM) distributes budget envelopes to Faculties, and base budgets to the Administrative Units which then begin developing detailed three-year rolling Budget Plans to be completed by the end of February.

Faculties review their Budget Plans with the Provost & Vice-President Academic, and Administrative Units review their Budget Plans with their respective Vice-President. The Vice Presidents as well as other direct reports to the President present their budgets to the President. A draft rolled-up institutional budget is reviewed and presented to PVP for final approval by the President. BAM then prepares the

institutional Budget Plan presented to the Board Finance & Audit Committee and Board of Governors for review and approval in April.

The Faculty budget envelopes are based on projected enrolments and shared costs. When actual data is available at year-end, BAM recalculates the Faculty budget envelopes based on actuals, and communicates any adjustments to be made to the Faculties to assist them with planning for the next budget cycle. Adjustments are made on an in-year basis.

The Budget Planning cycle is based on a three-year rolling window. Planning assumptions are updated each year, with the revised revenue and expense projections prepared for the new cycle based on these assumptions.

2.4 SHARP 2.0

When the SHARP budget model was implemented in 2017-18, the University committed to review the design elements of the model based on early experience.

In October 2019, an external review of SHARP was conducted by a three-person panel with expertise working with activity-based budgets in universities. The panel received summaries from each Faculty and Administrative units describing the strengths, challenges, and issues of SHARP, and conducted on-site interviews and Town Halls to obtain more detailed feedback. The final report, issued in February 2020, identified recommendations and advice across five main areas. These have been incorporated into SHARP 2.0 being implemented in 2022-23, as follows:

- **Budget Cycle and Accountability:** enrolment planning over a longer time horizon; multi-year budgets approved by Board each April before entering the new fiscal year (previously June); Service Tables for revenue-generating areas and shared services providers to discuss priorities, needs, resources, outcomes, and service levels
- **Hold Harmless:** Hold Harmless amounts that were automatically provided to the Faculties based on 2013-14 budgets were replaced by a transparent method of providing Operating Support where required based on current data and business/recovery plans, and reviewed annually
- **University Fund:** 8% annual contributions from the revenue-generating areas for a sustainable, predictable University Fund to support institutional strategic priorities and operating support for Faculties as needed
- **Governance:** two distinct Councils to provide advice to the President:
 1. University Fund Council on time-limited strategic requests of Faculties and Units for University Fund support. This Council is chaired by the Provost with

membership comprised of the VP, Finance and Administration, VP, Research and Innovation, and four resource Faculty Deans representing large and small Faculties, and professional Schools

2. Budget Council on base budget requests of shared services Units. This Council is chaired by the President with membership comprised of Divisional VPs, all resource Faculty Deans (excluding Graduate Studies and Libraries), and the Executive Director of the School for Continuing Studies
- Interfaculty Revenue Sharing: new framework being developed by the Interfaculty Working Group to identify an enhanced model for revenue sharing

The SHARP budget will continue being reviewed and refined over time.

3. Priority Investments

The University Academic Plan and strategic priorities are represented in Figure 1 below and are the foundation for the planned investments in the multi-year Budget Plan.

Figure 1: York University Priority Areas



Each of the six priorities focuses on a key dimension of positive change that York University is pursuing. The priorities are conceptualized as a wheel to reflect their fluidity and interdependence.

Beginning with the 2018-19 budget cycle, the President, Provost/VPA and VP Finance and Administration have been conducting budget consultations with the community each Fall and Winter. The consultations in 2021-22 provided valuable input in developing the Budget Plan by identifying community priorities for investment. Over 1,000 faculty, staff and students participated in the consultations, including members of the Senate Academic Policy Planning and Research Committee, Faculty Councils, student leadership, employee group leadership, divisional staff members, and the Board of Governors. The themes emerging from the budget provide additional input in the development of the Budget Plan and the strategic investments being made by the University, and are represented in the Word Cloud below (Figure 2).

Figure 2: Priority areas identified through Community Consultations



The multi-year Budget Plan includes strategic investments to advance the priorities of the University Academic Plan and to support local efforts.

3.1 Increasing and Diversifying Faculty Complement

One of the most important investments to advance virtually all the UAP priorities is increasing and diversifying the faculty complement. A robust faculty complement contributes to new program development, pedagogical innovation, research intensification and innovation, our global engagement strategy, and living well together. While we have many talented contract faculty and graduate teaching assistants who contribute significantly to these priorities, we also recognize the importance of increasing the percentage of full-time complement as set out in the University’s Faculty Complement Plan.

Table 1 demonstrates that we continue to increase the number of net new full-time complement and that we plan to do so over the period of the three-year rolling budget to enhance 21st Century Learning, Knowledge for the Future, Living Well Together and other priorities of the University including enhancing the student learning experience. While the salary costs of faculty complement generally reside in the Faculties where the appointments are made, the central University Fund has also committed bridge funding to support faculty complement renewal and diversity hiring.

TABLE 1: Projected Faculty Hires

	<u>2021-22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>
New Hires				
Tenure Track	71	106	67	71
CLAs	19	13	1	0
Total	90	119	68	71
Retirements/Departures				
Tenure Track	61	34	29	23
CLAs	8	4	15	7
Total	69	38	44	30
In-Year Increase (Decrease)				
Tenure Track	10	72	38	48
CLAs	11	9	(14)	(7)
Total	21	81	24	41
NOTE: 2021-22 numbers are included for comparison purposes only. 2022-23 to 2024-25 are budgeted numbers, and do not represent current approved hires				

SOURCE: Provost Office

3.2 Investments in Research Leadership

The University Fund has committed \$13.2M over 3 years to advance the UAP priority, Knowledge for the Future, in alignment with the Strategic Research Plan. The investments build on areas of interdisciplinary research strength, supporting emerging areas of research leadership by securing large-scale funding, and advance Equity, Diversity and Inclusion through scholarship, research, and related creative activities. Part of these funds will go into creating Phase 2 Catalyzing Interdisciplinary Research Clusters (CIRC) focused on the UN Sustainable Development Goals (SDGs).

In addition, the Provost's Office has committed \$3M, matched by a further \$3M from the University Fund, providing bridge funding for faculty complement growth and renewal specifically pertaining to research amplification, intended to support up to 40 strategic hires.

3.3 Supporting Students

In order to support the priority, From Access to Success, the Budget Plan has committed \$40M over the next three years to expand the University's student financial assistance offerings and ensure York remains competitive and are responsive to student needs. These funds are providing:

- Improved entrance scholarships for domestic students recognizing academic excellence
- A higher volume of domestic and international bursaries
- A new *Tentanda Via* award to students demonstrating fortitude, resilience, and a commitment to progressive and sustainable development

The expansion of student awards will continue beyond the current Budget Plan and evolve over time in alignment with student needs, the Strategic Enrolment Management approach, the financial context, and the University's academic priorities.

An additional \$5M has been committed to support bursaries for international students in 2022-23, recognizing that many will continue experiencing financial difficulty to access or progress in their academic programs considering the effects of the pandemic.

As the global competition for talent continues to grow and international student recruitment faces an increasingly competitive environment made even more challenging by the pandemic, the Budget Plan has also committed \$3.3M over the next three years to support the University's international student recruitment plan.

3.4 Pursuing Equity, Diversity and Inclusion

To diversify faculty complement, build capacity for research success of diverse scholars, and support the University's EDI Strategy, Indigenous and Anti-Black Racism frameworks and action plans, the Budget Plan includes funding in support of:

- \$2.3M for EDI-related scholarship funding to advance Black, Indigenous, and other equity scholarship, research, and related creative activities
- \$1.9M for high priority initiatives including indigenization, reconciliation and decolonization

The Budget Plan also includes dedicated black and indigenous faculty hires.

3.5 Digital Transformation, Innovation, and Systems

Like other sectors, higher education is being profoundly impacted by technology. Recognizing the critical importance of an integrated technology environment to deliver quality services, supports faculty, staff, and students, leverage data analytics, and enhance information security, the Budget Plan incorporates several key investments, including:

- \$120M for a new Student System Renewal Program (SSRP) replacing outdated legacy systems. This multi-year project will unite student-centered services, provide for better data intelligence, enhance the student experience, optimize administrative and academic processes, and become the cornerstone of the University's enterprise architecture. It is expected to conclude in 2025-26 and is funded from a combination of capital reserves (\$41M) and the University Fund (\$79M)²
- \$4M for automation and service improvements in HR, budgeting and forecasting, Mobile Maximo for facilities, and YU-card mobile credentials
- Improving teaching and learning supports e.g., SAVY, classroom technology refresh
- Enabling faculty and staff productivity and post-pandemic capabilities e.g. licensing and expanded after-hours service desk technicians, Office 365 resources, additional application and platform analysts/developers
- \$1.2M in enhanced ongoing cybersecurity capabilities

² Alongside the development of SSRP, the resources required to successfully operate its emerging solutions, e.g., staff support, licensing, cloud technologies and infrastructure etc. are being evaluated and incorporated into multi-year budgets

3.6 Improving Space

A further investment that the University has made to Living Well Together is to address its deferred maintenance backlog in a more impactful and sustained manner, developing a long-term plan with increased annual funding for prioritized projects.

The Budget Plan includes deferred maintenance investments shown in Table 2 below:

TABLE 2: Investments in Deferred Maintenance

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

NOTE: Totals may not add up due to rounding

*From Faculty budget envelopes, University Fund, and re-purposed reserve

**From Provincial Facilities Renewal Program (FRP)

In prior years, community consultations and working groups identified two key priority areas of work, which were originally planned as Phase 1 five-year projects (2019 to 2024) and accelerated to three years (now being completed in 2022) due to low occupancy on our campuses over the last two years. These investments are being extended into Phase 2 comprising \$30M over the next 5 years:

- \$20M for a Classroom Renewal to upgrade centrally bookable classrooms on the Keele and Glendon Campuses, creating a new, attractive, and modern classroom standard that incorporates consistent and enhanced accessibility, updated AV technology/equipment, furniture, finishes, lighting, HVAC, etc.
- \$10M for Washroom Renewal to upgrade public washrooms on the Keele and Glendon Campuses. The upgrades will have a positive impact on the student and employee experience, support retention efforts, and assist the University in meeting Accessibility for Ontarians with Disabilities Act (AODA) guidelines.

3.7 Major Capital Projects

The University continues to invest in capital projects to advance its academic, research, and student success/experience priorities. Capital projects are funded from a combination of sources including external donations, government grants, external loans (debentures), central and Faculty capital reserves, the University Fund, and internal loans. The major capital projects approved by the Board of Governors and currently underway are as follows (in order of expected completion):

- \$72.7M for a new building for the School of Continuing Studies, accommodating its growing needs and providing approximately 116,000 square feet of space. It has an expected completion date of Fall 2022. This project is funded entirely by the School.
- \$7.5M for a modernization of the Faculty of Education’s facilities. It has an expected completion date of Fall 2022. This project is funded mostly by the Faculty of Education with some funds coming from deferred maintenance reserves.
- \$48.5M for a Neuroscience Facility and additional office space, as part of the expansion of the Sherman Health Science Research Centre. Expected completion is in 2023. This project is funded from a combination of the University Fund, an internal loan to the Faculty of Health, capital reserves, and debenture funds.
- \$10M for a new building for the Goldfarb Gallery York University, located within the Arts, Media, Performance and Design (AMPD) precinct, creating a focal point for the celebration of visual art for communities within and beyond York’s campuses. This project is funded by external donations and the University Fund, with an expected completion date is December 2023.
- \$31.3M for a two-storey addition to Vari Hall, for the Faculty of Liberal Arts & Professional Studies (LA&PS) including new technology-enhanced, flexible teaching and learning spaces, research space, departmental offices, student services, lounge spaces, and ripple effect improvements to the 2nd floor. This project is expected to be completed in 2024 and is funded entirely by LA&PS.

3.8 Markham Campus

The University’s largest capital project is the Markham Campus, which is well underway. Given challenges in the construction industry arising from the pandemic (e.g., higher rates of absenteeism, supply chain) York’s Development Corporation is undertaking an assessment of what was already a tight schedule. An update will be provided to Land and Property, and full Board this Spring, including any impact on budget. The budgeted capital cost of the Markham Campus and its associated funding, approved by the Board in 2019, are shown in Table 3 below.

TABLE 3: Budgeted Capital Costs – Markham Campus

Description	Budget (\$M)
Region of York Financial Contribution	\$25.0
York University - New Debt Issue	\$100.0
York University - Working Capital	\$50.5
Fundraising	\$50.0
Subtotal	\$225.5
Land - City of Markham	\$50.0
Total Project Value	\$275.5

The University issued a \$100M debenture in April 2020 to finance the debt portion. The debenture carries an interest rate of 3.39% and is due in 2060.

At steady state, the Markham Campus is expected to attract over 4,000 students and generate an annual surplus, enabling it to re-pay its early year deficits, invest in its own renewal, and financially contribute to the institution overall.

Markham’s program offerings have been developed over this past year and are coming forward to Senate for approval, and the University has developed multi-year operating budgets for the new campus, which are incorporated into the Budget Plan. Work continues to ensure the necessary investments are being made for Markham’s long-term success.

3.9 Other Strategic Initiatives

Other strategic initiatives which are funded through the University Fund are outlined in section 4.2.1 d).

4. Key Planning Assumptions

4.1 University Revenues

University operating revenues are derived primarily from provincial operating grants, tuition fees, and other student fees, all of which are tied to enrolment. Other operating revenues include investment income, endowment income, donations, funding for indirect costs of research, and miscellaneous revenue. The University projects total operating revenues of \$1,149.2 in 2022-23, \$1,219.9M in 2023-24 and \$1,306.6M in 2024-25. These figures are before an allowance of possible enrolment contingencies. The details of the University operating revenues are shown in Appendix 2. Longer term goals of the University include continuing to substantially increase research funding, and to negotiate additional enrolment growth to accommodate new programs.

a) Enrolments

A key planning assumption driving revenue is the enrolment plan. The enrolments achieved in 2021-22 are outlined in Table 4 below. At the undergraduate level, higher than expected enrolments in the summer session and good retention amongst continuing students helped offset the effect of lower than target intakes of new students and the impact of COVID-19 vaccination compliance related de-enrolments.

TABLE 4a: Undergraduate Enrolment Targets vs Actuals by Term - 2021-22

		<u>Target FTEs</u>	<u>Actual FTEs</u>	<u>Difference</u>
Summer	Eligible	3,596	4,805	1,209
	Ineligible - Visa	1,180	1,501	321
Fall	Eligible	15,901	15,713	-187
	Ineligible - Visa	3,592	3,224	-368
Winter	Eligible	16,287	15,467	-820
	Ineligible - Visa	3,991	3,227	-763
Total	Eligible	35,784	35,985	201
	Ineligible - Visa	8,763	7,952	-811

SOURCE: OIPA; totals may not add up due to rounding

At the graduate level, both doctoral and masters enrolments increased year-over-year, particularly amongst visa student enrolments.

TABLE 4b: Graduate Enrolment Targets vs Actuals by Term - 2021-22

		<u>Target FTEs</u>	<u>Actual FTEs</u>	<u>Difference</u>
Summer	Eligible	2,978	2,991	13
	Ineligible - Visa	838	815	-22
Fall	Eligible	3,573	3,349	-224
	Ineligible - Visa	1,248	1,283	35
Winter	Eligible	3,439	3,199	-240
	Ineligible - Visa	1,234	1,280	47
Total	Eligible	9,990	9,539	-452
	Ineligible - Visa	3,319	3,378	59

SOURCE: OIPA; totals may not add up due to rounding

The overall multi-year enrolment plan is provided in Figures 3 through 5 below. The plan outlines the projected enrolment targets by domestic and visa students for both undergraduate and graduate enrolments. These were developed in Spring 2021 in consultation with the Faculties, and do not include Markham enrolments scheduled to begin in 2023-24.

Figure 3. Undergraduate FTE Actuals and Targets to Fiscal Year 2024-25

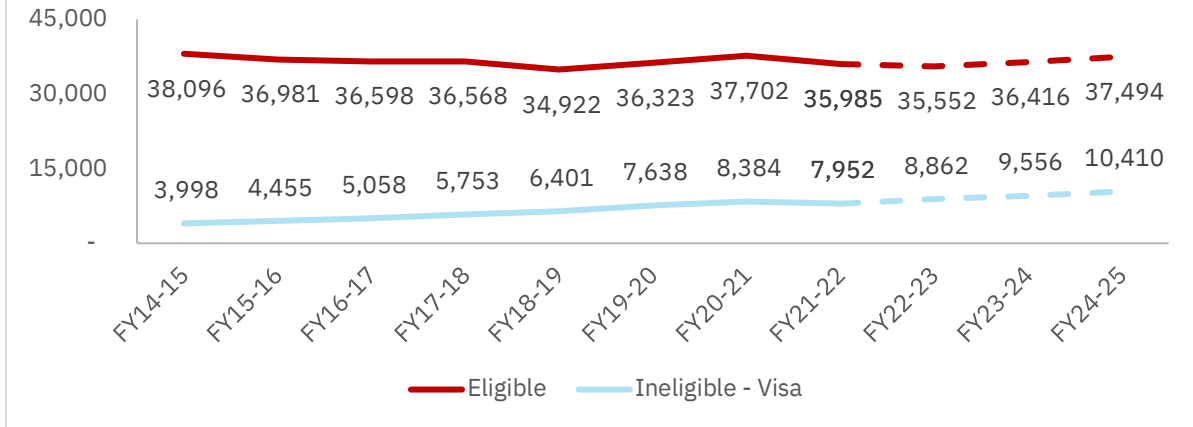


Figure 4. Masters Full Year FTE Actuals and Targets to Fiscal Year 2024-25

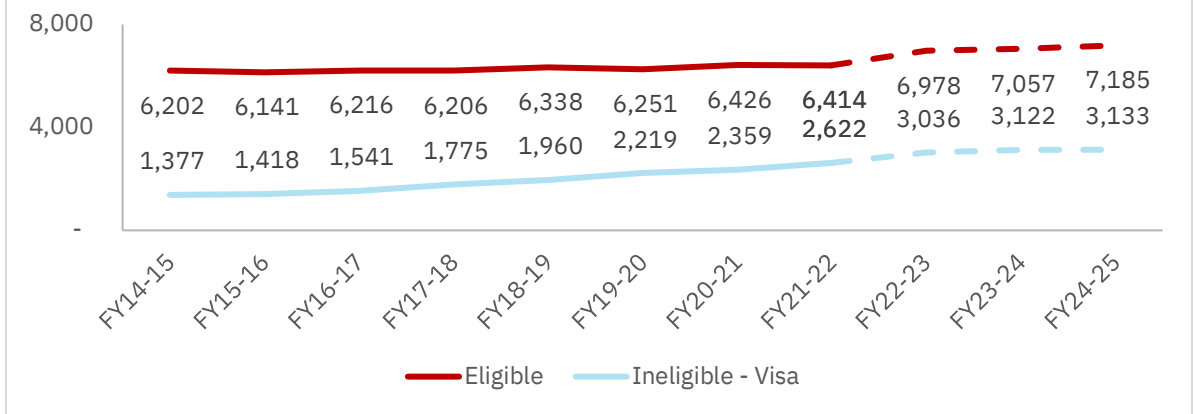
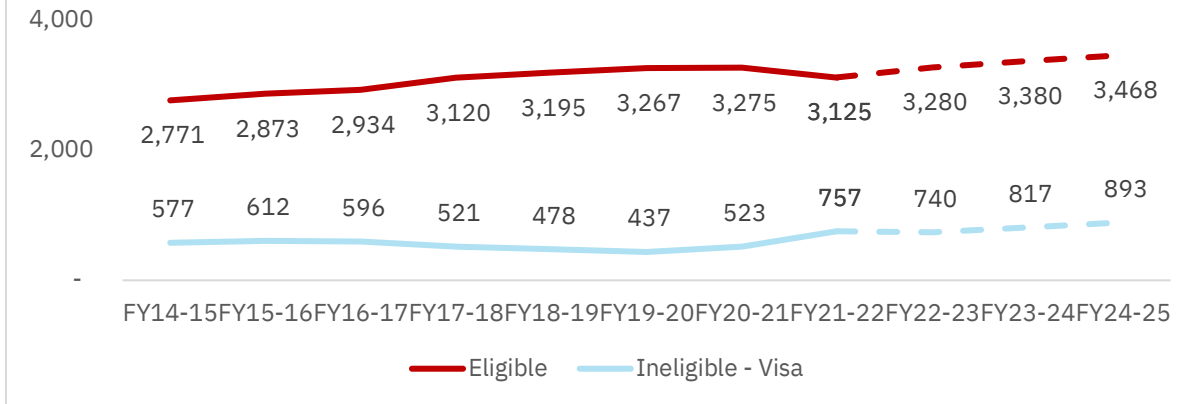


Figure 5. Doctoral Full Year FTE Actuals and Targets to Fiscal Year 2024-25



In January 2022, the overall number of domestic and visa undergraduate students applying directly from high school to York were up 12.9% compared to January 2021, and “1st choice” applications to York, a key indicator on the likelihood of successfully converting applications to enrolments, were 11.3% higher.

b) Enrolment Contingency

Despite the positive indicators of overall and “1st choice” direct-entry applications, impacts of the COVID-19 pandemic on student registrations remain a risk factor, and there is significant competition from other universities for both domestic and international students. In addition, the University experienced lower-than target visa intakes in Fall 2020 and Fall 2021, which will have a flow-through impact. As a result, the University is taking a careful approach in estimating its enrolments for all three years of the Budget Plan, with Faculties budgeting a contingency against enrolment targets as shown in Table 5 below.

The School of Continuing Studies (SCS) also experienced a decline in enrolments over the last two years due to the pandemic and has budgeted enrolment contingencies as a precaution.

Strategic enrolment planning continues with the Faculties to mitigate enrolment risks (see Table 5 below). The uncertainty of the international recovery puts a heavier emphasis on the domestic enrolment growth which is currently capped by our institutional enrolment corridor (see next section). The Council of Ontario Universities has been advocating with government to allow for additional growth and we are awaiting the provincial budget to hear the results.

TABLE 5: Enrolment Contingencies in Multi-Year Budgets (\$M)

Faculty	2022-23	2023-24	2024-25
Arts, Media, Performance and Design	-	-	-
Education	-	-	-
Environmental and Urban Change	-	-	-
Glendon	-	-	-
Health	-	-	-
Liberal Arts & Professional Studies	14.25	41.54	55.09
Lassonde	1.00	0.50	0.50
Osgoode	-	-	-
Schulich	3.10	-	-
Science	-	-	-
	18.35	42.04	55.59
SCS	4.81	4.56	5.27
Total	23.16	46.60	60.86

SOURCE: Provost Office

c) Provincial Funding/Grants

Ontario's postsecondary education system operates under a differentiation policy framework, operationalized through a series of institutional Strategic Mandate Agreements (SMAs). The SMAs specify the role of each university in the system and how they build on institutional strengths to drive the government's system-wide objectives and priorities. The postsecondary system is now in its third SMA period (SMA3) which runs from 2020-21 to 2024-25.

Each institution's SMA also includes an enrolment corridor. Institutions receive grant funding for domestic enrolment only based on the midpoint of the corridor set on 2014-2015 enrolment counts. While universities can grow up to 3% of the midpoint (based on a five-year rolling average) the operating grant level remains unchanged. Falling below 3% of your midpoint puts your funding at risk. Aside from enrolment, there are two other bins linked to performance/differentiation and special purposes.

This Budget Plan has assumed operating grants will remain flat over the 2022-23 to 2024-25 planning period, in line with government direction on funding as part of SMA3 and the current funding formula.

In its 2019 Budget, the Ontario government announced that an increased percentage of funding for colleges and universities will be tied to performance outcomes. Under SMA3, performance-based funding gradually rose from 25% of total operating grants in 2020-21 and is expected to reach 60% by 2024-25, flowing to universities through the performance/differentiation bin. To access the full funds in this bin, the University will have to achieve government-set performance metrics.

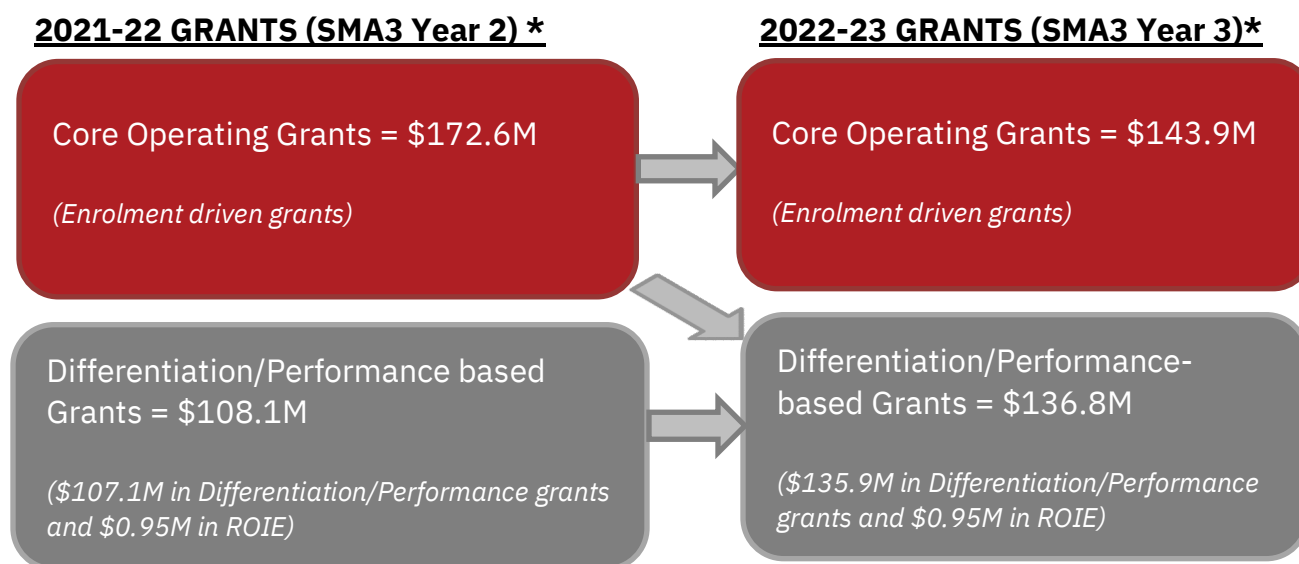
There are 10 university metrics (9 system-wide and 1 specific to York) used to link funding to performance. Six are aligned with priorities in skills and job outcomes and four are aligned with economic and community impact. The metrics are weighted to reflect York's mandate and strategic objectives and are linked to funding over a 3-year period to allow for data development in some instances. While the government determined the indicators and the targets, institutions decided on the distribution of total funding among the metrics, and will be measured against their own past performance, not against other institutions.

Allocation of differentiation/performance funding based on achievement of metrics was initially intended to begin in fiscal 2020-21. Due to the COVID-19 pandemic, the Ministry has delayed activation to 2023-24, when 10% of total grant funding (excluding special purpose) will be subject to the metrics, rising to 25% in 2024-25. Activation in subsequent years will be determined through the SMA3 annual evaluation process. Despite delaying activation, MCU will continue moving grants from the enrolment-based bin to the differentiation/performance-based bin, which will comprise 49% of York's total grants in 2022-23.

The operating grant funding framework for SMA3 includes stable funding for enrolment, also known as Core Operating grants or COG, within a negotiated enrolment corridor. This funding (net of funds moved to the performance/differentiation bin) is stable, provided the University maintains a five-year moving-average enrolment within $\pm 3\%$ of its enrolment target (midpoint corridor).

Figure 6 below shows the breakdown of funding between the COG bin and the differentiation/performance bin in year 3 of SMA 3 (2022-23).

Figure 6: Re-categorization of Operating Grants in SMA3, year 3 (2022-23)



**Totals may not add up due to rounding*

The multi-year Budget Plan projects a total of \$298.6M in provincial operating grants in 2022-23; \$300M in 2023-24, and \$301.7M in 2024-25. Details of operating grants are included in Appendix 4.

The Budget Plan assumes the following for provincial grants:

- The enrolment-driven grant revenue (COG plus Differentiation/Performance grants) will remain stable at the 2020-21 level of \$280.7M for the 3-year planning period.
- Budgets for 2023-24 and 2024-25 will be reviewed in the next budget cycle to consider the government-set performance metrics.
- Budget projections are based on Faculty enrolment contract targets, and in cases where Faculty projections exceed government allocations, Faculties will receive the additional tuition revenue only, subject to any adjustments.
- The Ministry’s operating grants do not include an inflationary increase.

d) Tuition

Domestic Students: the tuition fee framework in Ontario is regulated by the provincial government for domestic students in government funded programs. In January 2019, the government announced a 10% cut to domestic tuition fee rates in 2019-20 relative to 2018-19 levels, followed by a freeze in both 2020-21 and 2021-22 for domestic students enrolled in programs eligible for operating grants. In April 2022, the government announced a further tuition freeze in 2022-23. The Budget Plan has incorporated a 0% tuition fee increase for 2022-23 for all domestic students in government funded programs, with a 2% annual fee increase assumed for the two outer years, 2023-24 and 2024-25. A 0% increase is assumed for research-based masters and doctoral students for these years.

International Students: international tuition fees are based on market demand. In March 2022, the Board of Governors approved a 4% increase in 2022-23 for international undergraduate students. This increase has been incorporated into the tuition projections. For 2023-24 and 2024-25, the tuition projections in the Budget Plan assume fee increases of 4% and 5% respectively. For international graduate students, tuition fees will remain at the 2021-22 levels (i.e. 0% increase) for the duration of the planning period, except for international professional masters programs, which will see an increase of 2 – 5% depending on the program. These fees have been incorporated into the multi-year Budget Plan.

Fee increases for the planning period are shown in Table 6 below.

TABLE 6: Tuition Fee Rate Assumptions

<u>Degree</u>	<u>Category</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>
Undergrad	Domestic, all programs	0%	2%	2%
	International, all programs	4%	4%	5%
Graduate	Domestic & International research-based masters and doctoral programs	0%	0%	0%
	Domestic professional masters programs	0%	2%	2%
	International, professional masters programs	2% - 5%	2% - 5%	2% - 5%

NOTE: Fees for fiscal 2023-24 and 2024-25 have not been approved by the Board of Governors and are for planning purposes only

Faculties receive tuition revenue generated from credit programs based on the number of students registered (domestic, international, undergraduate, and graduate).

Tuition fee revenue is generated using enrolment projections from Faculty enrolment contract targets and Board approved tuition fee rates for 2022-23. The rates assumed for outer years have not been approved by the Board and are for planning purposes only.

For Continuing and Executive Education programs, tuition fees are not regulated by the ministry's Tuition Fee Framework and are based on the cost of the program and market demand. These programs generate a significant amount of revenue, though in 2022-23 continue to reflect the impact of the pandemic, before returning to pre-pandemic levels in the outer two years. As shown in Appendix 5, the projected revenues are \$53.4M in 2022-23, \$60.8M in 2023-24 and \$69.6M in 2024-25.

A breakdown of tuition fee revenue, including centrally collected ancillary fees, continuing/professional education fees, student referenda fees, and application fees, is included in Appendix 5.

e) Research Overheads and Indirect Costs

Federal funding provided to universities to support direct research is not part of the University's operating budget. However, included in the operating budget is the Federal Research Support Fund, which together with the Provincial Research Overhead Infrastructure Envelope (ROIE) is provided to institutions in support of research overhead costs.

The federal government began to provide institutions with funding for the indirect cost of research in 2003-04 through what is now called the Research Support Fund. An amount of \$5.7M was allocated to York in 2021-22, and York's share of RSF is projected to remain stable over the planning period. As part of the re-categorization of operating grants in SMA3, the ROIE funding of \$1.0M from the provincial government is included in the Differentiation/Performance funding bin and will be subject to achievement of performance metrics when activated in 2023-24. Details of the Research Support Fund and the ROIE are included in Appendix 4.

The federal government also supports graduate students by providing fellowships on a competitive basis. These funds do not flow through the University's budget, though they provide budget relief to Faculties by freeing up funds that would otherwise have to be used for graduate student support. Similarly, the provincial government provides support to graduate students through the Ontario Graduate Scholarships (OGS) and the Queen Elizabeth II Graduate Scholarships in Science and Technology (QEII-GSST).

f) Investment Income

The University has short and medium-term assets comprised of operating and research funds, expendable donations, and capital reserves, held and managed

separately from the assets of the University endowments and pension funds and governed by the Short-Medium Term Fund Investment Guidelines under the responsibility of the Board Investment Committee.

The investment strategy of the Fund is formulated to address the University's requirements for maintaining adequate liquidity and producing incremental yield while ensuring the flexibility needed for matching of the University's obligations and commitments to planned and anticipated cash flows.

The investment income generated by this strategy makes up a small but important portion of the total operating revenue, which fluctuates based on the size of available funds and market conditions.

The projection is based on assumptions of cash balances, revenue and expenditure rates, divisional reserve balances, capital expenditure patterns, research revenue forecasts, and investment return rates. The investment income is projected at \$13.9M in 2022-23, \$13.5M in 2023-24 and \$13.4M in 2024-25 (see Appendix 2). Interest income on operating funds is highly susceptible to changes in interest rates.

g) Donations/Endowments/Trusts

The University receives restricted and unrestricted donations, income from endowments, and other income from trusts, which support specific expenditures in the operating fund. Income from donations is susceptible to variations and may change from year to year. The Budget Plan has assumed conservative amounts of \$8.2M in 2022-23 and 2023-24, and \$8.0M in 2024-25 in donations. (See Appendix 2).

h) Fees and Other

This income source is projected to be \$42.8M in 2022-23, \$43.4M in 2023-24 and \$46.4M in 2024-25 (shown in Appendix 2 as Other Recoveries), and includes application, registration and examination fee revenue, fines and penalties, course material fees, contributions from ancillary operations, and other external/miscellaneous income.

4.2 University Expenses

4.2.1 Cost Allocations

The University's expenditures are incurred directly by the revenue-generating areas (Faculties and School of Continuing Studies), the central shared services (Administrative) Units, General Institutional cost centres, and the University Fund.

a) Faculty Costs

Each Faculty is expected to budget total expenditures within the financial parameters of its budget envelope and other direct revenue, e.g., non-credit tuition fees, external and internal cost recoveries, inter-fund transfers and budget allocations to/from other departments.

Faculties are responsible for the salaries and benefits of their faculty and staff, and for costs such professional expense reimbursements to faculty members, progress-through-the-ranks (PTR) funding as per collective agreements, research overloads, graduate supervision, graduate student support, service teaching, etc. They can also budget enrolment contingencies for possible shortfalls, or expense contingencies for potential additional items such as renovation costs.

b) Central Administrative Costs

Under the SHARP model, the costs of Administrative Units are attributed to Faculties, based on cost drivers.

The annual budgets for Administrative Units are based on:

- Their 2016-17 base funding, rolled forward to 2017-18 and later years; plus
- Estimated salary increment funding each year; plus
- Any additional funding approved by the President based on recommendations of the Budget Council; less
- Budget cuts as required³

c) General Institutional Costs

General Institutional (GI) costs include collective agreement, pension and post-retirement, insurance, HR, legal and other pan-institutional obligations. Some GI costs require regular adjustments, e.g., re-negotiated collective agreement commitments. The GI reserve balances include outstanding financial obligations, GAAP adjustments, and contingency funds.

d) University Fund

A key part of the SHARP budget model was the creation of the central University Fund with contributions from the revenue-generating areas and some additional revenues that cannot be easily attributed to a specific Faculty, e.g., interest income, student fines, etc. (Appendix 8). The University Fund is intended to support strategic

³ To support equity across the University in the absorption of the 10% tuition fee roll-back in 2019-20, budgets for Administrative Units were reduced by 4.5 per cent in 2019-20 and a further 1% in 2020-21.

institutional initiatives, provide Operating Support to Faculties where needed, and enable contingency/emergency funding.

Strategic institutional commitments from the University Fund in the Budget Plan are shown in Table 7 below.

TABLE 7: University Fund Commitments

	Commitments (\$M)		
	2022-23	2023-24	2024-25
Faculty Support	32.1	26.2	19.5
Research Support	7.1	3.8	2.3
Student Support ⁴	14.2	0.9	0.9
Institutional Support ⁵	7.3	1.3	0.9
Capital Projects and Renovations	8.0	6.0	6.0
Technology Investments	19.9	13.1	27.9
TOTAL	88.6	51.3	57.4

As part of SHARP 2.0, the Hold Harmless adjustments based on the 2013-14 data that were part of Faculty allocations in previous Budget Plans have been eliminated and replaced with Operating Support allocations from the University Fund (included in Table 7 under Faculty Support). Operating Support is provided in acknowledgement of a Faculty’s financial pressures caused by a misalignment between revenue and costs structures, and is intended to support ongoing operations and reduce the accumulation of further negative carry forward while the Faculty implements a business plan that will over time strengthen its financial sustainability and quality.

4.2.2 Cost Categories

a) Compensation

The University provides salary increment guidance to the Faculties and Administrative Units in preparing their budgets. The guidance for salary increases in Table 8 below were incorporated into the Budget Plan and are aligned to the salary increments stipulated in the various collective agreements, and Provincial constraints, which have established a moderation period during which compensation increases will be limited

⁴ Expanded student awards are paid from Faculty budgets beginning in 2023-24

⁵ Includes \$3M for pandemic and return-to-campus support, Congress 2023, high priority indigenization, reconciliation, and decolonization initiatives

to 1%. Subsequent to issuing the guidance, some collective agreements were re-negotiated and the guidance will be updated for the next cycle incorporating the new amounts.

TABLE 8: Guidelines for Salary Increases 2022-23 to 2024-25

Salary Increments for Planning Purposes						
AFFILIATIONS	TERM OF COLLECTIVE AGREEMENT	CA EXPIRY DATE	SALARY INCREMENTS FOR PLANNING PURPOSES			
			Type	FY2023	FY 2024	FY 2025
<u>Academic</u>						
YUFA			ATB	1.00%	1.00%	1.00%
			PTR	\$2,750	\$2,750	\$2,750
OHFA	2019-2022	30-Jun-22	ATB	1.00%	1.00%	1.00%
			PTR	\$1,570	\$1,570	\$1,570
			Merit	\$1,525	\$1,525	\$1,525
CUPE 3903-1	2020-2023	31-Aug-23	ATB	1.00%	1.00%	1.00%
CUPE 3903-2	2020-2023	31-Aug-23	ATB	1.00%	1.00%	1.00%
CUPE 3903-3	2020-2023	31-Aug-23	ATB	1.00%	1.00%	1.00%
<u>Non-Academic</u>						
YUSA	Under Negotiation		ATB	1.00%	1.00%	1.00%
CUPE 1356	Under Negotiation		ATB	1.00%	1.00%	1.00%
CUPE 1356-1	Under Negotiation		ATB	1.00%	1.00%	1.00%
IUOE	Under Negotiation		ATB	1.00%	1.00%	1.00%
CPM			ATB	1.00%	1.00%	1.00%
NOTE: Where there is no collective agreement in place for the fiscal year, a rate of 1.00% is used for planning purposes, in line with the three-year moderation period introduced in Bill 124.						

ATB – Across the Board; PTR – Progression Through the Ranks.

b) Operating Costs

The University’s operations incur a wide range of costs including:

- Occupancy costs, e.g., maintenance, caretaking, utilities, renovations, and deferred maintenance
- Equipment, furniture, and computers e.g., hardware, software, licenses, telecommunications, etc.
- Travel, conferences, and hospitality
- Office supplies
- Books and periodicals

- Miscellaneous other

c) Student Financial Support

As described in section 3.3 above, providing student financial support is an important priority for the University, and a growing cost in the Budget Plan. Most of the student aid is paid from operating funds, along with funding from endowments and provincial scholarship grants. The funds are managed through a combination of centralized and Faculty-specific programs.

d) Pensions

The University has a defined contribution pension plan, with a defined benefit component that provides a minimum level of pension benefits. The current economic climate and regulatory landscape create uncertainty with respect to pension plans. The solvency position/ratio of the pension is relevant to the Budget Plan since government regulations require that a ratio below 85% be funded through annual special payments from the operating budget.

The December 31, 2019 actuarial valuation of the York University pension plan reported a solvency ratio more than 85%, and the University filed this valuation, ensuring there will be no going concern or solvency special payments until January 1, 2024 at the earliest (i.e. one year after the next required valuation of the plan as at December 31, 2022).

The University continues to budget for special payments given the uncertainty of pension plan returns, particularly considering uncertain capital market conditions. These funds are held in reserve until needed.

5. Appendices

The multi-year Budget Plan 2022-23 to 2024-25 describes the current strategic and fiscal environment in which the University operates, and highlights key assumptions used for projections of revenues and expenses for a three-year planning period.

The multi-year Budget Plan, including the 2021-22 Budget and Forecasts, is presented in the Appendices as follows:

- Appendix 1** Summary of Multi-Year Budgets by Faculty/Unit
- Appendix 2** Total Operating Budget
- Appendix 3** Apportionment of Operating Revenues
- Appendix 4** Government Operating Grants
- Appendix 5** Student Fees
- Appendix 6** Faculty/School Budget Positions
- Appendix 7** Administrative Units Budget Positions
- Appendix 8** University Fund
- Appendix 9** Continuity of Reserve Balances

**Summary of Multi Year Budget
by Faculty/Unit**
(\$ millions)

	2021-22	2022-23	2023-24	2024-25		2024-25
	Closing Balance FORECAST	In-Year BUDGET	In-Year BUDGET	In-Year BUDGET	Total Budget for 2022-23 to 2024-25	Closing Balance BUDGET
VP Academic						
Arts, Media, & Performance Design	(17.2)	0.4	0.3	(1.1)	(0.4)	(17.6)
Education	3.4	(5.9)	(4.4)	(4.4)	(14.7)	(11.3)
Environmental & Urban Change	(16.1)	(5.0)	(4.9)	(5.0)	(14.9)	(31.0)
Glendon	(32.2)	(4.7)	(4.6)	(5.2)	(14.6)	(46.8)
Health	16.7	(1.9)	(1.8)	(1.3)	(4.9)	11.8
Liberal Arts & Professional Studies	24.0	(20.6)	(23.5)	(9.8)	(53.9)	(29.9)
Lassonde	1.7	(1.8)	0.1	2.4	0.6	2.3
Osgoode	40.3	(2.5)	(2.3)	(2.4)	(7.2)	33.2
Schulich	(8.6)	(1.5)	0.3	4.0	2.9	(5.7)
Science	18.4	(9.2)	(10.7)	(9.9)	(29.7)	(11.3)
Continuing Studies	20.6	(6.8)	(7.1)	(2.0)	(15.9)	4.7
Total Faculties & Schools	51.0	(59.2)	(58.7)	(34.7)	(152.7)	(101.7)
Graduate Studies	(0.1)	(1.7)	(1.5)	(1.3)	(4.5)	(4.6)
Libraries	4.9	(1.5)	(1.9)	(1.8)	(5.1)	(0.2)
Vice Provost Students	8.3	(6.3)	(7.7)	(7.4)	(21.4)	(13.1)
PVPA	15.6	21.3	20.0	22.1	63.4	78.9
Total VP Academic	79.7	(47.4)	(49.8)	(23.2)	(120.4)	(40.7)
President	4.8	(0.8)	(0.8)	(0.8)	(2.4)	2.3
VP Advancement	5.3	(1.9)	(2.9)	(3.4)	(8.2)	(2.9)
VP Equity, People and Culture	4.6	(1.7)	(2.8)	(3.1)	(7.6)	(2.9)
VP Finance & Administration						
Facilities Services	1.3	(1.4)	0.2	0.2	(1.0)	0.3
Community Safety	1.4	(0.4)	(0.5)	(0.5)	(1.4)	0.0
Finance	3.4	(0.3)	(0.4)	(0.5)	(1.2)	2.2
Internal Audit	0.6	0.0	0.0	0.0	0.0	0.6
UIT	(0.7)	(5.4)	(9.7)	(9.0)	(24.2)	(24.9)
University Services	(0.7)	(2.1)	(2.5)	(2.9)	(7.5)	(8.3)
Budgets and Asset Management	0.3	(0.2)	(0.2)	(0.3)	(0.7)	(0.5)
VPFA Office	(0.3)	4.8	5.5	5.9	16.1	15.9
Total VP Finance & Administration	5.2	(5.1)	(7.7)	(7.1)	(19.9)	(14.7)
VP Research	6.4	(2.5)	(2.0)	(1.8)	(6.3)	0.1
Faculties, Schools and Divisions	106.0	(59.4)	(65.9)	(39.3)	(164.6)	(58.7)
Markham Campus	(3.6)	(10.9)	(28.7)	(18.8)	(58.4)	(62.0)
University Fund	42.3	23.0	58.5	60.5	142.0	184.3
Institutional Reserves	122.4	1.8	4.8	5.7	12.3	134.7
Total Operating Fund	267.0	(45.6)	(31.3)	8.2	(68.7)	198.3

Total Operating Budget

(\$ millions)

	Appendix Reference	2021-22		2022-23	2023-24	2024-25
		Budget	Forecast	Budget	Budget	Budget
Operating Revenues						
Government Operating Grants	[Appendix 4]	305.9	305.1	304.3	305.6	307.3
Student Fees	[Appendix 5]	762.0	750.6	780.0	849.2	931.5
Grants and Student Fees Subtotal		1,067.9	1,055.7	1,084.3	1,154.8	1,238.8
Funding from Donations, Endowments, & Trusts		6.5	7.6	8.2	8.2	8.0
Investment Income		8.9	15.0	13.9	13.5	13.4
Other Recoveries		38.0	34.3	42.8	43.4	46.4
Total Operating Revenues		1,121.2	1,112.6	1,149.2	1,219.9	1,306.6
Enrolment Contingency		(22.0)	(22.0)	(23.2)	(46.6)	(60.9)
Total Operating Revenues, Net of Contingencies		1,099.3	1,090.7	1,126.0	1,173.3	1,245.7
Operating Expenditures						
Salaries and Wages		650.8	635.9	651.1	670.3	687.7
Employee Benefits		154.6	144.5	162.4	167.3	171.6
Operating Costs		159.4	144.9	164.0	173.4	166.7
Scholarships and Bursaries		99.7	95.5	96.6	98.2	101.9
Taxes and Utilities		26.2	23.1	24.7	26.7	27.6
Interest on Long-Term Debt		25.1	25.1	25.3	25.6	25.8
Total Operating Expenditures		1,115.9	1,069.0	1,124.1	1,161.4	1,181.3
In Year Surplus/(Deficit) for Operating Fund, Before Transfers		(16.6)	21.7	1.9	11.8	64.4
Transfers to Restricted Funds						
Transfers to Capital Fund		(42.7)	(60.9)	(38.5)	(35.2)	(49.7)
Transfers to Ancillary Fund		(4.0)	(4.2)	(4.0)	(3.6)	(3.2)
Transfers to Other Funds		(5.3)	(6.4)	(5.0)	(4.4)	(3.4)
Total Transfers to Restricted Funds		(52.0)	(71.4)	(47.4)	(43.2)	(56.3)
In Year Surplus/(Deficit) for Operating Fund		(68.6)	(49.7)	(45.6)	(31.3)	8.2
Opening Accumulated Surplus/(Deficit) for Operating Fund		316.8	316.8	267.0	221.5	190.2
Closing Accumulated Surplus/(Deficit) for Operating Fund		248.1	267.0	221.5	190.2	198.3
Closing Accumulated Position, by Division:						
President		3.9	4.8	3.9	3.1	2.3
VP Advancement		3.4	5.3	3.4	0.5	(2.9)
VP Academic		66.0	79.7	32.3	(17.5)	(40.7)
VP Equity, People and Culture		2.2	4.6	3.0	0.2	(2.9)
VP Finance & Administration		2.3	5.2	0.1	(7.6)	(14.7)
VP Research		4.2	6.4	3.9	1.9	0.1
Closing Divisional Accumulated Surplus/(Deficit)		82.0	106.0	46.6	(19.4)	(58.7)
Markham Campus		(6.2)	(3.6)	(14.5)	(43.2)	(62.0)
University Fund	[Appendix 9]	46.7	42.3	65.3	123.7	184.3
Institutional Reserves	[Appendix 9]	125.7	122.4	124.2	129.0	134.7
Closing Accumulated Surplus/(Deficit) for Operating Fund		248.1	267.0	221.5	190.2	198.3

Apportionment of Operating Revenues

(\$ millions)

	Appendix Reference	2021-22		2022-23	2023-24	2024-25
		Budget	Forecast	Budget	Budget	Budget
		Apportionment of Operating Revenues				
Faculties & Schools		699.4	686.5	666.3	681.0	719.4
Markham Campus		2.0	2.8	2.5	11.8	22.3
Administrative Units		295.3	306.3	307.6	303.8	309.6
General Institutional (GI)		96.3	93.1	101.1	98.6	99.4
University Fund		6.4	1.9	48.5	78.1	95.0
Total Apportionment of Operating Revenues	[Appendix 2]	<u>1,099.3</u>	<u>1,090.7</u>	<u>1,126.0</u>	<u>1,173.3</u>	<u>1,245.7</u>

Operating Grants

(\$ millions)

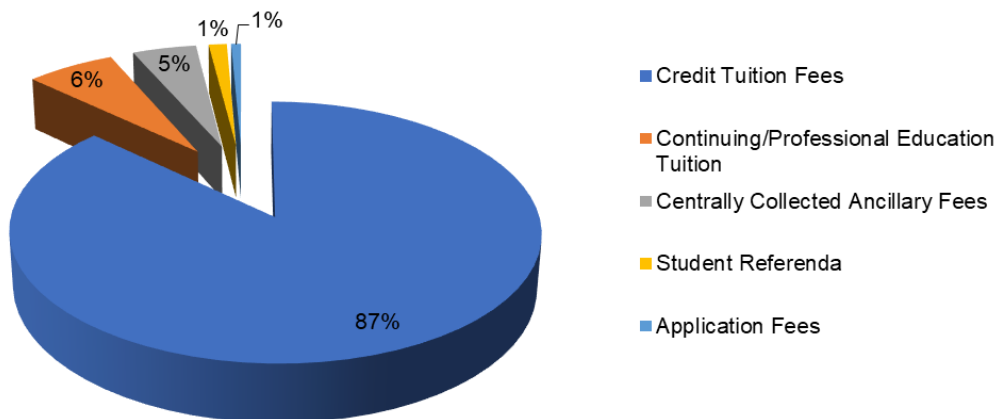
	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Provincial Operating Grants					
Enrolment					
Core Operating Grant - Keele & Glendon	172.6	172.6	143.9	115.4	101.2
Core Operating Grant - Markham				0.9	1.6
International Student Recovery - Keele & Glendon	(7.3)	(7.3)	(7.5)	(8.0)	(8.7)
International Student Recovery - Markham				(0.1)	(0.3)
Differentiation					
Performance/Student Success - Keele & Glendon	108.1	108.1	136.8	165.3	179.5
Performance/Student Success - Markham				1.3	2.9
Mission Related - Bilingualism	3.2	3.2	3.2	3.2	3.2
Mission Related - French Language Access	0.5	0.5	0.5	0.5	0.5
Special Purpose					
Municipal Tax Grant	3.4	3.4	3.4	3.4	3.5
French Language Support	6.3	6.3	6.3	6.3	6.3
Nursing	7.2	6.1	6.5	6.5	6.5
Collaborative Design	0.5	0.5	-	-	-
First Generation Support	0.2	0.2	0.2	0.2	0.2
Aboriginal Support	0.5	0.5	0.5	0.5	0.5
Support for Students with Disabilities	3.8	3.8	3.8	3.8	3.8
Mental Health	0.1	0.3	0.3	0.3	0.3
Other Special Purpose Grants	1.3	1.5	0.8	0.6	0.6
Total Provincial Operating Grants	300.2	299.5	298.6	300.0	301.7
Federal Research Support Fund	5.7	5.7	5.6	5.6	5.6
Total Government Operating Grants	305.9	305.1	304.3	305.6	307.3

Student Fees

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Student Fees					
Credit Tuition Fees	657.9	652.8	676.7	737.9	811.1
Continuing/Professional Education Tuition	56.3	48.0	53.4	60.8	69.6
Centrally Collected Ancillary Fees	32.8	34.6	34.7	35.1	35.5
Student Referenda	9.8	9.8	9.7	9.7	9.7
Application Fees	5.3	5.3	5.6	5.8	5.8
Total Student Fees	762.0	750.6	780.0	849.2	931.5

Student Fees - FY 2021-22 Forecast



Faculty/School Budget Positions

(\$ millions)

	2021-2022		2022-2023	2023-2024	2024-2025
	Budget	Forecast	Budget	Budget	Budget
Arts, Media, & Performance Design					
Revenues, Net of Contingencies	39.5	39.2	41.9	41.8	40.6
Expenditures, Net of Recoveries	(41.3)	(41.5)	(41.5)	(41.5)	(41.7)
In Year Surplus/(Deficit), Before Transfers	(1.8)	(2.3)	0.4	0.3	(1.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(1.8)	(2.3)	0.4	0.3	(1.1)
Opening Accumulated Surplus/(Deficit)	(14.9)	(14.9)	(17.2)	(16.8)	(16.5)
Closing Accumulated Surplus/(Deficit)	(16.7)	(17.2)	(16.8)	(16.5)	(17.6)
Education					
Revenues, Net of Contingencies	21.6	21.8	17.5	18.0	17.9
Expenditures, Net of Recoveries	(23.4)	(23.3)	(23.3)	(22.4)	(22.3)
In Year Surplus/(Deficit), Before Transfers	(1.9)	(1.5)	(5.9)	(4.4)	(4.4)
Transfers to Capital Fund	-	(0.2)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.0)	-	-	-
In Year Surplus/(Deficit)	(1.9)	(1.7)	(5.9)	(4.4)	(4.4)
Opening Accumulated Surplus/(Deficit)	5.1	5.1	3.4	(2.5)	(6.9)
Closing Accumulated Surplus/(Deficit)	3.2	3.4	(2.5)	(6.9)	(11.3)
Environmental & Urban Change					
Revenues, Net of Contingencies	17.4	15.4	15.2	14.9	15.0
Expenditures, Net of Recoveries	(20.0)	(18.3)	(20.2)	(19.8)	(20.0)
In Year Surplus/(Deficit), Before Transfers	(2.6)	(2.8)	(5.0)	(4.9)	(5.0)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(2.6)	(2.8)	(5.0)	(4.9)	(5.0)
Opening Accumulated Surplus/(Deficit)	(13.3)	(13.3)	(16.1)	(21.1)	(26.0)
Closing Accumulated Surplus/(Deficit)	(15.9)	(16.1)	(21.1)	(26.0)	(31.0)
Glendon					
Revenues, Net of Contingencies	28.0	25.3	33.3	32.7	32.8
Expenditures, Net of Recoveries	(37.2)	(37.0)	(38.1)	(37.3)	(38.0)
In Year Surplus/(Deficit), Before Transfers	(9.2)	(11.6)	(4.7)	(4.6)	(5.2)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(9.2)	(11.6)	(4.7)	(4.6)	(5.2)
Opening Accumulated Surplus/(Deficit)	(20.6)	(20.6)	(32.2)	(36.9)	(41.5)
Closing Accumulated Surplus/(Deficit)	(29.8)	(32.2)	(36.9)	(41.5)	(46.8)

Faculty/School Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Health					
Revenues, Net of Contingencies	72.4	73.6	75.6	77.9	80.8
Expenditures, Net of Recoveries	(74.0)	(73.2)	(77.4)	(79.6)	(82.0)
In Year Surplus/(Deficit), Before Transfers	(1.7)	0.4	(1.8)	(1.8)	(1.2)
Transfers to Capital Fund	-	(2.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)
In Year Surplus/(Deficit)	(1.7)	(1.7)	(1.9)	(1.8)	(1.3)
Opening Accumulated Surplus/(Deficit)	18.3	18.3	16.7	14.8	13.0
Closing Accumulated Surplus/(Deficit)	16.6	16.7	14.8	13.0	11.8
Liberal Arts & Professional Studies					
Revenues, Net of Contingencies	222.1	230.9	210.4	203.1	221.3
Expenditures, Net of Recoveries	(221.5)	(215.0)	(230.8)	(226.5)	(231.0)
In Year Surplus/(Deficit), Before Transfers	0.5	15.9	(20.4)	(23.4)	(9.7)
Transfers to Capital Fund	(4.5)	(12.6)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.2)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(4.1)	3.1	(20.6)	(23.5)	(9.8)
Opening Accumulated Surplus/(Deficit)	20.8	20.8	24.0	3.4	(20.1)
Closing Accumulated Surplus/(Deficit)	16.7	24.0	3.4	(20.1)	(29.9)
Lassonde					
Revenues, Net of Contingencies	60.9	57.9	64.0	70.1	76.2
Expenditures, Net of Recoveries	(62.3)	(57.5)	(65.9)	(70.1)	(73.8)
In Year Surplus/(Deficit), Before Transfers	(1.4)	0.4	(1.8)	0.1	2.4
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.0)	-	-	-
In Year Surplus/(Deficit)	(1.4)	0.4	(1.8)	0.1	2.4
Opening Accumulated Surplus/(Deficit)	1.2	1.2	1.7	(0.1)	(0.1)
Closing Accumulated Surplus/(Deficit)	(0.2)	1.7	(0.1)	(0.1)	2.3
Osgoode					
Revenues, Net of Contingencies	46.9	45.8	41.8	43.3	43.8
Expenditures, Net of Recoveries	(44.3)	(39.9)	(44.2)	(45.6)	(46.1)
In Year Surplus/(Deficit), Before Transfers	2.6	5.8	(2.4)	(2.3)	(2.3)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.1)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	2.6	5.8	(2.5)	(2.3)	(2.4)
Opening Accumulated Surplus/(Deficit)	34.5	34.5	40.3	37.8	35.5
Closing Accumulated Surplus/(Deficit)	37.1	40.3	37.8	35.5	33.2

Faculty/School Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Schulich					
Revenues, Net of Contingencies	89.7	86.0	90.1	97.0	101.6
Expenditures, Net of Recoveries	(85.5)	(84.0)	(88.2)	(93.5)	(94.8)
In Year Surplus/(Deficit), Before Transfers	4.2	2.0	1.9	3.5	6.8
Transfers to Capital Fund	-	(0.1)	-	-	-
Transfers to Ancillary Fund	(3.3)	(3.5)	(3.2)	(2.9)	(2.6)
Transfers to Other Funds	(0.2)	(0.2)	(0.2)	(0.2)	(0.2)
In Year Surplus/(Deficit)	0.6	(1.9)	(1.5)	0.3	4.0
Opening Accumulated Surplus/(Deficit)	(6.7)	(6.7)	(8.6)	(10.0)	(9.7)
Closing Accumulated Surplus/(Deficit)	(6.0)	(8.6)	(10.0)	(9.7)	(5.7)
Science					
Revenues, Net of Contingencies	67.8	66.6	56.4	57.6	59.8
Expenditures, Net of Recoveries	(63.9)	(61.0)	(65.5)	(68.4)	(69.7)
In Year Surplus/(Deficit), Before Transfers	3.9	5.6	(9.2)	(10.7)	(9.9)
Transfers to Capital Fund	(3.3)	(5.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.6	0.6	(9.2)	(10.7)	(9.9)
Opening Accumulated Surplus/(Deficit)	17.8	17.8	18.4	9.2	(1.5)
Closing Accumulated Surplus/(Deficit)	18.4	18.4	9.2	(1.5)	(11.3)
Continuing Studies					
Revenues, Net of Contingencies	33.1	23.8	20.0	24.6	29.8
Expenditures, Net of Recoveries	(33.5)	(25.4)	(26.7)	(31.7)	(31.8)
In Year Surplus/(Deficit), Before Transfers	(0.4)	(1.6)	(6.8)	(7.1)	(2.0)
Transfers to Capital Fund	(10.0)	(10.0)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(10.4)	(11.6)	(6.8)	(7.1)	(2.0)
Opening Accumulated Surplus/(Deficit)	32.2	32.2	20.6	13.8	6.7
Closing Accumulated Surplus/(Deficit)	21.8	20.6	13.8	6.7	4.7

Faculty/School Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Total Faculties & Schools					
Revenues, Net of Contingencies	699.4	686.5	666.3	681.0	719.4
Expenditures, Net of Recoveries	(707.1)	(676.1)	(721.9)	(736.3)	(751.1)
In Year Surplus/(Deficit), Before Transfers	(7.8)	10.4	(55.6)	(55.4)	(31.7)
Transfers to Capital Fund	(17.8)	(29.9)	-	-	-
Transfers to Ancillary Fund	(3.3)	(3.5)	(3.2)	(2.9)	(2.6)
Transfers to Other Funds	(0.5)	(0.6)	(0.4)	(0.4)	(0.4)
In Year Surplus/(Deficit)	(29.3)	(23.6)	(59.2)	(58.7)	(34.7)
Opening Accumulated Surplus/(Deficit)	74.6	74.6	51.0	(8.2)	(67.0)
Closing Accumulated Surplus/(Deficit)	45.3	51.0	(8.2)	(67.0)	(101.7)
Markham Campus					
Revenues, Net of Contingencies	2.0	2.8	2.5	11.8	22.3
Expenditures, Net of Recoveries	(7.7)	(5.9)	(13.4)	(38.6)	(39.3)
In Year Surplus/(Deficit), Before Transfers	(5.8)	(3.1)	(10.9)	(26.8)	(17.0)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.0)	(0.0)	(1.9)	(1.8)
In Year Surplus/(Deficit)	(5.8)	(3.1)	(10.9)	(28.7)	(18.8)
Opening Accumulated Surplus/(Deficit)	(0.4)	(0.4)	(3.6)	(14.5)	(43.2)
Closing Accumulated Surplus/(Deficit)	(6.2)	(3.6)	(14.5)	(43.2)	(62.0)

Administrative Units Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Graduate Studies					
Revenues, Net of Contingencies	2.8	3.1	3.2	3.2	3.3
Expenditures, Net of Recoveries	(4.2)	(4.1)	(4.7)	(4.5)	(4.4)
In Year Surplus/(Deficit), Before Transfers	(1.4)	(1.0)	(1.5)	(1.3)	(1.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.2)	(0.2)	(0.2)	(0.2)
In Year Surplus/(Deficit)	(1.4)	(1.2)	(1.7)	(1.5)	(1.3)
Opening Accumulated Surplus/(Deficit)	1.1	1.1	(0.1)	(1.8)	(3.3)
Closing Accumulated Surplus/(Deficit)	(0.3)	(0.1)	(1.8)	(3.3)	(4.6)
Libraries					
Revenues, Net of Contingencies	32.1	31.9	32.8	34.0	35.0
Expenditures, Net of Recoveries	(33.2)	(31.0)	(34.3)	(35.9)	(36.8)
In Year Surplus/(Deficit), Before Transfers	(1.1)	1.0	(1.5)	(1.8)	(1.8)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)
In Year Surplus/(Deficit)	(1.2)	0.8	(1.5)	(1.9)	(1.8)
Opening Accumulated Surplus/(Deficit)	4.1	4.1	4.9	3.4	1.6
Closing Accumulated Surplus/(Deficit)	2.9	4.9	3.4	1.6	(0.2)
Vice Provost Students					
Revenues, Net of Contingencies	85.9	90.2	87.1	87.2	91.2
Expenditures, Net of Recoveries	(92.9)	(92.0)	(93.3)	(94.9)	(98.5)
In Year Surplus/(Deficit), Before Transfers	(6.9)	(1.8)	(6.2)	(7.7)	(7.3)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(0.0)	(0.1)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(6.9)	(1.9)	(6.3)	(7.7)	(7.4)
Opening Accumulated Surplus/(Deficit)	10.3	10.3	8.3	2.1	(5.7)
Closing Accumulated Surplus/(Deficit)	3.3	8.3	2.1	(5.7)	(13.1)
PVPA					
Revenues, Net of Contingencies	12.1	15.2	11.4	13.5	14.7
Expenditures, Net of Recoveries	(14.2)	(16.3)	12.5	9.3	9.6
In Year Surplus/(Deficit), Before Transfers	(2.1)	(1.1)	23.9	22.9	24.4
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	(4.6)	(4.8)	(2.6)	(2.8)	(2.3)
In Year Surplus/(Deficit)	(6.6)	(5.9)	21.3	20.0	22.1
Opening Accumulated Surplus/(Deficit)	21.5	21.5	15.6	36.8	56.9
Closing Accumulated Surplus/(Deficit)	14.8	15.6	36.8	56.9	78.9

Administrative Units Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
President Division					
Revenues, Net of Contingencies	15.4	16.2	16.3	15.9	16.1
Expenditures, Net of Recoveries	(15.7)	(15.6)	(17.2)	(16.8)	(16.8)
In Year Surplus/(Deficit), Before Transfers	(0.3)	0.6	(0.8)	(0.8)	(0.8)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	0.0	-	-	-
In Year Surplus/(Deficit)	(0.3)	0.6	(0.8)	(0.8)	(0.8)
Opening Accumulated Surplus/(Deficit)	4.2	4.2	4.8	3.9	3.1
Closing Accumulated Surplus/(Deficit)	3.9	4.8	3.9	3.1	2.3
Advancement Division					
Revenues, Net of Contingencies	12.9	12.1	11.9	12.0	12.1
Expenditures, Net of Recoveries	(13.3)	(10.3)	(13.6)	(14.8)	(15.5)
In Year Surplus/(Deficit), Before Transfers	(0.3)	1.8	(1.7)	(2.8)	(3.3)
Transfers to Capital Fund	-	(0.2)	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	(0.1)	(0.1)	(0.1)	(0.1)
In Year Surplus/(Deficit)	(0.3)	1.5	(1.9)	(2.9)	(3.4)
Opening Accumulated Surplus/(Deficit)	3.8	3.8	5.3	3.4	0.5
Closing Accumulated Surplus/(Deficit)	3.4	5.3	3.4	0.5	(2.9)
VP Equity, People and Culture					
Revenues, Net of Contingencies	12.2	13.2	14.0	12.5	12.2
Expenditures, Net of Recoveries	(13.8)	(12.3)	(15.7)	(15.4)	(15.3)
In Year Surplus/(Deficit), Before Transfers	(1.5)	0.9	(1.7)	(2.8)	(3.1)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(1.5)	0.9	(1.7)	(2.8)	(3.1)
Opening Accumulated Surplus/(Deficit)	3.7	3.7	4.6	3.0	0.2
Closing Accumulated Surplus/(Deficit)	2.2	4.6	3.0	0.2	(2.9)
Facilities Services					
Revenues, Net of Contingencies	55.7	53.7	58.6	59.5	59.7
Expenditures, Net of Recoveries	(55.7)	(49.2)	(58.6)	(59.0)	(60.3)
In Year Surplus/(Deficit), Before Transfers	(0.0)	4.5	(0.0)	0.5	(0.7)
Transfers to Capital Fund	(1.0)	(3.7)	(1.1)	0.1	1.2
Transfers to Ancillary Fund	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(1.4)	0.5	(1.4)	0.2	0.2
Opening Accumulated Surplus/(Deficit)	0.8	0.8	1.3	(0.1)	0.1
Closing Accumulated Surplus/(Deficit)	(0.6)	1.3	(0.1)	0.1	0.3

Administrative Units Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Community Safety					
Revenues, Net of Contingencies	10.7	10.6	10.5	10.6	10.6
Expenditures, Net of Recoveries	(10.4)	(10.4)	(10.9)	(11.0)	(11.1)
In Year Surplus/(Deficit), Before Transfers	0.3	0.2	(0.4)	(0.5)	(0.5)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.3	0.2	(0.4)	(0.5)	(0.5)
Opening Accumulated Surplus/(Deficit)	1.2	1.2	1.4	0.9	0.5
Closing Accumulated Surplus/(Deficit)	1.5	1.4	0.9	0.5	0.0
Finance					
Revenues, Net of Contingencies	6.0	5.6	6.3	6.4	6.5
Expenditures, Net of Recoveries	(6.5)	(5.6)	(6.6)	(6.8)	(7.0)
In Year Surplus/(Deficit), Before Transfers	(0.5)	(0.1)	(0.3)	(0.4)	(0.5)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.5)	(0.1)	(0.3)	(0.4)	(0.5)
Opening Accumulated Surplus/(Deficit)	3.5	3.5	3.4	3.1	2.7
Closing Accumulated Surplus/(Deficit)	3.0	3.4	3.1	2.7	2.2
Internal Audit					
Revenues, Net of Contingencies	0.7	0.7	0.7	0.7	0.8
Expenditures, Net of Recoveries	(0.6)	(0.6)	(0.7)	(0.7)	(0.8)
In Year Surplus/(Deficit), Before Transfers	0.0	0.0	0.0	0.0	0.0
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.0	0.0	0.0	0.0	0.0
Opening Accumulated Surplus/(Deficit)	0.5	0.5	0.6	0.6	0.6
Closing Accumulated Surplus/(Deficit)	0.6	0.6	0.6	0.6	0.6

Administrative Units Budget Positions

(\$ millions)

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
UIT					
Revenues, Net of Contingencies	27.6	30.1	30.3	26.9	27.2
Expenditures, Net of Recoveries	(33.0)	(30.9)	(35.0)	(35.8)	(35.7)
In Year Surplus/(Deficit), Before Transfers	(5.4)	(0.8)	(4.7)	(8.9)	(8.5)
Transfers to Capital Fund	(0.5)	(3.2)	(0.7)	(0.5)	(0.5)
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	(0.3)	-
In Year Surplus/(Deficit)	(5.9)	(4.0)	(5.4)	(9.7)	(9.0)
Opening Accumulated Surplus/(Deficit)	3.2	3.2	(0.7)	(6.2)	(15.9)
Closing Accumulated Surplus/(Deficit)	(2.7)	(0.7)	(6.2)	(15.9)	(24.9)
University Services					
Revenues, Net of Contingencies	2.0	3.0	3.1	3.2	3.2
Expenditures, Net of Recoveries	(1.9)	(3.9)	(5.2)	(5.7)	(6.1)
In Year Surplus/(Deficit), Before Transfers	0.0	(0.9)	(2.1)	(2.5)	(2.9)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	0.0	(0.9)	(2.1)	(2.5)	(2.9)
Opening Accumulated Surplus/(Deficit)	0.2	0.2	(0.7)	(2.8)	(5.4)
Closing Accumulated Surplus/(Deficit)	0.3	(0.7)	(2.8)	(5.4)	(8.3)
Budgets and Asset Management					
Revenues, Net of Contingencies	0.9	0.9	0.9	0.9	1.0
Expenditures, Net of Recoveries	(1.1)	(1.1)	(1.1)	(1.2)	(1.2)
In Year Surplus/(Deficit), Before Transfers	(0.2)	(0.2)	(0.2)	(0.2)	(0.3)
Transfers to Capital Fund	-	-	-	-	-
Transfers to Ancillary Fund	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
In Year Surplus/(Deficit)	(0.2)	(0.2)	(0.2)	(0.2)	(0.3)
Opening Accumulated Surplus/(Deficit)	0.5	0.5	0.3	0.0	(0.2)
Closing Accumulated Surplus/(Deficit)	0.2	0.3	0.0	(0.2)	(0.5)

Administrative Units Budget Positions
(\$ millions)

	2021-22		2022-23		2023-24		2024-25	
	Budget	Forecast	Budget	Budget	Budget	Budget	Budget	Budget
<u>VPFA Office</u>								
Revenues, Net of Contingencies	1.7	1.6		1.9		2.0		2.1
Expenditures, Net of Recoveries	(2.0)	(2.2)		2.9		3.4		3.8
In Year Surplus/(Deficit), Before Transfers	(0.3)	(0.6)		4.8		5.5		5.9
Transfers to Capital Fund	-	-		-		-		-
Transfers to Ancillary Fund	-	-		-		-		-
Transfers to Other Funds	-	-		-		-		-
In Year Surplus/(Deficit)	(0.3)	(0.6)		4.8		5.5		5.9
Opening Accumulated Surplus/(Deficit)	0.3	0.3		(0.3)		4.5		10.0
Closing Accumulated Surplus/(Deficit)	0.0	(0.3)		4.5		10.0		15.9
<u>VP Research</u>								
Revenues, Net of Contingencies	16.5	18.1		18.6		15.0		13.9
Expenditures, Net of Recoveries	(17.0)	(16.4)		(21.0)		(17.0)		(15.7)
In Year Surplus/(Deficit), Before Transfers	(0.5)	1.7		(2.4)		(1.9)		(1.8)
Transfers to Capital Fund	-	-		-		-		-
Transfers to Ancillary Fund	-	-		-		-		-
Transfers to Other Funds	(0.0)	(0.1)		(0.1)		(0.1)		(0.1)
In Year Surplus/(Deficit)	(0.5)	1.7		(2.5)		(2.0)		(1.8)
Opening Accumulated Surplus/(Deficit)	4.7	4.7		6.4		3.9		1.9
Closing Accumulated Surplus/(Deficit)	4.2	6.4		3.9		1.9		0.1
<u>Total Administrative Units</u>								
Revenues, Net of Contingencies	295.3	306.3		307.6		303.8		309.6
Expenditures, Net of Recoveries	(315.5)	(301.9)		(302.5)		(306.6)		(311.7)
In Year Surplus/(Deficit), Before Transfers	(20.2)	4.4		5.1		(2.8)		(2.1)
Transfers to Capital Fund	(1.5)	(7.1)		(1.8)		(0.5)		0.6
Transfers to Ancillary Fund	(0.3)	(0.3)		(0.3)		(0.3)		(0.3)
Transfers to Other Funds	(4.7)	(5.4)		(3.1)		(3.6)		(2.8)
In Year Surplus/(Deficit)	(26.7)	(8.4)		(0.2)		(7.2)		(4.6)
Opening Accumulated Surplus/(Deficit)	63.4	63.4		55.0		54.8		47.6
Closing Accumulated Surplus/(Deficit)	36.7	55.0		54.8		47.6		43.0

University Fund

(\$ millions)

	Appendix Reference	2021-22		2022-23	2023-24	2024-25
		Budget	Forecast	Budget	Budget	Budget
Revenues, Net of Expenses						
SHARP Revenues, Net of Shared Services Costs						
Net Investment Income		6.9	13.2	13.4	13.0	12.8
Fines and Penalties		3.0	3.7	3.0	3.0	3.0
Contribution from Ancillary Operations		3.8	0.3	-	-	-
MTCU Unearned Grants		11.7	10.8	14.1	10.8	10.8
Undesignated Donations		-	-	-	-	-
Miscellaneous Revenues		1.2	1.7	1.3	1.3	1.3
Total SHARP Revenues, Net of Shared Services Costs		26.6	29.7	31.7	28.1	28.0
Faculty/School Contributions to University Fund		20.8	20.8	79.8	81.7	90.0
Total Revenues, Net of Expenses		47.4	50.5	111.5	109.8	118.0
Allocations						
Net Transition Adjustments		15.0	15.0	-	-	-
TCO Funding		-	-	-	-	-
Operating Support		-	-	30.4	24.7	18.5
Strategic Investments		36.6	44.1	58.2	26.6	38.9
Total Allocations		51.6	59.1	88.6	51.3	57.4
In Year Surplus/(Deficit)	[Appendix 9]	(4.2)	(8.6)	23.0	58.5	60.5
Opening Accumulated Balance of University Fund	[Appendix 9]	50.9	50.9	42.3	65.3	123.7
Closing Accumulated Balance of University Fund	[Appendix 9]	46.7	42.3	65.3	123.7	184.3

Continuity of Reserve Balances

(\$ millions)

	Appendix Reference	2021-22		2022-23	2023-24	2024-25
		Budget	Forecast	Budget	Budget	Budget
University Fund						
Opening Balance		50.9	50.9	42.3	65.3	123.7
In Year						
Revenues, Net of Expenses	[Appendix 8]	47.4	50.5	111.5	109.8	118.0
Allocations and Commitments	[Appendix 8]	(51.6)	(59.1)	(88.6)	(51.3)	(57.4)
Transfers to University Fund for Unspent Funds	[Appendix 8]	(4.2)	(8.6)	23.0	58.5	60.5
Closing Balance	[Appendix 8]	46.7	42.3	65.3	123.7	184.3
Institutional Reserves						
Opening Balance		128.3	128.3	122.4	124.2	129.0
In Year (Revenues, Net of Expenses)						
Remeasurement of Employee Benefit Plans		-	-	-	-	-
Transfers (to)/from Institutional Reserves		(2.6)	(6.0)	1.8	4.8	5.7
In Year Change to Institutional Reserves		(2.6)	(6.0)	1.8	4.8	5.7
Closing Balance		125.7	122.4	124.2	129.0	134.7
Closing Reserve Balances		172.4	164.7	189.4	252.7	319.0

Components of Reserve Balances

(\$ millions)

	Appendix Reference	2021-22		2022-23	2023-24	2024-25
		Budget	Forecast	Budget	Budget	Budget
University Fund	[Appendix 8]	46.7	42.3	65.3	123.7	184.3
Institutional Reserves						
Collective Agreement Benefit Commitments		10.6	15.8	15.9	17.7	18.9
Pension & Post Retirement Benefits		(5.7)	(5.7)	(5.2)	(0.7)	3.8
Institutional Reserves and Contingencies		52.9	53.3	52.0	49.2	47.6
Other Obligations (GAAP Adjustments)		67.9	59.0	61.5	62.8	64.3
Total Institutional Reserves		125.7	122.4	124.2	129.0	134.7
Closing Reserve Balances		172.4	164.7	189.4	252.7	319.0



Multi-Year Budget Plan 2022-23 to 2024-25

APRIL 18, 2022

YORK 

Budget Objectives

1. Maximize advancement of the University Academic Plan priorities
2. Ensure long-term sustainability of the University
3. Adapt to post-pandemic needs through bold thinking and responding to emerging opportunities
4. Utilize a reasonable portion of the accumulated carry forwards to invest in growth and success

	Appendix Reference	2020-21		2021-22	2022-23	2023-24
		Budget	Actuals	Budget	Budget	Budget
Operating Revenues						
Government Operating Grants	[Appendix 5]	306.3	309.9	305.9	304.7	305.8
Student Fees	[Appendix 6]	742.2	741.3	762.0	838.7	914.0
Grants and Student Fees Subtotal		1,048.5	1,051.2	1,067.9	1,143.4	1,219.9
Funding from Donations, Endowments, & Trusts		7.9	7.6	6.5	6.5	6.5
Investment Income		12.9	18.5	8.9	6.1	4.7
Other Recoveries		47.8	36.9	38.0	41.6	42.3
Total Operating Revenues		1,117.2	1,114.1	1,121.2	1,197.6	1,273.3
Contingencies						
Enrolment Contingency		(38.4)	-	(22.0)	(42.3)	(59.0)
International Tuition Offset		(16.0)	(23.6)	-	-	-
Total Contingencies		(54.4)	(23.6)	(22.0)	(42.3)	(59.0)
Total Operating Revenues, Net of Contingencies		1,062.8	1,090.5	1,099.3	1,155.3	1,214.3
Operating Expenditures						
Salaries and Wages		627.1	599.2	650.8	675.3	704.9
Employee Benefits		150.8	140.9	154.6	159.4	166.1
Operating Costs		158.2	109.8	159.4	174.0	183.7
Scholarships and Bursaries		81.0	73.3	99.7	94.3	99.4
Taxes and Utilities		24.8	18.5	26.2	26.0	27.7
Interest on Long-Term Debt		24.9	25.0	25.1	25.3	25.6
Total Operating Expenditures		1,066.9	966.7	1,115.9	1,154.3	1,207.4
In Year Surplus/(Deficit) for Operating Fund, Before Transfers		(4.1)	123.8	(16.6)	1.0	6.9
Transfers to Restricted Funds						
Transfers to Capital Fund		(51.1)	(90.5)	(42.7)	(41.2)	(48.1)
Transfers to Ancillary Fund		(3.9)	(4.6)	(4.0)	(3.4)	(3.2)
Transfers to Other Funds		(5.8)	(7.0)	(5.3)	(4.5)	(3.6)
Total Transfers to Restricted Funds		(60.9)	(102.0)	(52.0)	(49.1)	(54.8)
In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.		(65.0)	21.8	(68.6)	(48.1)	(47.9)
GAAP Adjustments						
Remeasurement of Employee Benefit Plans		-	54.7	-	-	-
GAAP Adjustments		-	54.7	-	-	-
In Year Surplus/(Deficit) for Operating Fund		(65.0)	76.5	(68.6)	(48.1)	(47.9)
Opening Accumulated Surplus/(Deficit) for Operating Fund		240.3	240.3	316.8	248.1	200.1
Closing Accumulated Surplus/(Deficit) for Operating Fund		175.3	316.8	248.1	71200.1	152.2

Current Board approved multi-year budgets – 2021-22 (in \$M)

Division	Opening Cumulative Position - ACTUAL (A)	In-Year Surplus/(Deficit) BUDGET (B)	In-Year Surplus/(Deficit) FORECAST (C)	In-year Surplus/(Deficit) VARIANCE (C-B)	Ending Cumulative Position - FORECAST (A+C)
President	4.2	(0.3)	0.6	0.9	4.8
VP Advancement	3.8	(0.3)	1.5	1.8	5.3
VP Academic					
Arts, Media, & Performance Design	(14.9)	(1.8)	(2.3)	(0.5)	(17.2)
Education	5.1	(1.9)	(1.7)	0.2	3.4
Environmental & Urban Change	(13.3)	(2.6)	(2.8)	(0.2)	(16.1)
Glendon	(20.6)	(9.2)	(11.6)	(2.4)	(32.2)
Health	18.3	(1.7)	(1.7)	0.0	16.7
Liberal Arts & Professional Studies	20.8	(4.1)	3.1	7.3	24.0
Lassonde	1.2	(1.4)	0.4	1.9	1.7
Osgoode	34.5	2.6	5.8	3.2	40.3
Schulich	(6.7)	0.6	(1.9)	(2.5)	(8.6)
Science	17.8	0.6	0.6	(0.0)	18.4
Continuing Studies	32.2	(10.4)	(11.6)	(1.2)	20.6
Total Faculties & Schools	74.6	(29.3)	(23.6)	5.7	51.0
Graduate Studies	1.1	(1.4)	(1.2)	0.2	(0.1)
Libraries	4.1	(1.2)	0.8	2.0	4.9
Vice Provost Students	10.3	(6.9)	(1.9)	5.0	8.3
PVPA	21.5	(6.6)	(5.9)	0.8	15.6
VP Academic Total	111.4	(45.4)	(31.7)	13.7	79.7
VP Equity, People and Culture	3.7	(1.5)	0.9	2.5	4.6
VP Finance & Administration	10.2	(7.9)	(5.0)	3.0	5.2
VP Research	4.7	(0.5)	1.7	2.1	6.4
Total All Divisions	138.0	(56.0)	(32.0)	24.0	106.0
Markham Campus	(0.4)	(5.8)	(3.1)	2.6	(3.6)
University Fund	50.9	(4.2)	(8.6)	(4.4)	42.3
General Institutional	128.3	(2.6)	(6.0)	(3.3)	122.4
Total University	316.8	(68.6)	(49.7)	18.9	267.0

Forecasts for 2021-22 – in \$M

The forecasts for 2021-22 were prepared in January 2022 and show results \$18.9M better than budget. As of April 2022, there are strong indications the results will be \$30M+ better than forecast, i.e. \$48.9M+ better than budget. Final actual results for 2021-22 will be available in June 2022 when the financial statements are approved.

Budget Context – concluding 2021-22

Planned strategic investments made

Positive results in 2021-22:

- Revenue in line with budget – enrolments slightly below target, buffered by the enrolment contingency
- Expenses lower than budget – cost savings due to lower travel, conferences, hospitality, campus occupancy, and some delays in hiring; offset by incremental pandemic costs e.g. screening, rapid testing, PPE, vaccination clinics, enhanced technology, and staffing supports

Significant and stable carry forwards in the Faculties and Divisions:

- \$138M at the end of 2020-21
- \$106M at the end of 2021-22 **per the forecasts prepared in January 2022**; results will be finalized in June 2022 and are expected to be \$30M+ higher


Budget Context – entering 2022-23

Continued pressures with funding from Government and tuition frameworks:

- Grants – flat, with SMA3 performance metrics tracked but not yet enforced
- Tuition fees: domestic – tuition fees frozen in 2022-23, following 10% cut in 2019-20 and freeze in both 2020-21 and 2021-22; international – the need to support international student access in 2022-23

Enrolments:

- Domestic – strong intakes in Fall 2021 and significant year-over-year growth in OUAC applications for Fall 2022
- International – intakes below target in Fall 2020 and Fall 2021 which will impact flowthrough in 2022-23 and beyond
- Continued risks related to the competitive landscape and the lingering impact of the pandemic on intake, retention, and course-loads
- Enrolment contingencies required as a precautionary measure



Multi-Year Budget Plan 2022-23, 2023-24, 2024-25

Institutional Operating Budget Summary – 2022-23 (in \$M)

	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>		<u>2024-25</u>
	Closing Balance FORECAST	In-Year BUDGET	In-Year BUDGET	In-Year BUDGET	Total Budget for 2022-23 to 2024-25	Closing Balance BUDGET
Faculties, Schools and Divisions	106.0	(59.4)	(65.9)	(39.3)	(164.6)	(58.7)
University Fund*	42.3	23.0	58.5	60.5	142.0	184.3
Institutional Reserves	122.4	1.8	4.8	5.7	12.3	134.7
Sub Total	270.6	(34.6)	(2.7)	26.9	(10.3)	260.3
Markham Campus**	(3.6)	(10.9)	(28.7)	(18.8)	(58.4)	(62.0)
Total Operating Fund	267.0	(45.6)	(31.3)	8.2	(68.7)	198.3

* Additional allocations for strategic initiatives will be made over time

** Markham's pre-opening and early-year deficits will become in-year surpluses as enrolments ramp up on the new campus

Major assumptions

Expected cost savings based on prior year trends and experience are embedded in the multi-year budgets

1. Salaries and benefits

- Due to vacancies, annual savings against the budget between \$25M to \$52M each year since 2017-18, representing 3-7% of total budgeted salaries,
- Assume 3% in savings in each of the next three budget years = around \$28-\$29M per year

2. Travel, conference, hospitality

- In 2020-21 and 2021-22, savings of 85% and 55% against the budget
- Assume 25% in savings in 2022-23 = \$4.8M

3. Service Excellence

- Savings expected to be generated over 5 years
- For the 3 budget years, assume institutional savings are at minimum equal to investments being made in the USC = \$2.1 to \$2.9M per year

Expected savings in \$M

	2022-23	2023-24	2024-25	TOTAL
Salaries and benefits	27.7	28.2	28.8	84.8
Travel/Conf/Hosp.	4.8			4.8
Service Excellence	2.1	2.5	2.9	7.5
	34.6	30.7	31.7	97.0

Comparing 2022-23 budgets (OLD and NEW)

Revenues:

Since Board approved the 2022-23 budget in June 2021 (OLD BUDGET), the **expected revenues** for 2022-23 (NEW BUDGET) have reduced by \$29M or 2.5% due to:

	\$M
• New enrolment contracts projecting lower enrolment	(51)
• Lower tuition increase assumptions for domestic students (assumed 2% in the OLD budgets; government announced 0%)	(7)
• Lower enrolment contingencies	19
• Other revenue, e.g. investment income	10

Expenses:

Embedding the expected savings for salaries and benefits, travel/conferences/hospitality, and Service Excellence, the NEW BUDGET has reduced expenses by a similar amount to the reduction in revenues – \$30M or 2.6%

This means the in-year budget for 2022-23 has remained relatively unchanged.

Enrolment Contingencies

Due to the uncertainties remaining post-pandemic, the Faculties continue to budget significant enrolment contingencies as a precaution (in \$M):

2022-23 –	23.2
2023-24 –	46.6
2024-25 –	60.9
TOTAL –	130.7

Strategic enrolment planning continues with the Faculties to better align expenditures with revenues.

Enrolment contingencies in future years would therefore come down.

Institutional Strategic Investments

1. The carry forward has been maintained due to the prolonged effects of the pandemic on regular University operations, e.g. travel, hospitality, conferences, and campus occupancy and prudent spending
2. Opportunity to spend down positive carry forward to further advance and accelerate the UAP priorities and emerging opportunities
3. Planned in-year deficits based on:
 - strategic draw-down of positive carry forward, continuing to boldly invest while addressing and adapting to post-pandemic needs
 - incurred Markham costs through to opening and steady state
 - significant enrolment contingencies in light of international recruitment challenges
4. Reassess enrolment contingency requirements when registrations are near completion (end of summer) to determine if further acceleration or slow-downs are warranted

Operating Fund by Category in-year surplus/(deficit) – in \$M

	2021-22		2022-23	2023-24	2024-25
	Budget	Forecast	Budget	Budget	Budget
Operating Revenues					
Government Operating Grants	305.9	305.1	304.3	305.6	307.3
Student Fees	762.0	750.6	780.0	849.2	931.5
Grants and Student Fees Subtotal	1,067.9	1,055.7	1,084.3	1,154.8	1,238.8
Funding from Donations, Endowments, & Trusts	6.5	7.6	8.2	8.2	8.0
Investment Income	8.9	15.0	13.9	13.5	13.4
Other Recoveries	38.0	34.3	42.8	43.4	46.4
Total Operating Revenues	1,121.2	1,112.6	1,149.2	1,219.9	1,306.6
Enrolment Contingency	(22.0)	(22.0)	(23.2)	(46.6)	(60.9)
Total Operating Revenues, Net of Contingencies	1,099.3	1,090.7	1,126.0	1,173.3	1,245.7
Operating Expenditures					
Salaries and Wages	650.8	635.9	651.1	670.3	687.7
Employee Benefits	154.6	144.5	162.4	167.3	171.6
Operating Costs	159.4	144.9	164.0	173.4	166.7
Scholarships and Bursaries	99.7	95.5	96.6	98.2	101.9
Taxes and Utilities	26.2	23.1	24.7	26.7	27.6
Interest on Long-Term Debt	25.1	25.1	25.3	25.6	25.8
Total Operating Expenditures	1,115.9	1,069.0	1,124.1	1,161.4	1,181.3
In Year Surplus/(Deficit) for Operating Fund, Before Transfers	(16.6)	21.7	1.9	11.8	64.4
Transfers to Restricted Funds					
Transfers to Capital Fund	(42.7)	(60.9)	(38.5)	(35.2)	(49.7)
Transfers to Ancillary Fund	(4.0)	(4.2)	(4.0)	(3.6)	(3.2)
Transfers to Other Funds	(5.3)	(6.4)	(5.0)	(4.4)	(3.4)
Total Transfers to Restricted Funds	(52.0)	(71.4)	(47.4)	(43.2)	(56.3)
In Year Surplus/(Deficit) for Operating Fund	(68.6)	(49.7)	(45.6)	(31.3)	8.2
Opening Accumulated Surplus/(Deficit) for Operating Fund	316.8	316.8	267.0	221.5	190.2
Closing Accumulated Surplus/(Deficit) for Operating Fund	248.1⁸¹	267.0	221.5	190.2	198.3

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

Pursuing equity, diversity and inclusion, health and wellness

Supporting the EDI Strategy, Anti-Black Racism and Indigenous Frameworks

Addressing deferred maintenance backlogs

Enhancing services through digital transformation and system innovation

Launching the Markham Centre Campus

Advancing existing and future capital projects, including the Vaughan Healthcare Precinct

Pursuing SDGs through innovative research, academic programming, and a collective focus on global well-being



Renewing and diversifying faculty complement

Investing in 21st century learning e.g., flexible and high quality digital learning, experiential education, relevant programming & credential diversification

Supporting emerging areas of research leadership

Catalyzing collaborations to promote large-scale research success

Amplifying research through growing faculty complement

Meeting diverse needs of students e.g. expanding student awards to support excellence, access, and academic progression during ongoing post-pandemic financial pressures

What we heard – Community Priorities for Investment

February 2022

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



February 2021

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



21st Century Learning, Knowledge for the Future

	<u>2021-22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>
New Hires				
Tenure Track	71	106	67	71
CLAs	19	13	1	0
Total	90	119	68	71
Retirements/Departures				
Tenure Track	61	34	29	23
CLAs	8	4	15	7
Total	69	38	44	30
In-Year Increase (Decrease)				
Tenure Track	10	72	38	48
CLAs	11	9	(14)	(7)
Total	21	81	24	41
NOTE: 2021-22 numbers are included for comparison purposes only. 2022-23 to 2024-25 are budgeted numbers, and do not represent current approved hires				



Knowledge for the Future, SDG Challenge

- \$13.2M to support priorities in the Strategic Research Plan
 - Build on areas of interdisciplinary research strength
 - Support emerging areas of research leadership by securing large-scale funding
 - Advance Equity, Diversity and Inclusion through scholarship, research, and related creative activities
 - Create Phase 2 Catalyzing Interdisciplinary Research Clusters (CIRC) that will be focused on UN Sustainable Development Goals (SDGs)
- \$6M in bridge funding for faculty complement growth and renewal specifically pertaining to research amplification, intended to support up to 40 strategic hires



From Access to Success

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



Living Well Together

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

- \$2.3M for EDI-related scholarship funding to advance Black, Indigenous, and other equity scholarship, research, and related creative activities
- \$1.9M for high priority initiatives including indigenization, reconciliation and decolonization
- Dedicated Black and Indigenous faculty hires



21st Century Learning, Living Well Together

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

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

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



Living Well Together

Investments in Deferred Maintenance

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

Extending the successful Classroom and Washroom Renewal Program:

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



University Fund Commitments

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

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

** Includes \$3M for post-pandemic return-to-campus support, Congress 2023, high-priority indigenization, reconciliation, and decolonization initiatives

SHARP 2.0 – key elements being implemented in 2022-23

1. Budget Cycle and Accountability

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

2. Hold Harmless

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

3. University Fund

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

4. Governance

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

5. Interfaculty Revenue Sharing

- New framework being developed by a Working Group for implementation in 2023-24

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

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

Key Budget Risks

1. Lingering pandemic impacts and the accumulated flow-through of lower international intakes
2. Uncertainties around market share
 - Globally competitive market
 - International policies
 - Disruptive world events
 - Potential for increased domestic competition
3. Inflationary pressures, particularly escalating capital construction and renovation costs
4. Government policies, e.g. future tuition frameworks, performance-based funding, availability of funds to support sector priorities, etc.

Key Messages

1. The University is entering 2022-23 with sustained and significant carry forwards and a strong financial position
2. Utilizing a portion of the carry forward surplus, the University will continue strategically investing in the priorities of the University Academic Plan, with a view to long-term sustainability, growth, and success
3. The University is taking a cautious approach to its enrolment targets by budgeting enrolment contingencies until longer-term global impacts are better known
4. Through Service Excellence, the University will continue to identify opportunities for improved quality and efficiencies in service delivery maximizing support for the core academic priorities

Board of Governors

Memorandum

To: Board of Governors

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

Date: 3 May 2022

Subject: Ancillary Services Budgets and Long-Term Plan

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the attached Ancillary Services long-term plan and related budgets.

Background and Rationale

The Ancillary Services budget plans are updated annually to reflect the changes in the economy, technology, enrolment, market conditions, capital projects, and business development. Detailed plans for each ancillary operation are outlined in the attached report.

The purpose of this report is to provide an overview of the University's Ancillary Services long-term plan, including results for the 2021-22 fiscal year, budgets for fiscal year 2022-23 and forecasts for the following four years. Given the ongoing uncertainty of the COVID-19 pandemic, including the degree to which remote/hybrid work and learning will persist at the University, budgets and plans for 2022-23 are based on conservative assumptions.

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**ANCILLARY SERVICES
LONG-TERM PLAN AND BUDGETS**

Board of Governors

3 May 2022

Board of Governors

1. Purpose of this Report and Historical Results

The purpose of this report is to update the Finance and Audit Committee on the University’s budgets and long-term plan for Ancillary Services operations. The report contains a discussion of each business unit.

Ancillary Services operations are budgeted to break even over the long run, which includes the repayment of debt, capital renewal, and contributions to shared services and the University Fund.

The following is a summary of the consolidated actual and forecasted financial results for Ancillary Services:

ANCILLARY SERVICES in \$000s

	Forecast		Budget				
	2021 2022	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	\$46,313	\$42,348	\$60,994	\$66,998	\$69,907	\$72,102	\$74,436
Expenses and Capital Renewal	(53,253)	(56,810)	(55,494)	(61,498)	(64,407)	(66,602)	(68,936)
Revenue less Expenses	(7,213)	(14,462)	5,500	5,500	5,500	5,500	5,500
Opening Surplus/(Deficit)	(17,448)	(17,448)	(24,661)	(19,161)	(13,661)	(8,161)	(2,661)
Closing Surplus/(Deficit)	(24,661)	(31,910)	(19,161)	(13,661)	(8,161)	(2,661)	2,839

Fiscal Year 2021-22 Results

Consistent with the broader retail and hospitality sectors and the experience at other universities and colleges, the COVID-19 pandemic continued to have a significant impact on Ancillary Services’ operations given its dependency on on-campus activity, in particular student residence, food services, parking and events. While both the permissible level of residence occupancy and the number of in-person classes were increased in phases up to the winter term, most of the University remained operating remotely well into February 2022 because of the Omicron wave, travel restrictions continued to impact international students, and public health measures variably

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limited services. As such, Ancillary Services' revenue increased this fiscal year but remained 40% below pre-pandemic levels (compared to a 60% decrease in 2020-21). Within that context, Ancillary Services continued to operate all of its services without interruption and provided new services in support of students and the University's Academic Plan, while ensuring high standards in health and safety protocols:

- Undergraduate residence occupancy was increased in phases during the year to reach full (single room) capacity, housing almost 1900 students while providing a safe environment through the Omicron variant wave. Students who needed to self-isolate were provided with over 2,200 meals during the year.
- Through its new digital textbook platform and an Inclusive Access e-book pilot, the Bookstore delivered 50% of course materials in digital format in the winter term – an increase from 40% in 2021 and only 7% in 2020.
- The YU-card Office and Food Services launched a new mobile order-and-pay app with seven campus restaurants participating on the Keele and Glendon campuses (five more are in progress). The app is compatible with the Meal Plan program and eliminates lineups at participating locations, for users.
- Parking and Transportation Services implemented a mobile payment app, enabling new payment methods for hourly/daily parking, including Apple Pay and PayPal, as well as discounted prepaid packages of daily parking sessions for those working or attending class on campus in a hybrid model. In addition, a seat reservation system for the campus shuttles was introduced using the YU-card's mobile order app, to ensure physical distancing and capacity limits on the University's buses.

The impact of lower-than-planned on-campus activity and a one-time charge for a capital buy-back for Food Services were offset by the increase in residence occupancy, relief from the University Fund contribution, and agile management and cost containment measures within each business unit. Combined, these factors enable Ancillary Services to finish the 2021-22 fiscal year with a deficit of approximately \$7.5M, which is \$7M ahead of the approved budget.

Forward Outlook

While the provincial government has announced the intended removal of almost all public health measures by the end of April 2022, the pandemic remains unpredictable,

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particularly for fall/winter seasons when Ancillary Services normally generates most of its revenue. Similarly, the degree to which pandemic-induced changes such as online learning and remote work will persist and impact the on-campus experience and operating environment, is not yet fully known. As such, conservative but nonetheless speculative assumptions have been used to develop the budget for 2022-23 – primarily that on-campus activity will return to a much higher degree in fall 2022 and that residences will return to full occupancy, but the persistence of remote learning/work will reduce both the number of people on campus daily and the frequency of weekday attendance compared to pre-pandemic levels.

The forecast for subsequent years is similarly more measured than the plan developed last year, based on assumptions that there will be a persistent shift in campus operations, travel patterns and purchasing behaviour that begin to reflect a more digitally oriented and hybrid work future. The related change in “traditional” daily traffic on campus may be offset by potential opportunities for new uses and users of campus spaces and services, the degree to which some components of Ancillary Services’ businesses were previously undersized to meet historical demand (e.g., food services), and changes in services such as a new model for residence meal plans.

The forecast also continues to assume balancing the cumulative deficit that has been incurred to date over the 5-year planning horizon, while continuing to budget for capital needs in each unit that are required to maintain facilities and remain competitive. Ancillary Services business units are continuing to modify operations and provide new services, expand digital offerings, and accelerate initiatives to provide long-term efficiencies and cost reductions. A variety of other measures may be employed depending on business conditions that continue to evolve including: leveraging P3/monetization arrangements, new business models and lines of business to grow revenue; price increases; closures; and use of reserves.

2. Housing & Conference Services

Housing & Conference Services provides and manages approximately 2,760 undergraduate beds and 1,253 self-contained apartment units for York’s undergraduate, graduate, law, exchange, and YUELI students at the Keele and Glendon campuses.

The Housing Strategy approved by the Board in June 2012 includes the following:

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- A 10-year building renewal plan valued at \$70M, funded from annual housing revenues that are directed to building renewal.
- A focus on first-year students with enhanced programming to promote a culture for student success.
- Development of a third-party residence complex to provide additional capacity to meet demand (The Quad).
- An institutional framework to oversee the long-term planning and implementation for the Strategy, including a Student Housing Steering Committee and Housing Working Groups.

Applications for new and returning students prior to the pandemic were strong, and both the undergraduate residences and the York Apartments had experienced full occupancy save for residences at Glendon.

Housing & Conference Services also works with internal and external clients to support a wide range of events and facilitate third-party rentals of campus facilities and hospitality accommodations, including commercial film shoots and marketing activations.

Fiscal Year 2021-22 Results

Applications for both undergraduate residence and the York Apartments increased in 2021-22 given the return of in-person classes and other activities on campus. The capacity of undergraduate residences was originally limited to 65% of normal bed spaces for the fall term to limit density and to set aside enough suites to support self-isolation protocols. Occupancy limits were subsequently increased to 75% of normal capacity for the winter term to meet student needs for in-person classes and based on evolving health guidance and the success of the University's approach to managing health and safety. Occupancy for apartment-style graduate residences reached 88% of capacity for similar reasons.

Housing Services maintained enhanced safety and cleaning programs, while active management of stringent health and safety protocols and robust support services provided for a safe student experience and avoided outbreaks within the residences, even during the challenging Omicron wave in early winter.

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Marketing Plan

Price increases for undergraduate residence and York Apartments rates for 2022-23, consistent with the approved Housing Strategy and Ontario Rent Increase Guidelines respectively, were approved by the Board in December 2021. Pricing for York's residences remains highly competitive with other institutions and the surrounding rental market, reflecting the University's commitment to affordability.

Following studies of the University's residence dining experience, Food Services is planning to conduct significant renovations to the residence dining halls on the Keele and Glendon campuses in 2023-24 and implement a change in the type of meal plans for fall 2024, to significantly enhance the quality of residence dining and the student experience.

Housing Services is continuing to focus on customer service enhancements and improvements in maintenance operations, including staff training and communications with residents, and enabling more online and mobile functionality. Marketing communications for 2022-23 are continuing to highlight the health and safety measures that have been implemented due to COVID-19, including enhanced cleaning programs, particularly with the expected resumption of offering double occupancy rooms in the undergraduate residences to meet student demand. Communications will also promote the social benefits of the residence experience and the strength of the University's programming with the expected resumption of in-person social events.

Market Trends

Demand for student housing was strong prior to the pandemic and many universities across Canada and the United States have been pursuing a range of strategic options for the expansion and/or enhancement of campus residence facilities. These range from self-funding capital development, to leveraging third-party investment while retaining institutional management of facilities, to complete third-party financing and operation of buildings, with each model having its benefits and constraints. York University has employed both in-house development/renovation and third-party build/operation (The Quad). Given the cost to construct new facilities, it is likely that the University will continue to employ some form of third-party arrangement to fund any needed building replacements or capacity expansion.

While communal living settings present higher risk during a pandemic, many institutions returned to full occupancy in their residences, including double rooms, in

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2021-22 and saw a resurgence in demand consistent with the degree to which in-person classes were held. Thus, residence demand to date is showing to be resilient and rapidly returning to pre-COVID levels, including for traditional dormitory-style accommodations. The experience at York in 2021-22 was similar.

While the pandemic has impacted progress on the development of a new long-term strategic plan, Ancillary Services completed two of three phases in 2020-21: a comprehensive facility condition assessment of each residence building to inform capital budgeting; and a market demand analysis and operational review. Consultants were engaged to complete the final phase of plan development, with a final report due in spring 2022. The intent of the strategic plan is to determine the appropriate path forward (i.e. renovate or replace and delivery model) to address residence capacity on each campus in support of the University's Strategic Enrolment Management objectives, and accelerate capital maintenance and improvements for the University's residence buildings, within the context of other factors such as the University's brand, asset management strategy, debt capacity and other capital priorities.

Operational Plan

Significant renovations including the addition of an elevator (\$7M) to the Hilliard residence on the Glendon campus were completed in August 2021, along with several capital maintenance and improvement projects in Glendon's Wood residence and various buildings on the Keele campus, funded through the 10-year Housing Strategy. Smaller maintenance projects will be undertaken in residences on both campuses during summer 2022.

The undergraduate residences will operate at full capacity for 2022-23 while maintaining enhanced safety protocols. Early application numbers are positive; however, Phase 2 of The Quad development will also open in Fall 2022 providing additional capacity of more than 700 beds, the impact of which on the University's housing demand is not yet known. The scope of Phase 3 is under discussion with the developer.

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Financial Plan

ANCILLARY SERVICES HOUSING AND CONFERENCE SERVICES in \$000s

	Forecast		Budget				
	2021 2022	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	\$27,289	\$25,118	\$36,726	\$39,431	\$40,866	\$42,198	\$43,604
Expenses and Capital Renewal	(22,229)	(25,118)	(30,631)	(34,439)	(36,261)	(37,816)	(39,426)
Revenue less Expenses	5,060	0	6,095	4,992	4,065	4,382	4,178

3. Bookstore

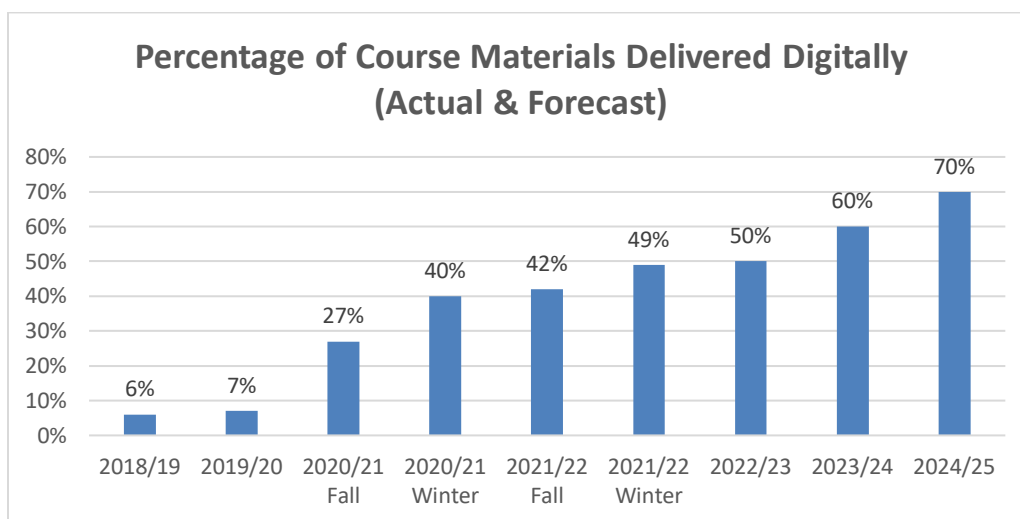
The York University Bookstore supports the University's academic mission by providing students, faculty and staff access to a wide range of academic materials, York-branded merchandise and school supplies. The Bookstore has four locations. The main store is in York Lanes on the Keele Campus and the Glendon Campus Bookstore is in York Hall. The Bookstore assumed the operations of the Trading Floor store in the Schulich School of Business in 2013, and Osgoode's Bookstore in 2014.

Fiscal Year 2021-22 Results

The Bookstore significantly modified its operating model at the onset of the pandemic and has delivered exceptional levels of service, operating primarily through e-commerce during various phases of public health restrictions. As a highly efficient distribution facility, e-commerce orders are being shipped on average in less than 24 hours during the busiest periods of the year, and curbside pick-up by appointment takes only 2-3 minutes once the customer arrives. The reopening of the retail storefront had a positive impact on impulse purchases of general and branded merchandise; however sales were limited by the extent to which in-person classes and other activities were held on campus. Students reported in the Bookstore's customer satisfaction survey that their overall experience with the Bookstore met or exceeded their expectations.

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Prior to the pandemic, the Bookstore had begun implementing an aggressive growth strategy for digital course materials. With the onset of remote learning this strategy was highly successful, with a very large and rapid shift in the portion of materials delivered digitally that has continued to exceed forecasts. With affordability and accessibility of course materials being important priorities, student reaction to the significant increase in availability of digital has been positive. While the average for digital adoption was 31% in 2020-21, it peaked at 49% for the winter term and the forward forecast is believed to be conservative.



The Bookstore also piloted the “Inclusive Access” e-book model with 22 courses in 2021-22. Inclusive Access provides students with instant access to the e-book at the lowest possible cost through an associated course fee, with an opt-out option. Students participating in the pilot enjoyed, on average, savings of 59% compared to the printed book and 40% compared to the direct pay e-book, amounting to approximately \$400,000 saved by participants. Of students who participated in the pilot, 85% were satisfied with the program and 94% said they would like to see the program grow. Based on the success of the pilot and feedback from consultations, the Bookstore is developing a plan to offer the Inclusive Access option on a broader scale in 2022-23.

Marketing Plan

The Bookstore will continue its focus on innovation in both learning materials and other categories in 2022-23. With the physical store being reopened to the public, including a new Canada Post outlet, the opportunity has been taken to vastly increase the merchandising footprint of campus branded products in the main Keele Bookstore

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location. A new collection of comfort basic apparel has been developed, and there are plans to add well-recognized brands and an enhanced assortment of Canadian-made and sustainable products, as well as a larger offering of diploma frames. With the goal of achieving the Fair-Trade Campus designation for York University, the Bookstore is also taking a leading role in Fairtrade products. The Bookstore team participates on the board of Green Campus Co-op and has collaborated in developing Canada's first truly Fairtrade certified, living wage, organic and recycled hooded and crew neck sweatshirts.

The Bookstore has also established in-house capabilities as an on-campus promotional company, enabling it to source products at substantially lower costs as an alternative to a traditional promotional company. Marketing plans to build partnerships with departments to capture external spend on these products and support institutional goals will be a focus for 2022-23.

Expansion of the Inclusive Access e-book model will also be a focus for 2022-23. While this model provides lower margin than other methods of textbook sales, the savings it provides students to support their success is a more important driver.

Market Trends

Students report still wanting to shop in-person for apparel, school supplies, gift items and other products, but are increasingly preferring the efficiency and cost savings of remote and digital delivery for course materials: in a recent survey of York students, 50% of respondents indicated a preference for e-books, compared to 29% last year. The bookstore of the future is digital first, e-commerce focused with leading systems and processes, and a destination for a world-class collection of unique non-book products.

Book sales for campus stores have been declining consistently, at an average rate of 6% annually pre-pandemic and more significantly since, while other categories such as insignia products continue to grow. Further, the Bookstore under-indexes to the market in sales per student in key categories such as campus branded apparel, supplies and technology products. Building student demand in these areas will be an important priority in the short- and mid-term. In addition to strengthening the operation, growing the category of York branded items helps to strengthen the overall brand and spirit of the University, particularly as students are welcomed back to campus in larger numbers. The shift to online orders because of the pandemic presents challenges in marketing these items, many of which are in-store impulse

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purchases, and the Bookstore is pursuing the acquisition of a new point-of-sale and e-commerce system to provide more robust digital marketing opportunities.

Operational Plan

The Bookstore provides an important service to the community but has been operating at a deficit, which increased significantly during the pandemic. Returning to a financially sustainable operating model is a key priority. With industry leading expertise on its leadership team, the Bookstore is implementing practices and operating structures used by well-operated and profitable bookstores. Critical elements will be to develop industry leading e-commerce capabilities by implementing a modern point-of-sale and e-commerce system in 2022-23; delivering new products and services that are needed by the community; carefully reviewing resources, expenses and structures; and a successful launch of the bookstore on the Markham Campus. The rapid adoption of digital textbooks has reduced textbook margins at a faster pace than was previously forecast; however operating plans have been adjusted accordingly.

The Bookstore team is involved in leadership roles with key industry associations such as Campus Stores Canada, Canadian Collegiate Buying Group, Canadian Campus Retail Associates, and the National Association of College Stores. Through this involvement, the team is sharing best practices, pooling resources to lower costs and finding new ways to collaborate within the industry.

Financial Plan

ANCILLARY SERVICES BOOKSTORE in \$000s

	Forecast		Budget					
	2021	2022	2021	2022	2023	2024	2025	2026
	2022	2023	2024	2025	2026	2027		
Revenue	8,436	9,173	9,013	9,345	9,751	10,192	10,695	
Expenses and Capital Renewal	(10,360)	(11,031)	(9,582)	(9,781)	(10,008)	(10,256)	(10,549)	
Revenue less Expenses	(1,924)	(1,858)	(569)	(436)	(257)	(64)	146	

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4. YU-card Program

The YU-card program provides official University photo identification for York University students, faculty and staff in the form of a campus “one-card” program. The program’s objective is to improve the student experience by enabling convenient access to campus services, and to provide cost efficiencies and opportunities for service enhancement and innovation for University departments. The YU-card has eliminated several redundant identification and payment cards on campus since its inception.

While the YU-card is a photo identification card at its core, it provides payment services to internal departments and external merchants, and charges cost recovery fees to those participating in the program. Revenue drivers for the program are meal plan sales and card usage related to other services, while cost drivers are the annual license fees for the YU-card system software, and the labour and material costs to produce cards. The YU-card program currently absorbs all software license fees for the integration of services such as libraries and recreation facilities to provide a seamless student experience and operating savings for participating departments. Students are provided their first YU-card at no charge.

The YU-card debit card service has grown substantially since its introduction in 2006. In 2015-16 the YU-card began to dispense the Student Life Award bursary funds to students, which increased card use and provided the University with administrative efficiencies by eliminating the issuing of cheques, however that award was discontinued in 2020. YU-card is accepted at hundreds of points of sale on the Keele and Glendon campuses and prior to the pandemic processed more than \$13M annually.

Fiscal Year 2021-22 Results

Higher than planned residence occupancy and related meal plan sales had a positive impact on YU-card revenues compared to the previous year, however the limited return of on-campus activity continued to constrain revenues for the program compared to pre-pandemic levels. Nonetheless, the YU-card office continued to provide on-campus services to support students in residence and those required to be on campus. This included issuance of more than 16,000 YU-cards for door access and exams, particularly for first- and second-year students who had not previously been on campus. The YU-card program also implemented a new mobile order-and-pay app for

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food services and shuttle bus seat reservations to enhance service levels and facilitate physical distancing.

Marketing Plan

Revenue increases have generally been limited to growing card usage, which had somewhat plateaued and will be impacted by any persistent shifts in on-campus activity and traffic patterns. Commission rates charged to participating merchants are on par with those charged by other institutions and are not planned to increase, particularly given the impact of the pandemic on food service operators. Marketing plans will be developed to promote the program's debit card services and to rebuild deposits leveraging the Bookstore Rewards program and other incentives as community members continue to return to campus in 2022-23.

The YU-card program will also launch new service offerings in 2022-23 including physical and mobile point-of-sale solutions for departments, and value-added services for cardholders.

Market Trends

While YU-card implemented leading NFC-based contactless technology in 2014, the issuance of credentials via mobile devices is a growing trend, accelerated by the pandemic, and the YU-card program has procured a mobile credential option for iOS and Android devices. While our current contactless technology is NFC-compliant and compatible with the mobile solution, there are policies and technical dependencies with other campus systems that must be resolved to launch the mobile credential. As such, launch of the mobile credential is planned for January 2023. While the mobile credential will increase software licensing costs and alter the program's cost structure, it will substantially streamline service for students, improve security and reduce the use of plastic.

Operational Plan

As a required service that has continued to operate on premise through the pandemic, the YU-card Office has also been functioning as a central service point for the community for various needs. The expected return to full occupancy in the undergraduate residences in 2022-23 will increase meal plan sales which are the primary source of revenue for the program. Revenues from other activities are also forecasted to increase as more activity is held on campus, but are not expected to return to pre-pandemic levels in the short term. The YU-card program is allocating

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resources to offer new services including the point-of-sale, e-commerce and mobile order solutions. The office will also be relocating in summer 2022 to share recently renovated customer service space with Parking and Transportation Services, which will provide a better client experience.

Financial Plan

ANCILLARY SERVICES YU-CARD PROGRAM in \$000s

	Forecast	Budget					
	2021 2022	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	\$898	\$758	\$1,291	\$1,048	\$957	\$1,022	\$1,088
Expenses and Capital Renewal	(929)	(859)	(1,235)	(959)	(914)	(964)	(1,047)
Revenue less Expenses	(31)	(101)	56	89	43	58	41

5. Food Services and Contract Management

Food Services establishes and manages contracts with third-party vendors to provide students, faculty, staff and visitors with a variety of dining options and amenity services. Food Services operates in a highly decentralized and competitive environment. Food service operations in York Lanes, the Student Centre and the Schulich School of Business are managed independently by York University Development Corporation, the York University Student Centre Inc., and the Schulich School of Business, respectively. The Quad residence also manages its own retail food service tenants. Vending contracts include laundry machines for student residences, banking machines, beverage and snack machines and other minor service contracts.

Food Services has grown over the last number of years, both in terms of the number of locations operated and gross sales, in responding to student input on dining options. The unit oversees 19 eateries across both campuses and typically serves more than 2.3M customers per year. There has also been significant growth in revenues from vending contracts.

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Contract Management negotiates and manages revenue generating contracts and hosting agreements with third parties on behalf of the University. The long-term plan includes revenue sources from rooftop cellular antenna contracts, media advertising and Crestwood Valley Day Camp at Glendon. Revenues from other leases such as Tennis Canada, Seneca College and Computer Methods Building, flow to the central University budget.

Fiscal Year 2021-22 Results

The pandemic and the large degree to which classes and services remained remote continued to have a major impact on food service operations, and many food service operators on campus remained closed during 2021-22. In anticipation of more students staying in residence, and a larger return to in-person activities in the winter term, Food Services was required to ensure business continuity and the safe provision of meals for students, while facing negotiated temporary changes to contracts and significant reductions in commission-based revenue streams. As such, the unit continued to incur costs to keep an expanded portfolio of eateries open during the year in service of the University. A third-party quality assurance service continues to be engaged to ensure ongoing compliance with stringent health and safety protocols.

Despite these challenges, Food Services introduced new services including a mobile order-and-pay app for the Keele and Glendon campuses, while completing architectural feasibility studies of the dining halls to advance the “Anytime Dining” meal plan strategy. With several key priorities unfolding in 2023 including the opening of the Markham campus and advancing the “Anytime Dining” strategy, a decision was made to tender the primary food service contracts for Keele and Glendon one year early in summer 2022 to secure new agreements that will provide clarity on business terms and operational continuity through the implementation of those initiatives. The process also provides an opportunity to accelerate improvements in campus dining. As a result of the contract termination, Food Services incurred a one-time \$1.5M capital buyback charge to purchase the unamortized book value of the incumbent’s capital investments in campus facilities. As is the practice at some other institutions, it is expected that future contracts will provide higher commission revenues for the University if the food service provider is not required to fund capital as part of its total return to the University.

Marketing Plan

York has a highly decentralized and competitive food service environment compared to other universities, and retail prices for food on campus are set independently by each

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operator within that context. Food prices in Canada have been increasing at a much higher rate than the overall price index in recent years, and the pandemic and other market factors are placing additional pressure on supply chains and food costs in 2022. Food Services reviews menus and dining concepts with its contractors annually to respond to current food trends and improve satisfaction and sales. In addition, plans for limited time offers, pop-ups and other food-related events are developed annually, particularly for students in residence.

Food Services continues to develop enhanced vending and self-serve micro-market options for select locations on the Keele, Glendon and Markham Centre campuses, including salad robots and premium coffee offerings. The mobile order-and-pay app that integrates with the YU-card system and meal plans will be expanded to additional locations in 2022-23 and promoted to the community. In addition to improving speed of service, the app also provides functionality for marketing promotions. Food Services is also collaborating with students and faculty to achieve the Fair-Trade Campus designation.

Market Trends

Several Canadian universities have switched from “declining balance” to “all you care to eat” or “Anytime Dining” meal plan models in the last few years. Institutions that have made the change report significant increases in student satisfaction, food quality and food options. An external consultant report, commissioned by Food Services, recommended implementation of this model at York University. Food Services will be focusing resources to implement this model for Fall 2024, including program design, facility renovations, contractual arrangements, and communications. An architectural feasibility study was completed to inform renovation plans and costs. While the pandemic has had a significant impact on campus food services, it has also highlighted challenges in resiliency and reliability that are inherent in the University’s current decentralized food service model which further support the case for the “Anytime Dining” strategy.

Some campuses are engaged in efforts to reduce their reliance on franchised brands (in favour of in-house/non-branded concepts) to reduce licensing fees and capital costs, and there is growing adoption of plant-forward menus. While Food Services is embedding plant-based menus in its plans, franchised brands remain very popular with the York community. Campuses are also experiencing increasing use of food delivery apps by students. Use of these apps has grown significantly during the pandemic and

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present themselves as both competition and an opportunity to be leveraged, along with virtual and “ghost” kitchen operations.

Operational Plan

In February 2022 Food Services issued a request for proposals (RFP) for the operation of most of its outlets on the Keele and Glendon campuses, with an expected start date for the selected proponent in July. The RFP is focused on improving culinary capabilities and increasing the availability of healthy, freshly prepared food across both campuses, as well as ensuring high quality service for the “Anytime Dining” model for students in residence. In addition, during summer 2022 Food Services will be replacing its existing point-of-sale system with a modern cloud-based solution that is fully integrated with the YU-card, to improve speed of service and technical support.

Food Services will also continue to invest in an operational quality program that incorporates quarterly third-party audits of each of its outlets. These audits assess elements of food and facility safety and the quality of customer service at each location and were expanded to include “COVID readiness” and compliance assessments for campus eateries that have reopened. A secret shopper component will be added in 2022-23.

While almost all of Food Services’ outlets will reopen for fall 2022, it is expected that two to three locations may permanently close for economic reasons, partially exacerbated by the pandemic. Given current inflationary pressures and lingering impacts of the pandemic, Food Services will continue to face revenue and cost pressures in 2022-23, including at Glendon. However, the “Anytime Dining” concept will provide strategic repositioning while improving service quality, and the positive impact of this program has been incorporated in forecasts commencing in fiscal year 2024-25.

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Financial Plan

ANCILLARY SERVICES FOOD SERVICES AND CONTRACT MANAGEMENT in \$000s

	Forecast		Budget					
	2021	2022	2021	2022	2023	2024	2025	2026
	2021	2022	2022	2023	2024	2025	2026	2027
Revenue	\$1,793	\$1,621	\$2,529	\$2,566	\$3,432	\$3,489	\$3,543	
Expenses and Capital Renewal	(3,256)	(3,127)	(2,529)	(2,426)	(3,125)	(3,178)	(3,229)	
Revenue less Expenses	(1,463)	(1,506)	0	140	307	311	314	

6. Parking and Transportation Services

Parking and Transportation Services manages approximately 8,500 parking stalls on the Glendon and Keele campuses across 35 parking lots and various on-street parking areas, and conducts parking enforcement and traffic control functions on both campuses. Parking options include daily/visitor parking and monthly permits, along with service arrangements for special events such as the annual Rogers Cup tennis tournament.

Parking and Transportation Services typically issues more than 7,000 permits per year with revenues split evenly between daily and permit parking. The Parking and Transportation Services office also provides front-line customer service and execution of various transportation service programs, including discount transit passes, carshare and carpool programs, and bicycle lockers. In 2019-20 the Transportation Services and Parking Services units formally merged, providing an opportunity to align activities and to realize efficiencies.

In July 2019 Parking and Transportation Services converted from issuing private parking citations to issuing City of Toronto parking tickets. While all revenue from City parking tickets flow to the City of Toronto, the new enforcement program has resulted in a significant improvement in payment compliance and a reduction in the number of parking tickets issued.

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Fiscal Year 2021-22 Results

The University returned to paid parking in September 2021, after providing parking on a complimentary basis since the University moved to required/remote operations in March 2020. A small amount of revenue is also earned from third-party uses of parking lots (e.g. contractors and rentals). However, revenue from traditional daily and monthly parking was limited given the minimal number of in-person classes that were held during the year, including a period in January when remote operations were resumed in response to the Omicron wave. From February onward, daily parking lots have almost reached capacity during weekdays, however, permit lots have continued to see low utilization. Although cost reduction measures were applied, the unit continues to incur debt payment and other required operating costs, resulting in a deficit of \$8M for the year (half of which was due to debt payments). Significant planned capital maintenance for the parking structures of approximately \$3M was also undertaken, funded from capital reserves.

Marketing Plan

Marketing activities for Parking and Transportation Services are intended less to promote sales of parking, and more to provide information about the various commuting options available, in alignment with the University's sustainability objectives. This presents a fine balance between advancing broader use of more sustainable forms of transportation, considering affordability for students, and generating revenue to fund operating and capital costs.

Prices for parking are reviewed annually and set to ensure funding for both operating and capital costs, and to achieve transportation demand management (TDM) objectives. For various reasons, while two parking lots had their rate classification changed in 2020, parking rates themselves have not increased since 2016. The unit introduced a new app-based flexible daily payment option for those who are continuing to work from home on a hybrid basis for the year.

Parking and Transportation Services actively pursues rental and other alternative uses of parking lots to generate revenue, including summer rentals for school bus storage. The unit is also pursuing with York Region Transit, a discount monthly transit pass program for employees, as well as developing parking and transportation plans for the Markham campus.

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Market Trends

Approximately 80% of community members arrive on campus via means other than single-occupant vehicles, however there will continue to be demand for parking from those for whom public transit is not a viable option. While permit parking was experiencing a gradual annual decline prior to the pandemic, demand for daily/occasional parking was increasing. The longer-term impact of COVID-19 on modal split and overall parking demand has not been fully ascertained, including the persistence of remote/hybrid work models within the University, and reduced ridership on public transit that has caused transit agencies to alter routes and schedules. It is expected that hybrid work models will continue for the foreseeable future, impacting demand for daily versus monthly permit parking.

Increasing adoption of electric vehicles necessitates the prudent installation of charging solutions on campus, which Parking and Transportation Services pursued through 2021 with the installation of 32 EV charging stations, supported by funding from the federal government. Demographic shifts toward carshare and rideshare programs in Toronto are reducing demand for single-occupant vehicles and are being accommodated by hosting carshare companies on campus. Emerging transportation alternatives are also being pursued, with the City of Toronto's bike share program expanded to include stations on both the Keele and Glendon campuses. The unit is also supporting a pilot program with the Lassonde School of Engineering to test the SARIT zero-emission micro-mobility vehicle under development by Stronach International.

Operational Plan

Parking Services completed several significant initiatives through 2021 to improve service quality and provide permanent efficiencies and cost reductions, including a mobile payment app, mobile license plate recognition technology for enforcement, and the elimination of gate controls in permit lots. With the introduction of new payment methods facilitated by the mobile app and the overall shift to contactless payments driven by the pandemic, cash now accounts for only 2% of payments made by clients. As such, the unit plans to become a cashless operation in summer 2022.

Although the return to in-person activity was limited in 2021-22, hybrid and remote modes of work and learning caused a shift from monthly permit to hourly/daily parking. For 2022-23, it is expected that hourly/daily parking will see strong utilization and that monthly permits will not return to pre-pandemic levels. As the University develops a

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more permanent remote work policy and modes of learning evolve, Parking and Transportation Services will assess utilization of its lots through summer and fall 2022 to inform any necessary changes to parking lot classifications and rate structures to meet client needs and to optimize operations. It should also be noted that most surface lots are part of the Campus Vision lands for future development. The five-year forecast for Parking Services assumes a reduction in monthly permit revenues, offset by cost reduction measures. It is forecasted that the unit will have sufficient revenues to fund future capital maintenance while reducing the deficit incurred during 2020-22.

Financial Plan

ANCILLARY SERVICES PARKING SERVICES in \$000s

	Forecast		Budget				
	2021 2022	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	\$7,242	\$4,940	\$10,494	\$13,635	\$13,894	\$14,158	\$14,427
Expenses and Capital Renewal	(15,599)	(15,552)	(10,404)	(12,885)	(13,144)	(13,408)	(13,677)
Revenue less Expenses	(8,357)	(10,612)	90	750	750	750	750

7. Printing Services

Printing Services provides a mix of ancillary and non-ancillary services to produce stationery, secure printing of exams and diplomas, secure scanning and tabulation of multiple-choice examinations, printing of course materials, and a range of marketing and communication projects. Printing Services incorporates the Course Kit Centre, which works with an external vendor to provide customized publishing services while ensuring that copyright royalties are respected. Printing Services both competes with external vendors in many product categories and works with external vendors to offer a wide portfolio of services to the community. The knowledgeable customer service staff are a valuable resource to community members and can help manage the process of procuring print projects to meet budgetary constraints.

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Historically, Printing Services has been a leader in the production of course kits and revenue from course kit printing had been 50% of total revenues; however, because of the ongoing York vs. Access Copyright legal case, Printing Services has been operating under an outsourced printing and copyright clearance agreement with an external vendor. The production unit was adjusted to reduce equipment costs but still retains a capacity of approximately 20 million impressions per year. Staffing in the course kit area also has been reduced significantly during this period.

Fiscal Year 2021-22 Results

Prior to the pandemic, digital disruption and the evolution of teaching and learning methodologies had impacted Printing Services revenues. With the University transitioning to remote learning during the pandemic, printing revenue has been severely impacted. The team has been successful at finding new sources of revenue, such as distribution of plexiglass, to partially offset the impact; however, the level of in-person activity that returned to campus in 2021-22 was very limited compared to what had been budgeted. A larger return of on-campus activities in 2022-23 will help to restore much of the lost revenue, but some of the shifts that occurred during the pandemic will be permanent and it is expected that the unit will recover approximately 55% of pre-pandemic revenue in 2022-23. It will thus be important to focus on new growth opportunities and careful management of the business as Printing Services moves forward.

Marketing Plan

In the coming five years, the strategic priorities of Printing Services will be in five areas, each of which is well aligned with the University Academic Plan:

- 1) *Develop a modernized printing services group that is financially sustainable, achieving a world class level of service excellence.*

The launch of a new e-commerce module for the printing services system provides other opportunities to upgrade the e-commerce presence available to the University.

- 2) *Launch new products and services that are needed by the community.*

With traditional printing declining in demand, there is an opportunity for Printing Services to identify new opportunities either in-house or through partners.

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Some examples include engraving services, sublimation, and garment decoration such as embroidery.

- 3) Through community involvement and industry associations, create important connections to partner on industry initiatives and learn from best practices, creating positive impact in our communities.*

The Printing Services team has increased its involvement in post-secondary and commercial industry associations, with presence on the board of the College and University Print Management Association of Canada, to develop stronger relationships across the printing industry and identify growth opportunities.

- 4) Build important partnerships on campus and support the broader goals of York University.*

Using its in-house expertise in printing and distribution, Printing Services will continue to support partners on campus to deliver important initiatives such as the digitization of diplomas.

With its in-house capabilities, Printing Services can support departments and Faculties across the University, by bringing printing work currently outsourced, back in house. Approximately two-thirds of print job costs are labour, which for York University is a sunk cost. Currently different areas of the University spend more than \$1.2M per year through external printing companies, which if sourced in-house, would provide cost savings for the University.

- 5) Identify new customers external or adjacent to the University community.*

York University has a broad reach into the surrounding community including local businesses, others in the education sector and to York's supplier base which represents new opportunity and potential growth.

Market Trends

As digital disruption continues to impact the print business, and as teaching methodologies evolve accelerated by the pandemic, Printing Services like many print-based businesses is at a tipping point between traditional print delivery and digital services. Focused efforts on growing colour and wide format printing services including signage, and the core business of secure printing, including diplomas, are key

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elements of limiting the effects of the decline of traditional printing revenues. While business conditions for print-based businesses are challenging, in particular the ongoing uncertainty related to the Access Copyright decision, some 40 post-secondary institutions in Canada maintain an in-house (or “in-plant”) printing service.

Operational Plan

Significant capital expenditures are not expected in fiscal 2022-23. The upgraded e-commerce applications provide benefits, including enhanced auto client registration, online proofing, credit card processing and library and catalog features. As in prior years, there will be focused control of labour and other operating expenses to achieve considerable cost savings, including capturing attrition. While the pivot to remote learning has caused a decline in exam printing and other regular business, the unit has engaged in other opportunities including, as previously noted, the production of Convocation celebration kits and orientation kits for new students. Combined with cost saving measures, there is confidence in a return to profitability for the unit.

Financial Plan

ANCILLARY SERVICES PRINTING SERVICES in \$000s

	Forecast	Budget					
	2021 2022	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	\$655	\$738	\$942	\$974	\$1,007	\$1,043	\$1,080
Expenses and Capital Renewal	(1,153)	(1,123)	(1,113)	(1,007)	(955)	(981)	(1,009)
Revenue less Expenses	(498)	(385)	(171)	(33)	52	62	71

Board of Governors

Memorandum

To: Board of Governors

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

Date: 3 May 2022

Subject: Executive Learning Centre Long Term Plan and Budget

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the long-term plan and related budget for the Executive Learning Center (ELC).

Background and Rationale:

The ELC is located within the Seymour Schulich Building and has been managed by Aramark through a “Services Agreement” since it’s opening in 2003. The ELC provides hotel accommodation through sixty (60) guest rooms, twenty-seven (27) meeting rooms, an executive dining room, and a private dining room. The penthouse level of the hotel includes a fitness centre, one (1) boardroom and a small lounge.

The ELC provides accommodations to approximately 10,000 visitors annually to York University and is home to the Schulich EMBA program as well as SEEC.

The ELC executive dining room is utilized widely by York University community members and external organizations for dining and meetings, including high profile events such as York’s convocation dinners, Board meetings, and conferences hosted by the Four Seasons Hotels, the Toronto Centre, and Bird Construction to name a few.

External hotel guests and meeting planners that utilize the ELC must have a connection with the University or with a faculty or staff member. Any business or user of the facility

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must be aligned with the core objectives of the ELC - providing an environment for business and learning.

2021/22 Performance

The projected FY2022 year-end results were negatively affected by the COVID-19 pandemic. The ELC reopened in September of 2021 and is projected to generate revenue of \$1M (vs. \$2.5M budget) and was short to plan by \$1.5M. ELC revenue was mainly attributed to the Executive Master of Business Administration (EMBA) & Schulich Executive Education Centre (SEEC) rent, as well as EMBA food sales. To reduce expenses, ELC management implemented cost mitigation measures. These measures included:

- the layoff of forty-five food service employees
- putting a hold on replacing five Front Desk/Housekeeping Attendant positions
- the Aramark Fee was reduced by 50% for six months
- five ELC management positions were eliminated in FY2021 and have not been refilled
- the layoff of two management positions for four months of FY2022

These measures along with other initiatives reduced operating expenses by over \$1.2M. With ELC operations being closed for four months and a reduction in business due to the pandemic, the Schulich School of Business had to contribute higher support of \$3.5M (vs \$3.3M budget) to meet the Board approved deficit reduction plan of \$650K per annum.

Pricing

The EMBA and SEEC offices are tenants of the ELC and are charged a monthly rent. All meal pricing for the EMBA and SEEC programs are set for a three (3) year time period with budgeted increases. All other pricing such as outlet menus, rental rates and audio/visual prices are reviewed annually.

The EMBA and SEEC base rent will increased by 2.5% in FY 2022-2023 and the pricing for the daily meeting package will increase between 3 - 5 % for the same period. Banquet menu prices are increased based on market conditions and cost of goods.

Market Trends

With lifting of Pandemic restrictions, reservations for events and accommodations are on the rise from both internal and external clients. The ELC continues to market its services to the York Community, which has traditionally been a key user. This year the ELC is also

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working with Schulich School of Business (SSB) Student Services and International Relations to pursue long stay guests who may attend Schulich programs.

Operational Plans and 2022/23 Budget

The ELC is designed mainly as a service operation to support the Schulich School of Business' EMBA and SEEC programs and all other stakeholders within York University.

While ELC management continues to follow the University and Provincial guidelines for food, lodging, conferences, and meetings for its operations, the management is optimistic that the ELC will return to normal operations in Fall 2022.

The 2022/23 budget plan accounts for the estimated pandemic impact on the ELC operations as well as decrease of operation at the Miles Nadal Centre. ELC revenue for Fiscal Year 2023 is budgeted at \$3.5M and reflects 75% of the pre-pandemic revenue. The budgeted total in-year net loss for FY2023 is \$385K mainly due to projected reduced revenue in catering and accommodations. To meet the Board approved deficit reduction plan of \$650K per annum, SSB will need to transfer \$3.2M in support of ELC operation and its mortgage payment.

Below is ELC's budget for Fiscal Year 2022/23 and projection for the future years:

ANCILLARY OPERATIONS EXECUTIVE LEARNING CENTRE in \$000s

	Actual	Budget	Forecast	Budget				
	2020	2021	2021	2022	2023	2024	2025	2026
	2021	2022	2022	2023	2024	2025	2026	2027
Revenue								
Executive Learning Centre	\$2,073	\$2,509	\$1,040	\$3,555	\$4,550	\$5,500	\$5,500	\$5,500
Revenue transfer from SSB	\$3,338	\$3,298	\$3,540	\$3,175	\$2,940	\$2,615	\$2,615	\$2,615
Total Revenue	\$5,411	\$5,807	\$4,580	\$6,730	\$7,490	\$8,115	\$8,115	\$8,115
Expenses								
Executive Learning Centre	\$2,776	\$3,017	\$1,790	\$3,940	\$4,700	\$5,325	\$5,325	\$5,325
Debt Repayment	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483
SHARP Costs incl. CSBO Utility Charges	\$483	\$657	\$657	\$657	\$657	\$657	\$657	\$657
Total Expenses	\$4,742	\$5,157	\$3,930	\$6,080	\$6,840	\$7,465	\$7,465	\$7,465
Net Income for Fiscal Year	\$669	\$650	\$650	\$650	\$650	\$650	\$650	\$650
Deficit, beginning of year	(\$5,754)	(\$5,085)	(\$5,085)	(\$4,435)	(\$3,785)	(\$3,135)	(\$2,485)	(\$1,835)
Deficit, end of year	(\$5,085)	(\$4,435)	(\$4,435)	(\$3,785)	(\$3,135)	(\$2,485)	(\$1,835)	(\$1,185)
Funds transferred from SSB to cover:								
- ELC Mortgage	\$3,338	\$3,298	\$3,540	\$3,175	\$2,940	\$2,615	\$2,615	\$2,615
- ELC In-Year Deficits/(Surplus)	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483	\$1,483
- ELC In-Year Deficits/(Surplus)	\$722	\$508	\$750	\$385	\$150	(\$175)	(\$175)	(\$175)
- Payment for ELC Phase in Deficits	\$650	\$650	\$650	\$650	\$650	\$650	\$650	\$650
- ELC SHARP Costs incl. CSBO Utility Charges	\$483	\$657	\$657	\$657	\$657	\$657	\$657	\$657



Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 3 May 2022

Subject: Investment Account Resolution

Recommendation:

The Investment Committee recommends that the Board of Governors approve the attached resolution (Appendix A), authorizing IA Wealth to receive instructions to accept, sell and redeem securities received as donations for the benefit of the University, from any one of the following:

Vice President Finance & Administration
Vice President Advancement
Assistant Vice President Development
Assistant Vice President & CFO
Treasurer
Comptroller
Assistant Comptroller
Executive Director & Senior Executive Officer – Advancement Services

Background

In 2011, fundraising activities at the University were restructured with the Division of Advancement becoming the recipient of donation of securities. The University's Statement of Investment Policies and Procedures section 5.10 states: "*Any endowed gifts to the University of securities will be sold as soon as practicable upon receipt*", and therefore in order to execute the liquidation of these securities, the University was required to open an account with an investment firm to handle the transactions. The University has a relationship with IA Private Wealth Inc./ Westminster Private Wealth

Board of Governors

(IA Wealth), to execute such transactions. The authorized signatory list for IA Wealth requires updating since the only signatory who is currently authorized for these transactions is the University Treasurer.

**DIRECTORS' RESOLUTION AUTHORIZING
ACCEPTANCE, SALE AND REDEMPTION OF SECURITIES**

Resolution of York University formed under the laws of Ontario.

That any one of the following individuals:

Vice President Finance & Administration

Vice President Advancement

Assistant Vice President Development

Assistant Vice President & CFO

Treasurer

Comptroller

Assistant Comptroller

Executive Director & Senior Executive Officer – Advancement Services

are hereby authorized and empowered for and on behalf of York University to open and operate an account with IA Private Wealth Inc./Westminster Private Wealth (IA Wealth) to accept and authorize, sale and redemption of gifts of securities to be held by IA Wealth, for and on behalf of York University, and to do all things and to make, execute and sign all agreement, documents, and instruments which she/he/they may deem necessary or advisable in connection with the operation of any such account(s) or dealings in any such securities. AND THAT this resolution shall remain in full force and effect until written notice of the revocation thereof shall have been filed in writing by the Secretary of York University with IA Wealth at its office in Markham, Ontario.



York University Board of Governors Minutes

Meeting: Open Session 1 March 2022 at 1:30 pm held via videoconference.

Present:	Regrets:	Others:
Paul Tsaparis, Chair Francesca Accinelli Joanie Cameron Pritchett Stefanie Lamonaca Caputo Jacques Demers Antonio Di Domenico Jose Etcheverry David Garg Mazen Hamadeh Konata Lake Rhonda Lenton Sham Madhok Carole Malo Dee Patterson Helen Polatajko Eugene Roman David Semaan Ken Silver Nar Singh Nadine Spencer Mary Traversy Bobbi White Pascal Robichaud, Secretary Tristan Paul, Assistant Secretary Hillary Barron, Assistant Secretary	Loretta Lam Julie Lassonde David Mochon	Amir Asif Gary Brewer Sheila Cote-Meek Marco Fiola Lucy Fromowitz Vinitha Gengatharan Susana Gajic-Bruyea Alice Horvoka Jacqueline Janelle Barbara Joy Julie Lafford Ran Lewin Weiling Li Tom Loebel Marion MacGregor Mary Catherine Masciangelo Carol McAulay JJ McMurtry Brad Parks Lisa Philipps Sanish Samuel Robert Savage Christine Silversides Louise Spencer Brad Strom Susan Webb Kairi Williams Cheryl Underhill, Senior Assistant Secretary Hillary Barron, Assistant Secretary Amanda Wassermuhl, Assistant Secretary Elaine MacRae, Governance Coordinator Michelle Roseman, Administrative Assistant

II. Open Session

1. Chair's Items

Governors and community members were welcomed to the 473rd meeting of the Board of Governors of York University.

York University Board of Governors - Minutes

a. Report on Items Decided in the Closed Session

The Chair reported that there were no items decided in the closed session of the Board.

b. Consent Agenda Approval

The Board approved by consent:

- Minutes of the Meeting of 30 November 2021

2. Executive Committee

The Chair reported that, in addition to reviewing key issues from this Board cycle's committee meetings, the Executive Committee engaged in a discussion regarding escalating risks facing York University and received a confidential labour relations update.

3. President's Items

a. Regulation Regarding Student Organizations

Speaking to the documentation, President Lenton explained that the proposed New Regulation provides that the relationship between the University and recognized student organizations is governed by six fundamental principles. Recognized student organizations must adhere to the principles and obligations in order to enjoy the privileges extended to them by the University.

It was duly *agreed*, that, upon the President's approval and recommendation and with concurrence of the Finance and Audit Committee and Executive Committee, the Board of Governors approve the Regulation Regarding Student Organizations, effective January 1, 2023, as set out in Appendix C.

b. Presidential Update

President Lenton reported on the following items:

- an update on the escalating risks facing York University and the higher education sector
- returning to campus and the delivery of academic programming for the winter 2022 term

c. Kudos Report

The report as distributed was *noted*.

York University Board of Governors - Minutes

4. Academic Resources Committee

On behalf of the Committee, Chair Di Domenico provided a summary of key items of business discussed by the Academic Resources Committee, including its receipt of a presentation from the Vice-Provost Students on Strategic Enrolment Management (SEM) at the University and the Annual Report on Research from the Vice-President Research & Innovation Amir Asif.

- a. Establishment of the Pedagogical Innovation Chair in Science Education

Documentation was noted. It was duly *agreed*, **that the Board of Governors approve the establishment of the *Pedagogical Innovation Chair in Science Education*.**

- b. VPRI Annual Report on Research

The Board received a presentation from Vice-President Asif on the Annual Report on Research.

5. External Relations Committee

On behalf of the Committee, Chair Lassonde provided a summary of key items of business discussed by the External Relations Committee, including a briefing on the strategic vision for Advancement from Vice-President Susana Gajic-Bruyey and the communication and marketing plan for Markham Campus. The Committee also received updates on recent initiatives to advance government and community relations, the development of the Stakeholder Engagement Strategy, and the integration of Institutional Events into the Division of the President.

- a. Points of Pride

The Points of Pride document dated February 2022 was *noted*.

6. Finance and Audit Committee

On behalf of the Committee, Chair White reported that, in addition to reviewing the approval items on the agenda, the Committee also received updates on York's Budget, the second meeting of the Subcommittee on Digital Transformation, and a report from the Internal Auditor, including a detailed Internal Audit Status Report for the period of 1 November 2021 – 31 January 2022.

- a. Fees
 - Tuition

The Committee reviewed and approved, for recommendation to the Board of Governors, the proposed domestic and international tuition fees. Members heard that

York University Board of Governors - Minutes

York is seeking to align tuition fees for programs that are eligible for provincial funding to the new Tuition Fee Framework, not exceeding a 3% increase. As the government Tuition Fee Framework does not apply to international students, York is also seeking several changes to international fees, including a 4% increase for all undergraduate programs and increases ranging from 2% to 7% for professional masters' programs.

It was duly *agreed*, **that the Board of Governors approve the domestic and international tuition fees.**

- Centrally Collected Ancillary Fees

The Committee reviewed and approved, for recommendation to the Board of Governors, an increase of 3.30% to York's centrally collected ancillary fees. The increase is being proposed in accordance with the provisions of the Ancillary Fee Agreement and is required to address inflationary increases in operating costs.

It was duly *agreed*, **that the Board of Governors approve a 3.30% increase in centrally collected ancillary fees in 2022-2023, effective May 1, 2022.**

- **For undergraduate students, the recommended increase is \$0.77 per credit, from \$23.35 to \$24.12, resulting in an increase from \$700.50 to \$723.60 for full-time students (enrolled in 30 credits).**
- **For graduate students in professional programs, the recommended increase is \$11.56, from \$350.17 to \$361.73, for programs charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.**

b. Annual Budget Consultation

Vice-Presidents McAulay and Philipps delivered a presentation on the annual budget consultation for 2021-2022.

A discussion ensued in which Board members highlighted a number of themes, including the value in consulting different areas of the institution in respect of the principals and practices of the University's collegial governance. Members heard that the Board's input, along with feedback from Faculty Councils and the University community, will continue to inform York's strategic priorities for investment.

7. Governance and Human Resources Committee

On behalf of the Committee, Chair Lake reported that key items of business discussed by the Governance and Human Resources Committee included:

- an update on the University's approach to address the health and wellbeing of community members returning to the campuses.

York University Board of Governors - Minutes

- an update on several Division of Equity, People & Culture initiatives, including the finalization of the Action Plan to accompany the Anti-Black Racism Framework.
- a confidential update on labour relations.
- an update on vacancy planning for the Board.
 - a. Sexual Violence Policy Revisions

The Committee reviewed and approved, for recommendation to the Board of Governors, amendments to the Policy on Sexual Violence. It was noted that the proposed revisions aim to address new requirements from the Ministry of Colleges and Universities.

It was duly *agreed*, **that the Board of Governors approve the amended *Policy on Sexual Violence*.**

8. Land and Property Committee

On behalf of the Committee, Chair Traversy explained that the key items of business reviewed by the Land and Property Committee included updates on the Campus Vision, Markham Campus project, Major Capital Priorities, and the Capital Construction Report.

9. Other Business

There was no other business.

10. In Camera Session

An *in camera* session was held; no decisions were taken

Paul Tsaparis, Chair _____

P. Robichaud, University Secretary _____

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 3 May 2022

Subject: Pension Fund Board of Trustees Reappointments

Recommendation:

The Executive Committee recommends that the Board of Governors approve the following reappointment(s) to the Pension Fund Board of Trustees, effective May 1, 2022, for a three-year term.

1. Dee Patterson, as a Board of Governors nominee

Dee is an experienced corporate director with a record of accomplishment as a senior executive with one of the largest financial institutions in Canada. She is expert in finance and risk across a broad range of industry sectors and geographies with a particular focus on banking, utilities and infrastructure and is versatile across small to large businesses through early stage, growth, and mature business cycles. An original and creative thinker known for solving complex challenges and opportunities, she is a collaborative, inquisitive and decisive individual who can work effectively at the Board table. Prior to Financial Services, Dee worked in healthcare, with experience gained within leading healthcare institutions in Europe, North America, and Africa.

Dee currently serves on the Boards of York University (Governance and HR Committee / Trustee of the York Pension Fund / Pension Fund Investment Committee), RFA Bank of Canada (Governance, Conduct Review and Compensation Committee / Enterprise Risk Management Committee), and West Park Healthcare Centre (Finance & Audit Committee / Long Term Care Committee), having previously served on the boards of Toronto Hydro-electric System Limited (2018-2021), Prostate Cancer Canada (2016-2019) and North York General Hospital Foundation (2007 – 2016).

Board of Governors - Executive Committee

Dee holds her ICD.D, a Master's in Finance from London Business School, an MBA from York University and an undergraduate in Physiotherapy from Trinity College, Dublin, Ireland.

This is Dee's second term as a Pension Trustee, she was first appointed May 1, 2019.

Board of Governors

Memorandum

To: Board of Governors

From: Konata Lake, Chair, Governance and Human Resources Committee

Date: 3 May 2022

Subject: Annual Review: Occupational Health and Safety Policies

Recommendation:

The Governance and Human Resources Committee recommends that the Board of Governors approve the following three policies with amendments as noted in Appendices B, C, and D attached hereto.

- **Healthy Workplace Policy (Appendix B)**
- **Policy on Workplace Harassment (Appendix C)**
- **Policy on Workplace Violence (Appendix D)**

See Appendix A for side-by-side comparisons of existing text and proposed amendments for each policy.

Background, Rationale and Proposed Changes:

As part of the University's commitment to health & safety, in addition to ensuring compliance with the Ontario *Occupational Health and Safety Act*, an annual review was undertaken in consultation with workplace partners.

Although there were no regulatory amendments prompting the proposed changes, feedback suggested incorporating minor revisions. The revisions also act to further strengthen the University's commitment to a safe and healthy workplace for both its current and future community members.



University Policy

Proposed Amendments

Topic:	Proposed Amendments
Approval Authority:	Board of Governors
Approval Date:	
Effective Date:	
Last Revised:	

1. Healthy Workplace Policy

Current Policy	Proposed Amendment
<p>1. Policy</p> <p>1.1. The University values the health, safety, and well-being of all community members (students, faculty, staff, contractors, and visitors). It is committed to creating a healthy workplace through the integration of safe physical and psychological space and an organizational culture that promotes prevention, support, and well-being. The University recognizes the interdependence between a healthy workplace and employee engagement and further, between employee and student engagement/academic excellence.</p> <p>The University endeavours to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and through the development</p>	<p>1. Policy</p> <p>1.1. The University values the health, safety and well-being of all community members (students, faculty, staff, contractors and visitors). It is committed to taking a holistic approach in creating a healthy workplace through the integration of a safe physical and psychological space and building an organizational culture that promotes prevention, support, and overall well-being. The University recognizes the interdependence between a healthy workplace and employee engagement and further, between employee and student engagement/academic excellence.</p> <p>The University endeavours to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and through the development</p>

<p>and implementation of additional internal standards, programs, and procedures.</p> <p>To this end, the University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.</p> <p>The University also recognizes the importance of engaging individuals in health and safety through:</p> <ul style="list-style-type: none"> a. The provision of fulsome education and training to increase knowledge and awareness. b. The work of the Joint Health and Safety Committees. c. The enactment of the internal responsibility system such that everyone, regardless of role, plays an important part in creating and maintaining a healthy workplace. 	<p>and implementation of additional internal standards, programs, and procedures.</p> <p>To this end, the University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.</p> <p>The University also recognizes the importance of engaging individuals in health and safety initiatives through:</p> <ul style="list-style-type: none"> a. The provision of fulsome education and training to increase knowledge and awareness. b. The work of the Joint Health and Safety Committees. c. The enactment of the internal responsibility system such that everyone, regardless of role, plays an important part in creating and maintaining a healthy workplace.
<p>3. Shared Responsibility</p> <p>3.1. The University recognizes the roles that all members play in promoting, creating and maintaining a healthy workplace.</p> <p>3.2. All community members will:</p> <ul style="list-style-type: none"> a. Contribute to the establishment and maintenance of a healthy workplace. b. Follow established health and safety procedures. 	<p>3. Shared Responsibility</p> <p>3.1. The University recognizes the roles that all Community Members play in creating, maintaining, and promoting a healthy workplace.</p> <p>3.2. All community members will:</p> <ul style="list-style-type: none"> a. Contribute to the establishment and maintenance of a healthy workplace where identified risks are either eliminated or controlled. b. Follow established health and safety procedures.

<ul style="list-style-type: none"> c. Report health and safety concerns and any incidents to their supervisor. d. Participate in health and safety training. <p>3.3.Senior Leadership will:</p> <ul style="list-style-type: none"> a. Support the effective administration of healthy workplace programs and initiatives. b. Provide leadership by creating, supporting and sustaining a healthy workplace. c. Integrate healthy workplace culture into daily activities. <p>3.4.Supervisors (as defined by the Occupational Health and Safety Act) will:</p> <ul style="list-style-type: none"> a. Support and implement healthy workplace policies and practices for employees in their areas. b. Provide employees with procedures, equipment and materials that protect employees from workplace hazards, as well as the instruction, training and supervision required to work safely. c. Investigate all incidents reported to them and respond to all health and safety concerns brought forward. d. Implement corrective actions in response to identified hazards. 	<ul style="list-style-type: none"> c. Report health and safety concerns and any incidents to their supervisor. d. Participate in health and safety training. <p>3.3.Senior Leadership will:</p> <ul style="list-style-type: none"> a. Support the effective administration of healthy workplace programs and initiatives. b. Provide leadership by creating, supporting and sustaining a healthy workplace. c. Integrate healthy workplace culture and practices into daily activities. <p>3.4.Supervisors (as defined by the Occupational Health and Safety Act) will:</p> <ul style="list-style-type: none"> a. Support and implement healthy workplace policies and practices for employees within areas of responsibilities. b. Provide employees with procedures, equipment and materials that protect employees from workplace hazards, as well as the instruction, training and supervision required to work safely. c. Investigate all workplace safety related incidents reported to them and respond to all health and safety concerns brought forward.
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3.6.NEW	<p>d. Implement corrective actions in response to identified hazards.</p> <p>3.6.Joint Health and Safety Committees (JHSCs) will:</p> <p>a. Participate in consultations and provide input during the review of the Healthy Workplace Policy.</p>
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2. Workplace Harassments Prevention Policy

Current Policy	Proposed Amendment
<p>3. Definitions</p> <p>3.2.Workplace harassment does not include reasonable action taken by an employer or supervisor relating to the management and direction of workers or the workplace, or rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.</p>	<p>3. Definitions</p> <p>3.2.Workplace harassment does not include reasonable action(s) taken by an employer or a supervisor relating to the management and direction of workers or the workplace, or rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.</p>

3. Workplace Violence Prevention Policy

Current Policy	Proposed Amendment
<p>4. Policy</p> <p>4.2.The University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work.</p>	<p>4. Policy</p> <p>4.2.The University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work and/or the conditions of work.</p>



University Policy

Healthy Workplace

Topic:	Healthy Workplace
Approval Authority:	Board of Governors
Approval Date:	April 18, 2022
Effective Date:	May 13, 1991
Last Revised:	May 4, 2021

1. Policy

1.1. The University values the health, safety, and well-being of all community members (students, faculty, staff, contractors, and visitors). It is committed to taking a holistic approach in creating a healthy workplace through the integration of safe physical and psychological space, and building an organizational culture that promotes prevention, support, overall well-being. The University recognizes the interdependence between a healthy workplace and employee engagement, and further, between employee and student engagement/academic excellence.

The University endeavors to provide a hazard free environment and minimize risks by adherence to all relevant legislation, and through the development and implementation of additional internal standards, programs, and procedures.

To this end, the University requires that health and safety be a primary objective in every area of operation and that all persons utilizing University premises comply with procedures, regulations and standards relating to health and safety.

The University also recognizes the importance of engaging individuals in health and safety initiatives through:

- a. The provision of fulsome education and training to increase knowledge and awareness.
- b. The work of the Joint Health and Safety Committees (JHSCs).

- c. The enactment of the internal responsibility system such that everyone, regardless of role, plays an important part in creating and maintaining a healthy workplace.

2. Definitions

- 2.1. Healthy Workplace: Is one that actively works to: (1) prevent harm to worker physical and psychological health and safety and (2) promote physical and psychological well-being.

3. Shared Responsibility

- 3.1. The University recognizes the roles that all community members play in promoting, creating, and maintaining a healthy workplace.

- 3.2. All community members will:

- a. Contribute to the establishment and maintenance of a healthy workplace where identified risks are either eliminated or controlled.
- b. Follow established health and safety procedures.
- c. Report health and safety concerns and any incidents to their supervisor.
- d. Participate in health and safety training.

- 3.3. Senior Leadership will:

- a. Support the effective administration of healthy workplace programs and initiatives.
- b. Provide leadership by creating, supporting, and sustaining a healthy workplace.
- c. Integrate healthy workplace culture and practices into daily activities.

- 3.4. Supervisors (as defined by the Occupational Health and Safety Act) will:

- a. Support and implement healthy workplace policies and practices for employees within areas of responsibilities.
- b. Provide employees with procedures, equipment and materials that protect employees from workplace hazards, as well as the instruction, training and supervision required to work safely.

- c. Investigate all workplace safety related incidents reported to them and respond to all health and safety concerns brought forward.
- d. Implement corrective actions in response to identified hazards

3.5. Human Resources Department will:

- a. Develop and administer healthy workplace policies and programs.
- b. Provide advice, guidance, and subject matter expertise to the University on creating and maintaining a healthy workplace.
- c. Act as the chief resource relating to occupational health and safety regulatory matters.

3.6. Joint Health and Safety Committees (JHSCs) will:

- a. Participate in consultations and provide input during the review of the Healthy Workplace Policy.

3.7. Students will:

- a. Conduct themselves in a manner which is consistent with their health and safety and that of others. Failure to do so may be considered a breach of the Code of Student Rights and Responsibilities.

3.8. Commercial Tenants and Contractors will:

- a. Conduct their business in accordance with the Occupational Health and Safety Act and Regulations, and any other applicable legislation. The University will make its commercial tenants and contractors aware of its Healthy Workplace Policy, and of this requirement.
- b. Follow the University guidelines and procedures as prescribed in the contract/agreement.

4. Review

4.1. This Policy is promulgated by the Board of Governors and the administration thereof is delegated to the Vice-President Equity, People and Culture.

4.2. Failure to abide by this policy or the requirements, regulations, standards, or procedures contemplated herein will result in appropriate discipline or sanctions.

<p>Legislative history:</p>	<p>Approved by UEC: 1996/09/16; Approved by the Board of Governors: 1991/05/13; Re-Approved by the Board of Governors: 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29; 2003/04/28; 2004/04/26; 2005/05/02; 2006/05/01; 2007/04/30; 2008/06/23; 2009/06/23; 2010/06/21; 2011/06/20; 2012/06/25; 2013/06/24; Revised and approved by the Board Governance and Human Resources Committee: 2014/05/26; Re-approved by the Board of Governors: 2014/06/23; 2015/06/22; Revised and approved by the Board Governance and Human Resources Committee: 2016/05/02; Re-approved by the Board of Governors: 2016/05/03; Name change and revisions approved by the Board Governance and Human Resources Committee: 2017/05/01 and re-approved by the Board of Governors: 2017/05/02; Re-approved by the Board of Governors: 2018/05/01; Re-approved by the Board of Governors 2019/04/30; Re-approved by the Board of Governors 2020/05/05</p>
<p>Date of next review:</p>	<p>May 2023</p>
<p>Policies superseded by this policy:</p>	
<p>Related policies, procedures and guidelines:</p>	



University Policy

Workplace Harassment Prevention

Topic:	Workplace Harassment Prevention
Approval Authority:	Board of Governors
Approval Date:	April 18, 2022
Effective Date:	March 1, 2010
Last Revised:	May 4, 2021

1. Description

- 1.1. Describes the nature of workplace harassment and the University's commitment to protect its workers from workplace harassment.

2. Scope

- 2.1. This policy is intended to protect all persons working for the University, including but not limited to students, faculty, staff, and volunteers.

3. Definitions

- 3.1. Workplace harassment: engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome; or workplace sexual harassment.
- 3.2. Workplace sexual harassment:
- a. Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
 - b. Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

3.3. Workplace harassment does not include reasonable actions taken by an employer or a supervisor relating to the management and direction of workers or the workplace, or rudeness unless extreme, demotion, legitimate performance management, operational directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.

4. Policy

4.1. The University is committed to protecting all persons working for the University and shall take reasonable precautions to prevent workplace harassment.

4.2. Anyone who engages in workplace harassment shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

5. Review

5.1. This policy shall be reviewed at least annually.

6. Responsibility

6.1. The Vice-President Equity, People & Culture shall be responsible for establishing a program, guidelines and procedures to implement this policy.

Legislative history:	Reviewed by President and Vice-Presidents, January 27, 2010. Approved by Board Governance and Human Resources Committee February 10, 2010. Approved by the Board of Governors February 22, 2010. Effective March 1, 2010. Re-approved by the Board of Governors 2013/06/24; 2014/06/23; 2015/06/22. Revised and approved by the Board Governance and Human Resources Committee: 2016/05/02; Re-approved by the Board of Governors 2016/05/03; Re-approved by the Board of Governors 2017/05/02; Name changed and re-approved by the Board of Governors 2018/05/01; Re-approved by the Board of Governors 2019/04/30; Re-approved by the Board of Governors 2020/05/05
Date of next review:	May 2023

Policies superseded by this policy:	
Related policies, procedures and guidelines:	Healthy Workplace Policy, Policy Concerning Racism, Sexual Violence Policy, Code of Student Rights and Responsibilities, Workplace Violence Prevention Policy



University Policy

Workplace Violence Prevention

Topic:	Workplace Violence Prevention
Approval Authority:	Board of Governors
Approval Date:	April 18, 2022
Effective Date:	March 1, 2010
Last Revised:	May 4, 2021

1. Description

- 1.1. Describes workplace violence and the University's commitment to protect its workers from workplace violence.

2. Scope

- 2.1. This policy is intended to protect all persons working for the University, including but limited to students, faculty, staff, and volunteers.

3. Definitions

- 3.1. Workplace violence:

- a. The exercise of physical force by a person against a worker, in a workplace, that causes or may cause personal injury to the worker;
- b. An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or
- c. A statement or behaviour that it is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

4. Policy

- 4.1. The University is committed to protecting all persons working for the University and shall take reasonable precautions to prevent workplace violence.

4.2. The University shall assess, and reassess as necessary, the risks of workplace violence that may arise from the nature of the workplace, the type of work and/or the conditions of work.

4.3. Anyone who engages in workplace violence shall be subject to complaint procedures, investigation, remedies, sanctions and discipline up to and including termination.

5. Review

5.1. This policy shall be reviewed at least annually.

6. Responsibility

6.1. The Vice-President Equity, People & Culture shall be responsible for establishing a program, guidelines and procedures to implement this policy.

Legislative history:	Approved by UEC: 1996/09/16; Approved by the Board of Governors: 1991/05/13; Re-Approved by the Board of Governors: 1992/10/26; 1993/10/18, 1995/04/10; 1996/10/07; 1997/03/03; 1998/01/26; Approved and Revised by Board Audit Committee: 1998/12/08; Approved by the Board of Governors: 1998/12/14, Re-Approved by the Board of Governors: 1999/12/06, 2001/06/25, 2002/04/29; 2003/04/28; 2004/04/26; 2005/05/02; 2006/05/01; 2007/04/30; 2008/06/23; 2009/06/23; 2010/06/21; 2011/06/20; 2012/06/25; 2013/06/24; Revised and approved by the Board Governance and Human Resources Committee: 2014/05/26; Re-approved by the Board of Governors: 2014/06/23; 2015/06/22; Revised and approved by the Board Governance and Human Resources Committee: 2016/05/02; Re-approved by the Board of Governors: 2016/05/03; Name change and revisions approved by the Board Governance and Human Resources Committee: 2017/05/01 and re-approved by the Board of Governors: 2017/05/02; Re-approved by the Board of Governors: 2018/05/01; Re-approved by the Board of
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	Governors 2019/04/30; Re-approved by the Board of Governors 2020/05/05
Date of next review:	May 2023
Policies superseded by this policy:	
Related policies, procedures and guidelines:	Healthy Workplace Policy, Policy Concerning Racism, Sexual Violence Policy, Code of Student Rights and Responsibilities, Workplace Harassment Prevention Policy

Board and Committee Meeting Dates 2022-2023 – REVISED

SEPTEMBER / OCTOBER 2022		
Tuesday September 6	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday September 16	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Monday September 19	Finance and Audit	8:30 am – 11:00 am
	Governance and Human Resources	11:30 am – 1:30 pm
	Land and Property	2:00 pm – 4:00 pm
Tuesday September 20	Investment Committee	12:15 pm – 2:00 pm
Monday October 3	Executive	9:30 am – 13:30 pm
	Board	1:30 pm – 4:30 pm

NOVEMBER 2022		
Monday October 31	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Monday November 7	Board Executive Dinner Meeting	6:00 to 9:00 pm
Monday November 14	Finance and Audit	8:30 am – 11:00 am
	Governance and Human Resources	11:30 am – 1:30 pm
	Land and Property	2:00 pm – 4:00 pm
Friday November 18	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Tuesday November 29	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm
	Holiday Reception	6:00 pm – 9:00 pm

DECEMBER 2022		
Tuesday December 6	Investment	12:15 pm – 2:00 pm

JANUARY/FEBRUARY 2023		
Monday January 30	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday February 10	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Monday February 13	Finance and Audit	8:30 am – 11:00 am
	Governance and Human Resources	11:30 am – 1:30 pm
	Land and Property	2:00 pm – 4:00 pm
Monday February 27	Executive Dinner	6:00 pm – 8:00 pm
Tuesday February 28	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm

MARCH 2023		
Tuesday March 21	Investment	12:15 pm – 2:00 pm

APRIL /MAY 2023		
Monday April 3	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday April 14	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Monday April 17	Finance and Audit	8:30 am – 11:00 am
	Governance and Human Resources	11:30 am – 1:30 pm
	Land and Property	2:00 pm – 4:00 pm
Monday May 1	Executive Dinner	6:00 pm – 8:00 pm
Tuesday May 2	Executive	9:30 am – 12:30 pm
	Board	1:30 – 4:30 pm

MAY/JUNE 2023		
Monday May 29	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday June 2	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Tuesday June 6	Investment Committee	12:15 pm – 2:00 pm
Monday June 12	Land and Property	9:00 am – 11:00 pm
	Governance and Human Resources	11:30 am – 1:30 pm
	Finance and Audit	2:00 pm – 4:30 pm
Tuesday June 27	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm
	Hail and Farewell	5:00 pm – 8:00 pm