York University Board of Governors

Notice of Meeting

30 April 2024 1:30 pm to 4:30 pm

VIA VIDEOCONFERENCE

Page

I. CLOSED SESSION

II. OPEN SESSION at 1:50 pm

1. Chair's Items (P. Tsaparis) *1:50 pm*
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Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 30 April 2024

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 its authority under Article VI.4.(e) of the Board By-laws, approved:

- collective bargaining mandates
- the negotiated settlement for the renewal of the collective agreement with Canadian Union of Public Employees (CUPE) 3903, 1, 2 and 3

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: April 30, 2024

Subject: Notice of Intention to Amend the existing General By-Laws of the Board of Governors

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Notice of Intention:

It is the intention of the Executive Committee to make the following recommendation to the Board at its meeting on 25 June 2024:

> **That the Board of Governors approve amendments to the current General By-Laws of the Board of Governors to bring the by-laws into compliance with the Ontario Not-for-Profit Corporations Act, 2010 and to align with established and best governance practices.**

Article X of the General By-Laws requires that a notice of intention of proposed changes to the By-Laws must be presented to the Board at the next preceeding meeting. Therefore, the Executive Committee is conveying the required notice of intention to present amendments to the Board at its meeting on 30 April 2024 in preparation for the item coming forward for debate and resolution at the June meeting of the Board. A summary of key changes is set out in Appendix A.

Rationale:

On October 19, 2021, the *Not-for-Profit Corporations Act, 2010* (Ontario) ("**ONCA**") came into force. ONCA replaces and modernizes the *Corporations Act* (Ontario) (the "**OCA**"). ONCA applies to all Ontario not-for-profit corporations that were governed by the OCA prior to October 19, 2021, including the University.

ONCA provides for a three-year transition period (which commenced on October 19, 2021) to make any changes to the by-laws of the University to ensure that such document does not conflict with the new legislation.

The University's Office of the Counsel and Secretariat undertook a comprehensive review of the current General By-Laws to identify which provisions of the current General By-laws should be amended and how, in order to bring them into compliance with ONCA. As part of this review, changes not related to ONCA were identified in order to update the current General By-laws to better reflect current practices of the University and meet the evolving needs of the University.

APPENDIX A

Amendment of the General By-Laws of the Board of Governors of York University

1. ONCA Changes

A high-level summary of certain key ONCA-related changes is provided below:

	Existing By-Laws	**Proposed By-Laws**
Telephonic and electronic meetings	At the discretion of the Chair, all or part of a regular or special meeting of the Board may be held by teleconference	Addition of new requirements relating to holding of Board meetings by telephonic or electronic means
Dissent of Governor	N/A	Addition of new dissent provisions
Audit Committee	N/A	Addition of new requirements relating to the auditor and audit committee of the Board
Governor Consent	N/A	Addition of new requirements relating to consent of Governor to serve as a Governor
Non-Delegable Board Business	N/A	Addition of new limitations on powers the Board may delegate to officers
Conflict of Interest	Sets out the requirements for disclosures of conflicts of interest	Replacement of existing conflict of interest provisions with new conflict-of-interest requirements
Standard of care	N/A	Addition of standard of care to be met by directors and officers in exercising their powers and discharging their duties
Indemnification	Sets out indemnification of Governors and officers (reflective of the indemnity provisions in the OCA)	Replacement of existing indemnity provisions with new modernized provisions that reflect indemnity provisions in ONCA

2. Non-ONCA Changes

A high-level summary of certain key changes not related to ONCA is provided below:

	Existing By-Laws	**Proposed By-Laws**
Notice period for special Board meetings	Notice of each special meeting to be delivered not less than 3 days before the meeting	Notice of each special meeting to be delivered at least 48 hours prior
Agenda for Board meetings	Sets out matters relating to agenda and order of business for Board meetings	Omit and move to separate document
Board meeting procedures	Sets out matters relating to procedures and conduct of Board meetings	Omit and move to separate document
Equality of votes	All questions to be decided at any meeting of the Board of Governors shall be decided by a majority of the votes of the Governors present. If there is an equality of votes, the Chair shall have a second or casting vote.	All questions to be decided at any meeting of the Board of Governors shall be decided by a majority of the votes of the Governors present. If there is an equality of votes, the motion is deemed to have failed.
Functions, Duties, Responsibilities and Powers of Board Committees	The functions, duties, responsibilities and powers of any committee established by By-Law or resolution of the Board shall be as defined in such By-Law or resolution	Expansion to reflect that may also be defined in Board-approved terms of reference, or workplan or committee code of conduct or charter
Procedures at committee meetings	Sets out matters relating to procedures of Board committee meetings	Omit and move to separate document
Executive Committee Terms of Reference	Sets out the terms of reference for Executive Committee	Omit and move to separate document Addition of requirement for the Executive Committee to meet at least once annually

		with the Executive Committee of Senate.
Nomination and election/appointment procedures	Two members of the full-time non-academic staff of York University shall be appointed or elected to be members of the Board under nomination and election/appointment procedures to be determined and administered by the Board Executive Committee	Change from Board Executive Committee to Governance and Human Resources Committee
Selection of alumni External Governors	Two York University alumni shall be appointed or elected by the York University Alumni Board to be members of the York University Board of Governors	Change to the alumni Governors are proposed by the Alumni Board and elected by a majority of the Board at a meeting
Number of external Governors proposed by Governance and HR Committee	There shall be up to 24 external members: 2 alumni and 22 persons proposed by Governance and HR Committee	Change to clarify that it is 2 alumni and *up to* 22 persons proposed by Governance and HR Committee
Appointment of Board Members	Silent	Addition to clarify that nomination and election/appointment procedures for Governors shall be determined and administered by the Governance and Human Resources Committee. Once a Governor in the category of internal or external Governors is elected or appointed by the authorized body (e.g. Senate, Student Senator

		Caucus, etc.) a resolution of the Governors shall be passed at a meeting of the Board to elect and confirm such Governors
Filling Vacancies re: internal Governors	Should a vacancy arise on the Board in the category of internal members of the Board, the authorized body thereunder shall appoint a person to fill such vacancy for the unexpired term of the internal member of the Board who vacated that position	Change to clarify requirement that a resolution of the Board is required to elect and confirm interim internal governors
Vacation of office	Office of a member of the Board is vacated upon resolution of the Board	Change to automatic vacancy (i.e. Board resolution no longer required, except where removal is by a resolution passed by 2/3s of the votes cast at a meeting of the Board)
Limit on Reappointment	The Board may reappoint a member to successive terms of membership; however, continuous membership shall not exceed a total of 12 years. (See also the *Guideline on the Term of External Members of the Board of Governors*, Appendix 1 re: external nominee appointed for four-year term with availability of renewal for one further four-year term)	Internal governors may not serve successive terms and must wait 1 year before reapplying. External governors cannot serve more than 8 consecutive years. An individual cannot serve as either an internal or external governor once served a total of 8 years as either internal or external governor

YORK UNIVERSITÉ UNIVERSITY

ACADEMIC RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of April 30, 2024

The Academic Resources Committee met on April 12, 2024, and makes this report to the Board for information.

1. Provost's Items

International Recruitment. The Committee received an update on the University's international recruitment strategy which is being adjusted following the federal government's announcement on temporary caps on student visas. The provincial government has allocated up to 5,032 visas to York for new students, placing York among the top three recipients in the province. Conversion strategies are being undertaken to encourage and increase international students' commitment to enrolling in York, including in-person events in several countries, and implementing a higher deposit amount before allocating visa letters to international students. A significant shortfall in new international enrolment relative to targets is nonetheless anticipated in 2024-25.

Academic Implications of the Labour Disruption. The committee heard about the academic implications of the labour disruption which began on February 26, 2024. The administration has developed a comprehensive contingency plan to mitigate the impacts of the disruption, and work continues with the Senate Executive Committee to implement the *Senate Policy on Academic Implications of Disruptions or Cessations of University Business Due to Labour Disputes or Other Causes*. This includes promoting the continuity of teaching and learning, where possible, expanding options for students to complete courses in progress, extending the deadline to withdraw without a notation on the transcript, and a remediation process following the conclusion of the strike. The committee noted that the status of classes varies depending on the Faculty, program, and course. The disruption will also impact the summer term and is expected to have a negative impact on recruitment, particularly new domestic students in the fall.

The committee also received the School of Medicine planning prospectus in their package.

2. Vice-President Research and Innovation Items

The Committee received a comprehensive update on research and innovation items with a focus on recent research successes of York researchers in the tri-agency operating grants. Operating grants provide a stable source of research funds and researchers have more flexibility in terms of research they pursue. More importantly, the total value of these operating grants at the institutional level is what forms the basis of allocations made by the tri-agency. For example, the number of Canada Research Chairs allocated to York University, Research Support Fund and overhead allocated to support research service cost at the University, and envelopes receive for the amount of funds we can apply for in the Canadian Foundation of Innovation are all based on the proportional operating funds received from tri-agency by York University.

- Natural Sciences and Engineering Research Council of Canada (NSERC) – total of $12 M, highest in York's history
- Social Science & Humanities Research Council (SSHRC) – total of $6.5 M
- Canadian Institutes of Health Research (CIHR) – total of $3.1 M, highest in York's history
- New Frontiers in Research Fund (NFRF) - $6 M, a new competition focused on climate change.

Research Recognition. Several of York's researchers were also recognized and received research honors and awards in various fields such as humanities, law, technology, education, arthritis research, Indigenous health, theoretical and computational chemistry, and the arts. Notable mentions are Christina Sharpe (LA&PS), Pina D'Agostino (Osgoode), Ali Abdul-Sater (Health), Michael Rotondi (Health), Tao Zeng (Science), and Janine Marchessault (AMPD).

Canada Research Chair Appointments. The Canada Research Chairs (CRC) program facilitates world-class research at Canadian universities, boosting global competitiveness, while also providing training opportunities for the next generation of highly skilled personnel through research, teaching and learning. These Chairs are considered research leaders in their respective fields. York appointments include 1 new CRC (Godfred Boateng) in *Global Health and Humanitarianism*. 3 CRCs (Ethel Tung-o-han, Isaac Smith, and Steven Connor) were renewed in *Canadian Migration Policy, Impacts and Activism*; *Planetary Science; and Synaptic Basis of Neurodevelopmental Disorders, respectively.*

YSpace Updates: In terms of innovation, the committee received updates on programs under Innovation York such as, the increase of 48% in the number of start-up companies supported by Innovation York, a $1.08 M fund for Project JumpSTART which focuses on supporting women entrepreneurs in York region, and new funding from the Rural Economic Development Program in support of YSpace Georgina to expands its programs.

*Ontario Vehicle Innovation Network (OVIN) Grant. Y*ork received $1.5M from OVIN and was recognized as a Regional Technology Development Site (RTDS) in Ontario. OVIN is Ontario's flagship initiative for the auto and transportation sector to accelerate commercialization and adoption of next generation electric, connected, and autonomous vehicles and mobility technologies.

Partnerships Update. York is the new academic lead in the United Nation's (UN) new Global Water Academy, which brings together public and private sector partners from around the world to establish an innovative water training and education resource. To mark the first anniversary of United Nations Institute for Training and Research (UNITAR) Global Water Academy (UGWA), virtual and in person events were held in Geneva, New York, and Toronto.

Innovation and Commercialization Performance Metrics. The committee also received and discussed the 10-performance metrics for innovation and commercialization, developed by the Council of Ontario Universities (COU) group leading on university planning and analysis (CUPA), along with the council on university research (OCUR) has prepared in partnership with Intellectual Property Ontario (IPON). The metrics will be recommended to the MCU to be incorporated in future Annual Commercialization Plans.

3. Cyclical Program Reviews

The Committee received the Report of the Joint Sub-Committee on Quality Assurance from its November 2023 and December 2023 meetings.

Antonio Di Domenico
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 30 April 2024

Subject: April 2024 Report on Appointments, Tenure and Promotion

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Recommendation:

The Academic Resources Committee recommends that the Board of Governors concur with the President's April 2024 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 November 2023 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.

Appendix A

Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Mawani, A (M)	Schulich School of Business	Accounting Area	PhD Waterloo	Accounting and health industry management
Adamopoulos, A (M)	Liberal Arts and Professional Studies	Economics	PhD Toronto	Macroeconomics, growth and development; international economics
Ahmad, F (F)	Health	Health Policy & Management	PhD Toronto	Equity in access to care for vulnerable communities affected by stigma
Barrett, S (F)	Education		PhD Toronto	Curriculum, teaching and learning, science education, social justice, teacher development
Beck, J (M)	Liberal Arts and Professional Studies	Philosophy	PhD Harvard	Philosophy of mind and cognitive science
Breaugh, M (M)	Liberal Arts and Professional Studies	Political Science	PhD Montréal	Theory and practice of plebeian politics, contemporary French political theory
Cain, S (M)	Liberal Arts and Professional Studies	English	PhD York	Poetry and poetics, short fiction, Canadian literature
Dlamini, N (F)	Education		PhD Toronto/ OISE	Black studies, gender, youth, and urban environments
Farley, L (F)	Education		PhD Toronto/ OISE	Curriculum theory, childhood studies, and teacher education
Fu, C (F)	Science	Mathematics and Statistics	PhD Waterloo	Theoretical and methodological statistics

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Gazso, A (F)	Liberal Arts and Professional Studies	Sociology	PhD Alberta	Citizenship, gender, social inequality, social policy
Guiaşu, R (M)	Glendon	Multidisciplinary Studies	PhD Toronto	Zoology
Pilon, D (M)	Liberal Arts and Professional Studies	Political Science	PhD York	Canadian politics
Podur, J (M)	Environmental and Urban Change		PhD Toronto	International politics, neocolonial international relations, postcolonialism, critical media studies
Poon, M (M)	Liberal Arts and Professional Studies	Social Work	PhD Toronto	Social work
Popovic, C (F)	Education		PhD Birmingham	Educational development
Rehan, S (F)	Science	Biology	PhD Brock	Ecology and evolution
Roberge, I (M)	Liberal Arts and Professional Studies	Public Policy and Administration	PhD McMaster	Public administration & public policy, financial services sector policy, anti-money laundering policy
Sharma, S (F)	Science	Biology	PhD Toronto	Global change biology
Simeon, J (M)	Liberal Arts and Professional Studies	Public Policy and Administration	PhD York	International refugee law, international human rights law and public policy & administration

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Uzo, A (F)	Liberal Arts and Professional Studies	Social Work	PhD Toronto/ OISE	Social work
Webber, J (M)	Liberal Arts and Professional Studies	Political Science	PhD Toronto	Political economy of Latin America and the global south, global development, social theory
Young, C (F)	Science	Chemistry	PhD Toronto	Environmental chemistry
Zalik, A (F)	Environmental and Urban Change		PhD Cornell	Political ecology of extraction, critical political
Zyrd, M (M)	School of the Arts, Media, Performance and Design	Cinema & Media Arts	PhD New York	Cinema studies

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Bareebe, G (M)	Liberal Arts and Professional Studies	Political Science	PhD Toronto	Politics
Bicer, I (M)	Schulich School of Business	Management & Information Systems Area	PhD Lausanne	Operations management
Chen, C (M)	Liberal Arts and Professional Studies	Economics	PhD Toronto	Macroeconomics, growth and development
Delgado Vintimilla, C (F)	Education		PhD British Columbia	Early childhood education
Moser, G (M)	Education		PhD York	Aesthetics and art education
Shah, V (F)	Education		PhD Toronto /OISE	Educational leadership
Smith, I (M)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD Texas	Space and planetary science

Recommendations for Promotion to Associate Professor Teaching Stream

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Ahmadzadeh, M (F)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD Nottingham	Software engineering
Barranti, M (M)	Health	Psychology	PhD Toronto	Psychology
Jang, C (M)	Science	Biology	PhD British Columbia	Biochemistry & molecular biology
Mondal, P (M)	Lassonde School of Engineering	Civil Engineering	PhD Toronto	Environmental engineering

Table 1 2023-24 Recommendations for Appointment – Full-Time Faculty Members[1] (since the meeting of November 17, 2023)

Name	Unit, Field	Rank, Stream	Highest Degree	Research Agenda/Specialization	Funding
HEALTH					
Brankley, Andrew	Clinical or Clinical Developmental Psychology	Assistant Professor, PC1 (professorial)	PhD, Clinical Psychology (Toronto Metropolitan University, 2019)	Dr. Brankley comes to us from his positions as a Psychologist & Assessor for Criminal and Family Court, Private Practice, Centre for Interpersonal Relationships and Associate Scientist, Sexual Behaviours Clinic, Complex Care and Recovery, CAMH. In addition, he is an Adjunct Professor in the Department of Psychology at Carleton University. His work in Forensic Psychology is an area of clinical practice and research that will fill a current gap in the Department which is in high demand by students. His area of research and clinical practice, prevention of sexual abuse, is something that is novel for the clinical areas, spanning clinical psychology, forensics, and public health.	Faculty Funded
SCIENCE					
Guan, Tianyu	Math, Data Science	Assistant Professor, PC2	PhD, Statistics (Simon Fraser, 2020)	Dr. Guan comes to us from her Assistant Professor position in the Department of Mathematics and Statistics at Brock University. Prior to that, she held a Research Assistant position at FPInnovations, a not-for-profit private R&D organization in Vancouver. Her research expertise includes machine learning, large-scale spatial and functional data analysis.	Faculty Funded
Howard, Bruce	PHAS, Experimental Neutrino Physics (joint (Fermilab) appointment)	Assistant Professor, PC1	PhD, Physics (Indiana, 2019)	Dr. Howard comes to us from his Research Associate position at the Fermi National Accelerator Laboratory. His primary area of research at present is the Short-Baseline Neutrino Program with focus on the ICARUS project, as well as a collaborator on the DUNE project. He has a strong record of both neutrino oscillation physics, neutrino cross section measurements and detector Research & Development, with experience on several different kinds of neutrino detection technologies.	Faculty Funded

[1] All appointments effective July 1, 2024 except where indicated in the Name column.
Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

Table 2 Recommendations for Appointment – New Contractually Limited Appointments[2] (since meeting November 17, 2023)

Name	Unit, Field	Rank, Stream	Highest Degree	Research Agenda/Specialization	Term
LASSONDE					
Akbar, Sunila	Computer Engineering	Sessional Assistant Professor, Teaching Stream	PhD, Tele-communications (King's College, 2018)	Dr. Akbar is currently a Postdoctoral Fellow in the Department of Electrical and Computer Engineering, University of Toronto. She has taught a variety of Electrical and Computer Engineering courses and has worked as a member of the Curriculum Design Committee at NED University of Engineering and Technology.	3 years
Sagar, Sukhwant Kaur	Software Engineering	Sessional Assistant Professor, Teaching Stream	PhD, Information Technology (Salford 2017)	Dr. Sagar comes to us from her position as a Part-time Professor at both Durham and Sheridan Colleges. She has significant experience teaching at both the undergraduate and graduate levels, and in courses relevant to Software Engineering. Additionally, she is the Program Coordinator for the Cybersecurity Graduate Certificate at Durham College, which involves making decisions regarding curriculum development and new course initiatives.	3 years
LIBRARIES					
Paraschos, Maria (1-Jan-24)	Hellenic Heritage Foundation Archives, Clara Thomas Archives and Special Collections	Adjunct Librarian	MAS (British Columbia, 2016)	Ms. Paraschos has held the position as Part-Time Archivist at the Hellenic Heritage Foundation (HHF) Greek Canadian Archives, York University. She has considerable experience in processing archival records using computer applications, as well as knowledge of privacy and copyright legislation and coordinating the digitization and description of multiple collections.	3 years

[1] All appointments effective July 1, 2024 except where indicated in the Name column.
Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 30 April 2024

Subject: Glendon Academic Restructuring

Recommendation:

The Academic Resource Committee recommends that the Board of Governors approve the following academic structural changes as a suite of complementary and successive actions effective 1 September 2024:

a. **The establishment of the following four (4) new academic units within Glendon:**
    i. **Department of Global Communication and Cultures**
    ii. **Department of Science**
    iii. **Department of Economics, Business and Mathematics**
    iv. **Department of Global and Social Studies**

b. **The disestablishment of the following 14 existing academic units within Glendon:**
    i. **Centre de formation linguistique pour les études en français**
    ii. **Department of English**
    iii. **Department of Economics**
    iv. **Department of French Studies**
    v. **Department of Hispanic Studies**
    vi. **Department of History**
    vii. **Department of International Studies**
    viii. **Department of Mathematics**
    ix. **Department of Multidisciplinary Studies**

x. **Department of Philosophy**
xi. **Department of Political Science**
xii. **Department of Psychology**
xiii. **Department of Sociology**
xiv. **School of Translation**

Background and Rationale:

At its meeting of 15 February 2024, on a recommendation from its Academic Policy, Planning and Research Committee, the York University Senate approved the establishment of four (4) new academic units and the disestablishment of 14 existing academic units within Glendon effective 1 September 2024.

The Academic Resources Committee has responsibility for reviewing the proposals and recommending their approval to the Board of Governors as the final governance stage at the University.

Since its founding, Glendon has focused on providing students with a liberal arts education, in a learning environment that fosters language and cultural diversity. Over the last several years, Glendon has had a period of enrolment and revenue decline while its operating expenses have slightly risen, resulting to a significant accumulated deficit which will grow rapidly over the next three years without urgent action. With the objective of improving its recognition and financial position, Glendon has undertaken a strategic revisioning and repositioning exercise.

The proposed structural change is expected to result in modest, but not insignificant, cost savings flow from the new unit structure. It will contribute to reducing costs but is not the sole solution to the deficit. The restructuring represents an important first step on a new path to generate interdisciplinarity and innovation in programming to drive much needed enrolment and revenue growth. Other actions taken as part of the larger strategy to address expenditure and revenue challenges include the development of a new Faculty-wide common core curriculum, program revisions, a new Glendon Bachelor of Arts degree option with a revised language requirement and streamlined degree requirements to boost retention rates and recruitment.

Senate recognizes the significant amount of collaboration and work done by Glendon colleagues over the past two years to define and move forward the new departmental structure. That work will continue with the implementation of the new structure upon its approval and will be facilitated by an internal working group with full discipline representation and assistance and resources provided through the Offices of the

Principal and Provost. The Principal is confident that the establishment of the administrative structure for the new units will be done in an equitable manner for staff and faculty, guided by the principles of fair distribution of work and protection of junior faculty member from heavy service burdens, while respecting all relevant terms of our collective agreements.

More work will need to be done to advance Glendon to a sustainable position where revenue growth remains a high priority. The administrative restructuring will contribute to an inclusive and innovative planning environment for necessary next steps to be decided and implemented. Expected will be an early focus on meeting the critical metric of enrolment targets, to be followed by plans to grow and meet those targets as a key means to addressing the deficit. Program renewal aligned with the new Value Proposition and expansion of experiential education opportunities within programming is also an essential part of the recovery strategy. The leaner administrative structure that will result from the academic unit changes reduces the current heavy service burden of many faculty members, which in turn provides more time for faculty members to engage in these vital academic planning exercises.

Senate is convinced that cross-campus collaboration is an unmined source of rich opportunities for innovative and creative ideas on programming and partnerships that can bring pan-university benefits. Past calls for the development of robust Keele-Glendon relationships between cognate units have not been taken up with vigour; the opportunity to foster connections across the campuses presented through this revisioning exercise should be heeded at this time to maximize the momentum being created by this structural change at Glendon. Consultation with Faculties on the department restructuring proposal was led by the Principal, Marco Fiola. Several units confirmed their support for the change and enthusiasm for fostering stronger relationships among units.

The full proposal, complete with several statements of support, is attached as Appendix A.

Proposal for Restructuring Glendon's Academic Departments

Final Version

November 2023

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Introduction

The structure of the Faculty has been a source of concern at Glendon College[1] for a number of years. Most of us will acknowledge that the inherited model we have today is no longer appropriate for the size of Faculty we have. Moreover, this model is less than conducive to equity in the distribution of the leadership workload, to collaboration between units, and to efficient academic operations. In addition, over the past decade, enrolment at Glendon has been in steady decline, while the costs of the Faculty have been increasing. This has led to a cumulated deficit of almost $37M, and to the conclusion that Glendon needed to do everything in its power to address the situation and stop this trend. Among the initiatives that Glendon can take to reduce costs is reviewing its administrative structure in general, including the structure of academic units. If we want Glendon to return to a sustainable situation and to provide students with a rewarding and enriching experience, we need to make sure to put in place the necessary conditions to create a work and study environment that is dynamic, thriving and compelling, for the foreseeable future and beyond.

Revisioning and repositioning Glendon involves several parallel and complementary initiatives to ensure alignment of all work already implemented, currently underway and being undertaken in support of this process. Alongside the key element of degree harmonization and the implementation of the sustainable degree framework, there is also the need to consider the departmental structure of the College and how this can be most effectively modified, both to support research, teaching, the student experience, as well as to be more efficient in a range of ways. This collegial approach with a view to the future has worked so far for the Academic Plan, the Core Curriculum, and the Glendon BA. Recognizing that restructuring is not an academic initiative per se, we believe that it can be greatly facilitated with faculty[2] input and support.

In 2020, an Ad Hoc Committee on Administrative Structure tabled a report following an extensive consultation process through which academic units considered the possibility of redesigning the academic administrative structure of the College under a smaller number of *schools* including cognate existing programs and departments. The report, which received general support from faculty, made several recommendations – including the launch of a pilot project to create three new schools. For several reasons, those pilot projects were never launched. However, the need to radically restructure our Faculty remains and is perhaps even more critical than ever.

The cumulative medium- and long-term benefits to restructuring are real and include increased equity and fairness among units at Glendon and across York, as well as a reduction in costs that will serve to address deficits in part. Potentially, the creation of new programs flowing from the reorganization of our structure in addition to those changes related to the degree harmonization exercise could bring significant added revenue. A simplified structure, with fewer, larger departments will achieve a number of things: first, and perhaps most importantly, it will

[1] Hereinafter Glendon, for brevity. The distinction between Glendon College and the Glendon Campus is nevertheless essential.

[2] In the English version of this document, the word *faculty* is capitalized to refer to Glendon College as an administrative unit, and lowercased to refer to colleagues who form the teaching body of the College.

demonstrate that Glendon is aware of the challenges it is facing, is taking ownership of some of the root causes, and is choosing and implementing a streamlined structure that will alleviate some of the administrative costs that is burdening the Faculty. Second, in addition to the financial savings, having more academic units operating under the same department offers greater potential for efficient course scheduling – which in turns facilitate the combination of degree elements for students.

The kind of creative approach necessary to curriculum renewal can only be made easier through a simplified unit structure. Our current structure does not prevent more interdisciplinarity and creativity, but it makes it more complicated to coordinate offerings from academic units separated by self-imposed divisions.

What is proposed here is a model, coming out of extensive consultation and discussion, for a new departmental structure that aligns with the value proposition, one that will be supportive of the modified academic program offerings in development and most importantly will position Glendon well for an exciting and sustainable future.

Value Proposition

Glendon is known for **excellent degree programs** uniquely enriched through their **focus on global engagement**. Whether they choose to study the arts or sciences, **students learn experientially** and gain the capacities needed to **work towards equity across cultures and borders** to achieve **positive social impact**. Glendon recruits students from around the world to bring a wide range of backgrounds, perspectives and ideas to its **protected, green campus** in the heart of Toronto. It offers a **welcoming and supportive space** to live and learn in a **linguistically diverse and immersive environment**. Every Glendon student is supported to strengthen their **language and cultural competency** while **fostering empathy and intercultural skills**. For those seeking to achieve or maintain **fluency in both official languages**, Glendon offers a dedicated set of **career-relevant programs**. Glendon is the founding campus of York University - its students have access to an array of student life and learning opportunities at York's several campuses, including Keele and Markham.

Rationale and Key Principles for Restructuring

Since its founding, Glendon has focused on providing students with a liberal arts education, in a learning environment that fosters language and cultural diversity. Over the last several years, Glendon has had a period of enrolment and revenue decline while its operating expenses have slightly risen. This has resulted in a significant accumulated deficit of almost $37M as of April 2023, and this will grow rapidly over the next three years without urgent action. With the objective of improving its recognition and financial position, Glendon has undertaken a strategic revisioning and repositioning exercise.

In parallel to a Faculty-wide exercise around degree harmonization and a review of the delivery model of administrative services aligned with the Service Excellence Program (SEP), efforts have been undertaken to determine how Glendon can restructure its academic units to help reduce costs, reduce the administrative burden on faculty, and streamline academic administration. Presently, with 3% of York's student body, 5% of the faculty complement, and 24% of York's departments/academic units (See the full table in appendices. Data derived from: Quick-Facts | Office of Institutional Planning and Analysis (OIPA) (yorku.ca)), Glendon's academic structure is relatively heavy in comparison with other Faculties at York. Glendon has had the same structure for some time, but with almost 30 chairs and coordinators, excluding certificate coordinators, in a Faculty of fewer than 90 faculty members, it is time to review our modes of operation for the benefit of our students, faculty and institution.

"Presently, with 3% of York's student body, 5% of the faculty complement, and 24% of York's departments/academic units […], Glendon's academic structure is relatively heavy in comparison with other Faculties at York."

As well as clearly aligning with the larger Glendon revisioning exercise, several key principles must underpin any new departmental structure. These include:

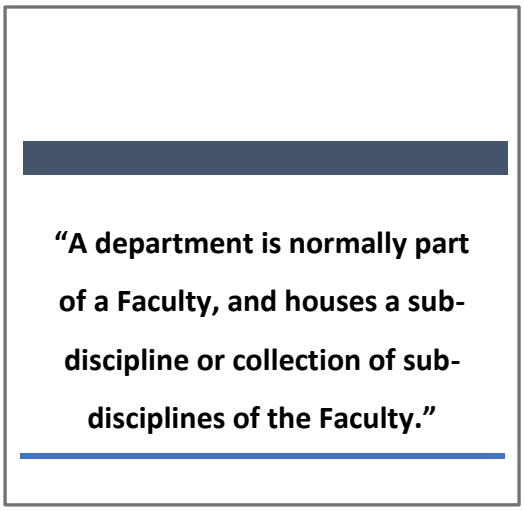
- Facilitating inter- and trans-disciplinary collaborations in both research and teaching, including enhancing learning opportunities by a greater sharing of curriculum and degree components across programs.
- Providing appropriate and cohesive academic homes and administrative supports for programs, taking advantage of commonalities and synergies while also respecting differences.
- Creating a space to enable, invigorate and support research and scholarship within and across departments.
- Reducing the administrative demands on faculty, through creating a smaller number of departments, allowing faculty to focus more of their time and energy on research and teaching.
- Making academic administrative roles more attractive to those interested in academic administration.
- Reducing the overall cost of academic administration.
- Increasing revenue.
- Creating a space for Glendon's academic units and/or faculty to review their affiliation within York University, including with other Faculties with similar goals.

Proposed New Departmental Structure

While there is not one single description of an academic department, the common definition used at York University is:

"A Department:

- is normally part of a Faculty, and houses a sub-discipline **or collection of sub-disciplines** [our added emphasis] of the Faculty;
- undertakes activities that are more focused than those of a Faculty;
- is responsible for determining appointment priorities and selecting candidates, subject to Faculty–level approval;
- requires **a critical mass of faculty members to define and achieve its objectives** [our added emphasis];
- has less autonomy than a Faculty in decision-making that involves budgeting, planning, and academic standards."



(Source: Principal Characteristics of Major Units at York – under "Department")

As such departments serve as academic administrative structures and are normally chaired by a member of the department, who is normally nominated by the faculty members of the department, then appointed by the Dean of the Faculty. It must be noted that having several sub-disciplines within the same Department is not a new concept at York, even at Glendon. In addition, whether the current departments benefit from having what can be considered a critical mass of faculty members to define and achieve their objectives is not clear, especially with units that have fewer than five (5) faculty.

As degree programs are at the heart of what we do, it is useful to remind ourselves what they are exactly.

"Degree Program: A prescribed set of courses, combination of courses and / or other forms of study, research or experiential learning that collectively support the achievement of defined degree level expectations and program learning outcomes for an undergraduate or graduate program. (Source: https://secretariat.info.yorku.ca/files/Academic-Nomenclature.2018-Final.pdf)"

Since January 2023, the Glendon community has had opportunities to offer input via a survey, townhall, to review and comment on draft proposals for restructuring, to participate in smaller format consultations, and other means as to how Glendon might best reconfigure its academic administrative structure, and in response to an initial proposal for a four-department model. Following these consultations, and being responsive to concerns and suggestions, as well as

ensuring continued alignment with the key principles set out earlier, a structure is now being proposed for final consultation. We must also take into consideration that, as curriculum modifications progress, it will be determined which department is the most appropriate home for each revised program.

"Since January 2023, the Glendon community has had opportunities to offer input via a survey, townhall, review and commenting on draft proposals for restructuring, smaller format consultations, and other means as to how Glendon might best reconfigure its academic administrative structure, and in response to an initial proposal for a four-department model."

Recently, as part of Degree Harmonization, the Office of the Principal collected and analyzed data related to majors, which help identify in which programs students do achieve a second major. Also, this analysis revealed in which discipline students from each program were choosing to achieve a double major. In addition to shedding light on which students are more likely to achieve a double major, it helped identify which disciplines are more likely to attract students as a combination (double major, or major-minor). Planning to achieve a double major is no guarantee that it will be achieved, or even achievable. Therefore, the data that was gathered could be used to suggest which disciplines would gain from being in the same department in order to facilitate the coordination of course scheduling, to enable students to achieve their degree as easily as possible. (see Appendix on double majors)

An issue that must be addressed is the location of the Glendon Core Curriculum (GCC), a point that was raised several times during our consultations. Given its complexity and central nature, the GCC will require coordination. The seat of coordination for the GCC is likely to change, depending on the location of the person who will be taking on this role. Therefore, the GCC will be following the coordinator in their academic home, although GCC courses will be inter- or multidisciplinary in nature. We will need to ensure that this variable location of the GCC be supported with continuous administrative support. This will be greatly helped once we have reorganized the way administrative assistants support our programming, including the GCC.

Under the new structure, Glendon College would have four major interdisciplinary groups, and each one would offer programs and courses – current and future. The names below represent groupings that are the results of months of consultations, but minor modifications are still possible, of course, within the planned timeframe:

- Glendon Department of Global Communication and Cultures
- Glendon Department of Science
- Glendon Department of Economics, Business and Mathematics
- Glendon Department of Global and Social Studies

Glendon Department of Global Communication and Cultures

This Department[3] focuses on exploring, understanding, and promoting every aspect of human expression. Programs in this Department are key to developing a deeper understanding of human nature as well as acquiring and developing transferable skills such as intercultural empathy and interlinguistic fluidity and awareness. Faculty members in this Department also look at how communication can be facilitated across language, cultural, political and geographic barriers. Current disciplinary areas (and associated faculty, based on data available on the Atlas York Directory) in this department will be:

Current Programs and Disciplines	Current Home Department
Undergraduate Programs	
Communications	School of Translation
English	English
Études françaises	French Studies
Professional Translation	School of Translation
Spanish and Latin American Cultures and Societies	Hispanic Studies
Graduate Programs	
MA Études françaises	French Studies
MA Translation Studies	School of Translation
Master of Conference Interpreting	School of Translation
PhD, Études francophones	French Studies
Certificates	
Teaching English as an International Language	English
Creative Writing Across Contexts	English
Technical and Professional Communication	School of Translation
Spanish for Business and Professional Communication	Hispanic Studies
Spanish ←→ English Translation	Hispanic Studies
Service Courses	
English as a Second Language	English
French as a Second Language	Centre de formation linguistique pour les études en français
Humanities	Multidisciplinary Studies
Program under review	
Drama and Creative Arts	Multidisciplinary Studies

[3] The use of the term “Department” instead of “School”, which was preferred in the report tabled by the ad hoc committee in 2020, corresponds more broadly to the nature of the Glendon units, while the term “school” refers to units with a more professional focus.

Glendon Department of Science

This Department is where fields and subjects that apply scientific methods and knowledge are studied and used, mainly, but not exclusively, to attain practical goals. This Department focuses on the study of living beings, of their mind and behaviour, on structure, order and relation, using methods that cross the borders between branches of science. Programs in this Department have an emphasis on neuroscience, human and animal behaviour, and the environment. Disciplinary areas (and associated faculty) in this Department will be:

Current Programs and Disciplines	Current Home Department
Undergraduate Programs	
Biology	Multidisciplinary Studies
Psychology	Psychology
Service courses	
Natural Sciences	Multidisciplinary Studies

Glendon Department of Economics, Business, and Mathematics

This Department focuses on transitions and interactions, on collecting and handling information in a way that helps us achieve a more advanced understanding of social trends and the relationships between conditions that shape our world. Disciplines in this department seek to attain a deeper and more comprehensive understanding of major events that impact our lives, using qualitative and quantitative methods. Programs in this Department impart the knowledge and skills that are necessary to gain a clearer insight into who we are, what constitutes our communities, and the habits of people who live in it. Disciplinary areas (and associated faculty) in this Department will be:

Current Programs and Disciplines	Current Home Department
Undergraduate Programs	
Business Economics	Economics
Economics	Economics
Dual Degree	
International Studies and Business Administration	International Studies
Service courses	
Technology (ITEC)	Multidisciplinary Studies
Program under review	
Mathematics	Mathematics

"One of the suggestions was to change the proposed name to Department of Behavioural Sciences/Département des sciences comportementales, and would include fewer units. What is proposed here is a compromise […]."

This is the proposed unit for which the most comments and suggestions to change were received; suggestions included either removing or adding current units, or changing the name altogether. One of the suggestions was to change the proposed name to Department of Behavioural Sciences/*Département des sciences comportementales*, and would include fewer units. What is proposed here is a compromise compared to earlier versions of the proposal.

Glendon Department of Global and Social Studies

This department focuses on understanding social behaviour, patterns, and relationships. Faculty in this Department seek to understand, interpret and explain current, past and future phenomena. They also look at how events have an impact on the global, national and local levels. Their research methods often intersect and cross-pollinate. Programs in this Department invite students to foster understanding and engage in the world, with individuals and institutions. Disciplinary areas (and associated faculty) in this Department will be:

Current Programs and Disciplines	Current Home Department
Undergraduate Programs	
History	History
International Studies	International Studies
Philosophy	Philosophy
Political Science	Political Science
Sociology	Sociology
Graduate Programs	
Master in Public and International Affairs[4, 5]	Glendon School of Public and International Affairs
Certificates	
Law and Social Thought	Philosophy
Interdisciplinary Certificate in Public History	Glendon/Keele
Sexuality Studies	Gender and Women's Studies
Refugee and Migration Studies	Glendon/Keele
Service Courses	

[4] The MPIA does not fall directly under the Department of Political Science, but its current director is affiliated to that Department. Therefore, the program is presented as such, for the sake of clarity, although it needs not stay affiliated to the same department as colleagues in Political Science in the future.

[5] The Glendon School of Public and International Affairs (GSPIA) is an academic entity created through an endowed gift. It operates under the directorship of a practitioner in residence, usually not a York University faculty, and has no faculty affiliated to it in the same sense as other academic units at Glendon.

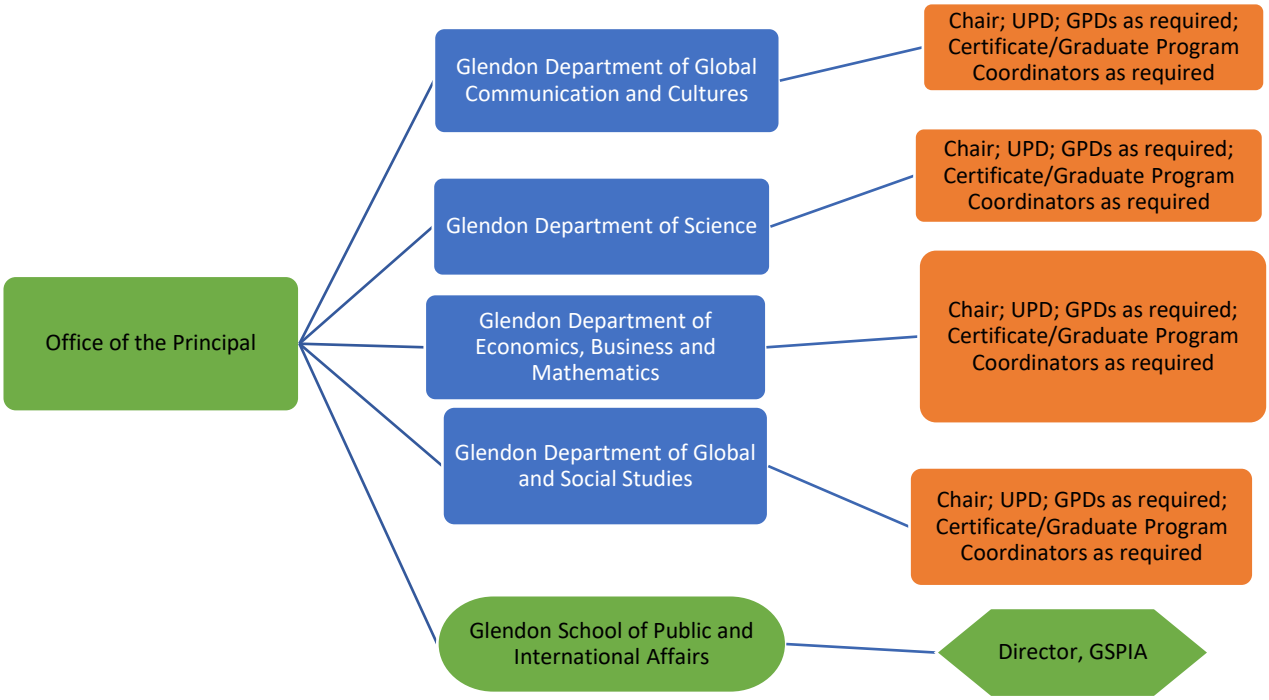
Modes of Reasoning	Philosophy
Social Sciences	Multidisciplinary Studies
Programs Under Review	
Canadian Studies	Multidisciplinary Studies
Gender and Women's Studies	Gender and Women's Studies[6]
Sexuality Studies	Gender and Women's Studies
Linguistics and Language Studies	Multidisciplinary Studies

While this model proposes four departments that include all current units, it must be noted that the Faculty of Liberal Arts and Professional Studies (LAPS) and Glendon College have been looking at an option that has been put forward by Glendon departments like History and Philosophy. That option can still be explored, but must not hinder the implementation of the currently proposed model.

Proposed Departmental Structure for Each New Unit

It goes without saying that the restructuring exercise will lead to a new organizational chart and distribution of academic leadership responsibilities, which will logically depart from what we currently know at Glendon. The model below is nevertheless consistent with common practice at York University. Successful implementation will no doubt require adjustment and perhaps realignment in the transfer from plan to reality. We are confident, however, that in accordance with common practice at Glendon, on-going conversation and consultation will enable us to working out the full implementation of the new structure. To guide the implementation phase, a Working Group will be struck, to ensure that the academic aspects of the implementation are accomplished with DEDI principles as a central consideration.

[6] While the academic unit is part of the Faculty of Liberal Arts and Professional Studies, some of its members are located at Glendon and teach programs of the School of Gender, Sexuality and Women's Studies on the Glendon campus. This restructuration is not aimed at impacting the School of Gender, Sexuality and Women's Studies, although its Glendon members could choose to have an affiliation with specific units. The position of coordinator is not impacted either. In this proposal, Glendon members of the School were placed with the units with which they have the closest affiliation: History and Sociology. Once the new structure is confirmed, GSWS colleagues at Glendon will have the option to choose from one of four Departments from which they will receive their administrative support.



Currently, Glendon has:	The **new structure** proposes:
13 Chairs/Director-Coordinators	4 chairs
1 Director (Centre de formation linguistique)	4 Undergraduate Program Directors (UPD)
6 BA/BSc Coordinators	2 Course Coordinators (Languages and Core Curriculum)
1 Dual Degree Coordinator	1 Dual Degree Coordinator
7 Certificate Coordinators	Certificate and Graduate Diploma Coordinators as needed, and where enrolment requires
Or, 28 undergraduate academic leaders	Or, 11 undergraduate academic leaders

Centre for Research on Language and Culture Contact and the Glendon School of Public and International Affairs: two special cases

The one ORU that is solely based at Glendon, the Centre for Research on Language and Culture Contact, is a research-focused unit, and as such does not include academic programs. Its structure and reporting are left unimpacted by this restructuring exercise.

On the other hand, the Glendon School of Public and International Affairs (GSPIA) is an academic unit that was created in part to house the Master in Public and International Affairs, an interdisciplinary program, and as such needs to be located within this restructuring exercise. Its status must be given special consideration. The position of Director of the GSPIA is normally held

by a public service practitioner, not a YUFA faculty member as is normally the case for academic units, who reports to the Principal, so the same logic as the GCC (see below) cannot be used. However, if we apply that logic according to the directorship of the MPIA, it becomes possible to find an academic home for the GSPIA that can work. This is why in this structure, and given the current context, it is located in the unit where the current director finds most disciplinary collegiality. The Director of the GSPIA, however, continues to report to the Principal.

Glendon Core Curriculum (GCC)

One of the most often asked questions about the restructuring exercise is the location of the Glendon Core Curriculum (GCC) in the new structure. This is a question that Glendon has been struggling with under the current structure, but one of the points on which everyone seems to agree is that, to ensure the success of the Core Curriculum, one person needs to see to the courses being scheduled and staffed. This position will be crucial, since all students will be taking Core courses, throughout their four years at Glendon. The location of the GCC within the academic structure cannot and should not be set, as the coordination of the courses will not be the responsibility of a single unit, given the diversity of the GCC offering. Instead, the academic home of the GCC will be that of the Coordinator.

Changes to governance if applicable

"Adjustments to policy and practice will be developed and approved through normal governance and approvals processes as part of implementation. "

Changes to the academic administrative structure are likely to impact the way Glendon conducts business in several areas that are not directly related to its program offering. Concretely, for example, the way most Glendon units currently administer hiring, tenure and promotion processes is directly related to the way we are currently structured. Adjustments to policy and practice will be developed and approved through normal governance and approvals processes as part of implementation.

Consultation Process

Please see Community Consultation - Strategic Direction (yorku.ca) for additional context and information on ongoing consultation processes.

With the publication of the penultimate version, and in preparation for the upcoming steps in the collegial governance process that will guide the implementation of a new structure, the Office of the Principal also took the opportunity to broaden the consultation and solicited comments from non-Glendon units who are likely to be more directly concerned with this restructuring due to their disciplinary relation with Glendon's programming. In that spirit, the Office of the Principal reached

out to several programs in the following Faculties: School of Arts, Media, Production, and Design; Faculty of Liberal Arts and Professional Studies; Faculty of Science; Faculty of Health. To this day, we have received responses from the following units.

- Writing Department (LAPS)
- School of Gender and Women's Studies (LAPS)
- Department of Sociology (LAPS)
- Department of Social Sciences (LAPS)
- Department of Philosophy (LAPS)
- Department of Communications and Media Studies (LAPS)

Respondents acknowledged having received our proposal and request for comments, but for the most part indicated that they would wait until Glendon colleagues vote on the proposal before making any comment, which seems to go against the idea of a consultation. However, following a vote by Glendon, respondents will be invited again to provide comments and letters of support.

We have received a memo from the Office of the Dean of Science, expressing their support for the endeavour and the model we have put forward, and reaffirming their intention to continue to work with Glendon to further alleviate the administrative burden on faculty and to facilitate cooperation between our two Faculties.

Please find below an updated list of consultation events and documents.

A FINAL DRAFT OF THE PROPOSAL IS POSTED

On September 8, the final version of the proposal is posted for consideration.

A PENULTIMATE DRAFT IS POSTED FOR DISCUSSIONS AND COMMENTS

In June 2023, the Penultimate Draft of the Proposal is submitted for discussions and comments to the community. Unfortunately, not all faculty received the memo and proposal, and in August 2023, the documents were re-sent to all faculty.

AN UPDATED DRAFT IS POSTED FOR DISCUSSION AND COMMENTS

Following the March 3, 2023 Faculty Council and based on initial comments received by email and through PPNC, an updated draft is posted on the Glendon Revisioning webpage, for comments.

DRAFT ACADEMIC RESTRUCTURING PROPOSAL

A draft proposal on academic restructuring is shared with Glendon Faculty Council on March 3, 2023 for discussion.

FIRST DRAFT PROPOSAL CIRCULATED AMONG FACULTY

An initial draft is circulated to faculty and posted in preparation of the March 3, 2023 Faculty Council.

GLENDON TOWN HALL

Tenure stream faculty members had an opportunity to engage and ask questions about the academic restructuring process at a Town Hall meeting on February 14, 2023.

ACADEMIC RESTRUCTURING POLL

A poll on academic restructuring options was conducted in January of 2023. Preliminary results were shared with Faculty Council on February 3, 2023.

RESTRUCTURING PROCESS MEMO

A memorandum on the Academic Administrative Structure was shared with Department Chairs and Program Coordinators on Dec. 16, 2022.

GLENDON TOWN HALL

The community had the opportunity to engage and ask questions about the repositioning at a Town Hall meeting on November 10, 2022.

ENGAGEMENT WITH KEELE-BASED FACULTIES AND PROGRAMS

Consultations with Faculties and programs that intersect with Glendon College began in Summer and Fall of 2022 and extended into 2023.

UPDATE FOR THE ALUMNI COMMUNITY

The principal of Glendon co-hosted an event on the new strategic direction on June 9, 2022.

GLENDON'S PRINCIPAL MET WITH VARIOUS DEPARTMENTS

Meetings with Glendon's Principal were held in April and May, 2022.

GLENDON TOWN HALL

The community had the opportunity to share their thoughts on the repositioning at an event on May 13, 2022.

FACULTY COUNCIL MEETING

Principal of Glendon presented options for strategic orientation to Faculty Council on April 22, 2022.

ENGAGEMENT WITH THE ACADEMIC POLICY, PLANNING AND RESEARCH COMMITTEE AND OTHER YORK UNIVERSITY SENATE COMMITTEES AS APPROPRIATE

Recommendations were presented to the committee for discussion at a virtual meeting in Spring, 2022.

ADVISORY COMMITTEE MEETINGS

Advisory committee met and formulated advice to the Principal of Glendon College on: January 10 and 25, February 9 and 22, and March 10, 2022.

PRINCIPAL'S ADVISORY COMMITTEE CREATED

Principal of Glendon presented options for A Principal's Advisory Committee that was created in Fall 2021, drawing together faculty members, staff, students, alumni and other community members. A review of Glendon's program structure, requirements, enrollment and other statistics was undertaken.

Letters of Support

YORK
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FACULTY OF SCIENCE

Office of the Dean

Hovig Kouyoumdjian
Associate Dean,
Curriculum and Pedagogy

355 Lumbers Bldg.
4700 Keele St.
Toronto, ON
Canada M3J 1P3
T 416 736 5051

sciadcp@yorku.ca
science.yorku.ca

Wednesday, August 16, 2023

Dear Prof. Marco Fiola, Principle of Glendon College,

We have reviewed the proposal for restructuring Glendon's Academic departments, and we endorse the efforts of creating four major disciplinary groups and departments, with new distribution of academic leadership responsibilities.

We support the strategic approach of creating coherent academic structures that not only facilitate efficient administration but also emphasize the recognition of similarities and differences within various programs, which we believe will provide a healthy foundation for the growth and development of each department. Furthermore, we support the proposal's promise to alleviate the administrative burden on faculty members by streamlining departmental functions, enabling the newly structured departments to devote more attention to advancing teaching and research.

We are committed to maintaining open discussions between the departments from Keele and Glendon, particularly fostering ongoing communication with the Biology and Mathematics departments. This exchange of ideas and insights will undoubtedly contribute to the successful implementation of the proposed restructuring.

If you require further assistance, please do not hesitate to email us at sciadcp@yorku.ca (Associate Dean, Curriculum and Pedagogy).

Sincerely,

Hovig Kouyoumdjian
Associate Dean, Curriculum and Pedagogy
Faculty of Science

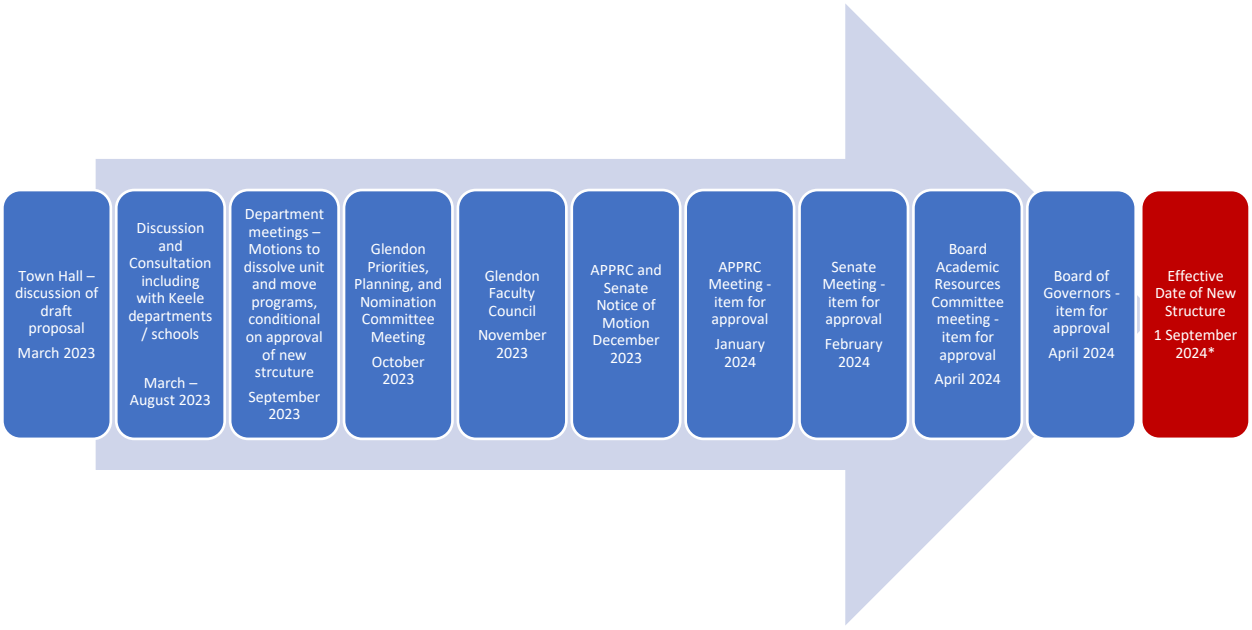
TENTANDA VIA

Letter of Support: Office of the Dean of Science

Timeline and Process for Senate and Board Review and Approval

Action	Detail	Date
Departmental Agendas	Departments consider motions to consolidate existing units into larger units conditional on the approval of a new departmental structure at Faculty Council, APPRC, Senate Executive, Board Academic Resources and Board. While these motions go no further as stand-alone decisions, they are necessary precursors to advancing the broader proposal through governance processes. Technically, this will take the form of a motion that will dissolve an existing unit conditional on the creation of the new structure. Agendas are generally circulated a week in advance and no less than 72 hours in advance of a meeting.	September 2023
Departmental Meetings	Scheduled as per usual Fall meetings or as special meeting.	September 2023
Glendon Priorities, Planning, and Nomination Committee Agenda	PPNC will consider the proposal for restructuring. The departmental motions need not be included in the package but can be referenced in the motion that accompanies the proposal.	October 2023
Glendon Priorities, Planning, and Nomination Committee Meeting	Scheduled as per usual Fall meetings or as special meeting.	October 2023
Council Agenda	Faculty Council will consider the proposal for restructuring and a motion to approve, noting PPNC's concurrence.	November 2023
Council Meeting	Scheduled as per usual Fall meetings or as special meeting.	November 2023
APPRC Agenda	APPRC will consider the proposal for restructuring and a motion to approve, noting Glendon Faculty Council concurrence. Agendas and materials are circulated one week in advance of the meeting.	December 2023
APPRC Meeting	Scheduled as per usual Fall meetings.	December 2023
Senate Agenda	Notice of Motion is required for major items for approval including restructuring. This allows Senators to thoroughly consider significant change and engage in discussion more than once before voting.	January 2024
Senate Meeting	Scheduled as per usual Winter meetings.	January 2024
Senate Meeting Agenda	Senate will consider the proposal for restructuring and a motion to approve, noting Glendon Faculty Council concurrence. Agendas and materials are circulated one week in advance of the meeting.	February 2024
Senate Meeting	Scheduled as per usual Winter meetings.	February 2024
Board Academic Resources Committee Agenda	Board Academic Resources Committee will consider the proposal for restructuring and a motion to approve, noting Senate's approval. Agendas and materials are circulated one week in advance of the meeting.	5 April 2024

Board Academic Resources Committee Meeting	Scheduling confirmed for 2023/24	12 April 2024
Board of Governors Agenda	Board of Governors will consider the proposal for restructuring and a motion to approve, noting Senate's approval. Agendas and materials are circulated one week in advance of the meeting.	23 April 2024
Board of Governors Meeting	Scheduling confirmed for 2023/24	30 April 2024



Implementation

With an effective date of 1 September 2024, there is considerable work to be done in preparation for a new structure and to ensure smooth operations throughout and post transition. These activities can begin in parallel to approval processes for the proposal and conditional on the same. A Working Group will be struck, to ensure that the academic aspects of the implementation are accomplished with DEDI principles as a central consideration. Some of many considerations include:

- Faculty members academic appointments are transferred to new units as per the York-YUFA collective agreement.
- Workload documents for new units are developed and approved as per the York-YUFA collective agreement.
- Research Release criteria for new units are developed and approved as per the York-YUFA collective agreement.
- New unit Tenure and Promotion standards are developed and approved as per the *Tenure and Promotions Policy, Criteria and Procedures,* adjudicating committees are established for the new

units and any necessary revisions are made to the terms of reference for the Faculty Tenure and Promotions Committee according to collegial process at the unit and Faculty level.

- A staffing structure supporting the revised academic model is developed and operationalized in consideration of relevant provisions in the York-YUSA collective agreement and in consideration of relevant Articles of the York-YUFA collective agreement.

- Coding of university systems updated to reflect new structure including systems in the registrar's office, finance, IT, ARMS, and others.

- Communications and branding developed to reflect new structure and inform recruitment, partnerships and community engagement.

- Alumni and donor stewardship relationships reflect new information and opportunities.

Appendix - Data on faculty complement, students enrolled in Majors (1) and course registration (heads) per academic units

Glendon Department of Global Communication and Cultures

Current Programs and Disciplines	Current Home Department	Projected faculty complement	Major 1	Course Registration (heads)[7]
Undergraduate Programs				
Communications	School of Translation	3	47	641
English	English	4	52	590
Études françaises	French Studies	9	333	532
Professional Translation	School of Translation	4	41	334
Spanish and Latin American Cultures and Societies	Hispanic Studies	4	9	407
Graduate Programs				
MA Études françaises	French Studies			
MA Translation Studies	School of Translation			
Master of Conference Interpreting	School of Translation	2		
Doctorate, Études francophones	French Studies			
Certificates				
Teaching English as an Intern. Lang.	English			
Creative Writing Across Contexts	English			
Prof. and Technical Communication	School of Translation			
Spanish for Business and Professional Communication	Hispanic Studies			
Spanish ←→ English Translation	Hispanic Studies			
Service Courses				
English as a Second Language	English	1		46
French as a Second Language	Centre de form. ling.	3		458
Humanities	Multidis. Studies			[8]
Programs Under Review				
Drama and Creative Arts	Multidis. Studies	3	27	415
Total		**33**[9] **[4**[10]**]**	**509**	**3423**

[7] Course registration (heads) for the academic year 2022-2023, according to the Academic Program Report.
[8] We are no longer offering Humanities courses that are not offered by and hosted in a program in the future, as we move towards the Core Curriculum.
[9] Number in brackets indicates approximate number of faculty members who have the majority of their affiliation with the unit.
[10] Number of announced retirements within the next two academic years (i.e. 30 – 4 = 27).

Glendon Department of Science

Current Programs and Disciplines	Current Home Department	Projected faculty complement	Major 1	Course registration (heads)[11]
Undergraduate Programs				
Biology	Multidisciplinary Studies	4	57	273
Psychology	Psychology	6	292	1090
Service courses				
Natural Sciences	Multidisciplinary Studies			147[12]
Total		**10**	**349**	**1510**

Glendon Department of Economics, Business, and Mathematics

Current Programs and Disciplines	Current Home Department	Projected faculty complement	Major 1	Course registration (heads)[13]
Undergraduate Programs				
Economics	Economics	6	54	621
Business Economics	Economics		77	unavailable
Dual Degree				
Int'l Studies and Business Admin.	International Studies	1	40	
Service courses				
Technology (ITEC)	Multidisciplinary Studies	1		60[14]
Program under review				
Mathematics	Mathematics	3	25	442
Total		**11**	**196**	**1123**

Glendon Department of Global and Social Studies

Current Programs and Disciplines	Current Home Department	Projected faculty complement	Major 1	Course registration (heads)
Undergraduate Programs				
History	History	5	39	664
International Studies	International Studies	2	126	764
Sociology	Sociology	5	70	593
Philosophy	Philosophy	5	19	1164

[11] Course registration (heads) for the academic year 2022-2023, according to the Academic Program Report.
[12] According to the PES for Fall-Winter 2022-2023.
[13] Course registration (heads) for the academic year 2022-2023, according to the Academic Program Project.
[14] According to the PES for Fall-Winter 2022-2023.

Political Science	Political Science	5	102	703
Certificates				
Law and Social Thought	Philosophy			
X-Disciplinary Cert. in Public History	Glendon/Keele			
Sexuality Studies	Gender and Women's Studies			
Refugee and Migration Studies	Glendon/Keele			
Graduate Programs[15]				
Master in Public and Int'l Affairs[16]	Political Science			
Service courses				
Social Sciences	Multidisciplinary Studies			[17]
Modes of Reasoning	Philosophy			[18]
Programs under review				
Canadian Studies	Multidisciplinary Studies	3	5	93
Gender and Women's Studies	Gender and Women's Studies	2	5	267
Sexuality Studies	Gender and Women's Studies	1	1	unavailable
Linguistics and Language Studies	Multidisciplinary Studies	2	42	235
Total		**30**	**409**	**4483**

[15] Graduate students are not included, as the programs and the students are managed according to a different model, with the Faculty of Graduate Studies. Those programs also have distinct program assistants.

[16] The MPIA does not fall directly under the Department of Political Science, but its current director is affiliated to that Department. Therefore, the program is presented as such, for the sake of clarity, although it needs not stay affiliated to the same department as colleagues in Political Science in the future.

[17] We are no longer offering Social Science courses that are not offered by and hosted in a program in the future, as we move towards the Core Curriculum.

[18] Included under Philosophy.

Double Majors at Glendon

MAJOR 2 →	BIOL	BUEC	CDNS	COMS	DRCA	DRST	ECON	ENG	FRAN	GWST	HISP	HIST	ILST	LIN	MATH	PHIL	POLS	PSYC	SOCI	SXST	TRAN	
MAJOR 1↓																						
BIOL				1					3									3				7
BUEC				1									3		1		1					6
CDNS									4													4
COMS									6		1			1								8
DRCA								1	4													5
DRST																						0
ECON																	1					1
ENG									12			5		2		2	1					22
FRAN	5		4	1	1	1		9		2	6	9	4	2	5	5	2	14	5			75
GWST									1													1
HISP																						0
HIST						1		1	2							1			1			6
ILST			1	1			1		2	1		2		2		1	5		2			18
LIN									1								1	1			1	4
MATH							2	1								1						4
PHIL																						0
POLS				2			1	1	2		2					1		2	1			12
PSYC	1								7	1					1				2	1		13
SOCI									8	1						1	1	1				12
SXST																		1				1
TRAN									1													1
	6	0	5	6	1	2	4	13	53	5	9	16	7	7	7	12	12	22	11	1	1	

Note: This data is as of Summer 2023. Admissions in Canadian Studies (CDNS), Drama and Creative Arts (DRCA), Gender and Women's Studies, Linguistics and Language Studies, Mathematics, and Sexuality Studies are temporarily suspended.

Comparative Data on Academic Units, Enrolment and Faculty Members – York University

2022 preliminary UG full-year FFTEs and GR Fall FTEs

29 November 2022

Faculty	Undergraduate FFTEs	Graduate FFTEs	Total Enrolment	Full-time Faculty Complement	# of Departments /Schools	# of Total Students per Department / School / Faculty*	# of Undergraduate Students per Department / School / Faculty*	# of Full-time Faculty per Department / School / Faculty*
Health	9,134.77	555.50	9,690.27	249.00	5	1,938.05	1,826.95	49.80
LAPS	16,107.77	1,551.30	17,659.07	644.00	20	882.95	805.39	32.20
Science	3,788.86	375.40	4,164.26	227.00	5	832.85	757.77	45.40
Lassonde	3,942.13	443.70	4,385.83	172.00	4	1,096.46	985.53	43.00
AMPD	2,286.00	270.00	2,556.00	120.00	7	365.14	326.57	17.14
EUC	419.20	225.80	645.00	53.00	-	645.00	419.20	53.00
Schulich	1,939.50	967.20	2,906.70	92.00	-	2,906.70	1,939.50	92.00
Osgoode	1,031.66	376.30	1,407.96	62.00	-	1,407.96	1,031.66	62.00
Education	1,785.37	213.50	1,998.87	58.00	-	1,998.87	1,785.37	58.00
Glendon	1,287.40	102.60	1,390.00	97.00	14	99.29	91.96	6.93
Total:	37,618.23	4,388.90	42,007.13	1,557.00	41			

*Faculty calculated where the Faculty non-departmentalized only

						960.08	853.57	40.09

Glendon as a % of York University Totals

Glendon as % of Total York University Enrolment	3%
Glendon as % of Total Undergraduate Enrolment	3%
Glendon as % of Total Graduate Enrolment	2%
Glendon as % of Total York University Full-time Faculty	6%
Glendon as % of Total York University Department / School Count (plus 4 non-departmentalized Faculties included)	31%

Data derived from: [Quick-Facts | Office of Institutional Planning and Analysis (OIPA) (yorku.ca)]

Board of Governors

Memorandum

To: Board of Governos

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 30 April 2024

Subject: School of Arts, Media, Performance & Design Academic Restructuring

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Recommendation:

That subject to Senate's approval, the Academic Resources Committee recommends that the Board of Governors approve the following academic structural changes as a set of complementary and successive actions effective 1 May 2024:

a. **The establishment of a Department of Theatre, Dance, & Performance in the School of Arts, Media, Performance & Design (AMPD)**

b. **The disestablishment of the following two existing academic units within AMPD:**

   i. **Department of Dance**

   ii. **Department of Theatre & Performance**

Background and Rationale

At its meeting of March 28, 2024, Senate considered a Notice of Motion on the recommendation from its Academic Policy, Planning and Research Committee, to establish a Department of Theatre, Dance, & Performance and disestablish two existing departments within in the School of Arts, Media, Performance & Design effective May 1, 2024. The motion will be debated at Senate on April 25 and, subject the Senate's approval, proceed on the Board for approval on April 30.

The Academic Resources Committee has responsibility for reviewing the proposals and recommending their approval to the Board of Governors.

The expected dividends of the creation of a combined department are:

- a net reduction and harmonization of service load for faculty members, and an overall reduction in administrative teaching offloads
- more streamlined governance and administration
- consolidation of recruitment resources and efforts
- enhanced coordination and more efficient use of teaching and studio facilities
- more efficient deployment of staffing resources, with increased knowledge-sharing
- sustainability of the academic programs housed in the new department.

Planning for the proposed Department of Theatre, Dance, and Performance has been collegial, with faculty members of both constituent units voting unanimously in favour of the new department. There is a significant history of collaboration between the constituent units, including on performances and graduate committees, and the respective MA and PhD programs have already been combined. A governance structure and transition plan have been formulated and agreed to by both parties. There are no changes to the Theatre or Dance programs contemplated as part of this proposal; as such, there will be no negative effects for current students. However, the restructuring would put the department in a better position for program renewal in future. The housing of Theatre and Dance programs in a single unit is not unusual and is in alignment with several respected comparator departments at other institutions.

The full proposal, with statements of support, is attached as Appendix A.

PROPOSAL

Establishment of a merged

Department of

Theatre, Dance,

&

Performance

PROPOSAL TO ESTABLISH A MERGED DEPARTMENT OF THEATRE, DANCE, & PERFORMANCE

Executive Summary

The following is a proposal to merge AMPD's existing Departments of Dance and Theatre & Performance to establish a combined *Department of Theatre, Dance, & Performance*. The proposed merger is structural and administrative only, with no curricular changes to the Theatre or Dance programs contemplated at this time, with the obvious exception that the academic programs of the two existing departments would be moved into the new combined new unit, which would then be responsible for delivery of curricula. The anticipated effective date for the merger is May 1, 2024, in alignment with the 2024-25 fiscal year.

Some of the anticipated benefits of this merger include:

- a net reduction in overall service load for faculty members, and a reduction in administrative teaching offloads
- more streamlined governance and administration
- more efficient deployment of staffing resources and increased knowledge-sharing
- greater coordination and efficient sharing of teaching and studio facilities
- alignment with respected comparator institutions
- sustainability of academic programs

Background

Founded by Grant Strate in 1970, the Department of Dance at York University is one of the oldest of its kind in North America and was the first in Canada. Besides offering the first Bachelors degree in dance history and criticism, until its recent merger with the Theatre Studies graduate program it also housed the only PhD program in Dance Studies in Canada. The nucleus of the department has consistently been its BFA in Dance, with its strength in choreography, performance, and education. At one time considered the largest and most comprehensive Department of Dance in Canada, it is also becoming the most diverse. This diversity is reflected in the wide array of curricular offerings in contemporary modern dance, ballet, and global forms such as West African dance, Philippine folk dance, and the art of breaking. The department's alumni from undergraduate and graduate programs have gone on to become leaders within Canada and beyond in the fields of dance making, dance education, arts administration, dance research, screendance and more. Faculty members in this department are award-winning educators, researchers, filmmakers, and dance artists who help shape the trajectory of dance and dancing in the country.

The Department of Theatre (now Theatre & Performance) began at York in 1965, with performances by the York University Players, staging plays in the newly opened Burton Auditorium on the Keele campus. In 1968, Joe Green was appointed Chair of the Department of Theatre, and Don Rubin one of the department's first professors. In 1979 the Foundation Year was implemented, a general course of study for all in-coming theatre studies that continues to this day. The MFA programs in Acting and Directing began in 1980, and diplomas in voice, movement and acting teaching were introduced in the mid-90s. The MA/PhD program was initiated in 2005, the same year that the Accolade East building, with its Faire Fecan Theatre, opened. The Creative Ensemble, later revised as the Devised Theatre series of courses, expanded the performance and creation opportunities within the department, which led to the BFA Program in Performance Creation in 2018. This year, we expanded the Acting & Performance Program, modifying it to include greater flexibility for Actors and Devisers to chart their own course, increasing both the depth and breadth of opportunities available to them. With award-winning faculty working in design, production, directing, playwriting, acting, performance & theatre research, coaching for film and television, management and arts administration, the department continues to define what theatre and performance can be in the Canadian and international industries. Theatre alumni have gone on to successful careers in theatre, film, television, and beyond as performers, playwrights, directors, producers, production managers, designers, artistic directors, stage managers, technicians, educators and teachers.

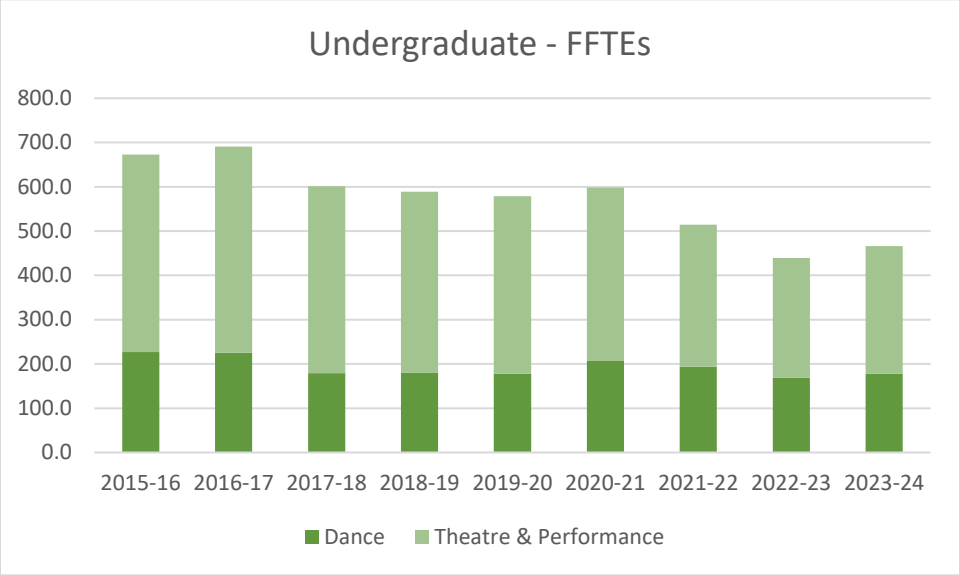
For many reasons, the merger of these two departments is a natural step. The Department of Theatre & Performance and Department of Dance have benefited from synergies coming from shared administrative commitment, student training, and scholarly and artistic productions. There has always been much collaboration among members of the two departments at the faculty level, through service on AMPD’s various committees. Faculty members have served on each other’s graduate students’ committees and the two departments have already integrated their studies-based graduate programs successfully, now offering an MA and PhD in a combined Theatre, Dance & Performance program, while Theatre MFAs specializing in design for performance have been required to take Dance courses.

The two departments have sought many opportunities to collaborate on production. Most notably in terms of the scale of these collaborations, the pan-faculty productions of *The Beggar’s Opera* (2014) and *The Birds* (2016) have provided opportunities where our students, staff, and faculty collaborated with one another and with other departments in AMPD as well. We've previously aligned our Devised Theatre Festival with Dance's Incubator Project. It is also common practice for colleagues in Theatre and Performance to design lights for pieces in Dance events and for faculty across the two departments to serve as guest teachers in classes in each other's programs. Faculty have further benefited from invitations to present papers at conferences and events that our respective colleagues have organized.

Finally, administrative staff of the two departments have already been co-located in office space in the Accolade East building for almost two years, resulting in greater coordination and knowledge-sharing across departments.

Context and Challenges

The pandemic had a profound effect on studio- and performance-based programs, for obvious reasons. Studio courses typically require intensive, practical face-to-face instruction that cannot easily be shifted to a virtual context. The inability to offer in-person instruction limited course offerings and had a predictable negative effect on enrolment, the impact of which is still being felt. From a combined enrolment of nearly 600 undergraduate FFTEs in Dance and Theatre in 2019-20, there are now approximately 466 (as of Fall 2023). International enrolments have been hit particularly hard, with fewer such students wanting to risk being unable to have the full experience of an intensive in-person studio-based program. Enrolment has since shown encouraging signs of stabilization, and it is hoped that this recent increase will continue.



Perhaps a more pressing challenge at this time is faculty complement. There are currently nine full-time faculty members in the department of Dance; as recently as 2020 there were twelve. Of these nine, one is slated to retire in 2024, and two will be on sabbatical. There are just over 5 FCE in research or administrative teaching releases held by the remaining six, including for the department Chair and the Director of CERLAC. The lack of teaching capacity has resulted in reduced course offerings, which has a potential negative effect on student experience and degree progression. The remaining faculty members face an increased service burden, to the extent that it has become difficult to carry on the essential business of the department.

Although perhaps less pronounced, Theatre & Performance faces similar challenges. There are currently 22 full-time faculty members (there were 25 in 2020), with one of

these cross-appointed to a different department. Three are due to retire in 2024, and one will be on sabbatical. Of the remaining 19 full-time faculty, three are on short-term CLA contracts, which are scheduled to end in 2024, 2025, and 2026, respectively. Another will move their teaching to Markham in 2024. Hence, by 2026, only 15 full-time faculty will remain. There are currently just over 15 FCE in research or administrative teaching releases held by Theatre & Performance faculty, including for the Dean of AMPD and the Director of Sensorium.

It should be mentioned that neither department has any faculty hires approved for this hiring cycle. The constraints on teaching capacity have resulted in significant expenses allocated to part-time course directors: $851,136 for Dance and $631,914 for Theatre & Performance.

The overall decline in faculty complement and teaching capacity is accompanied by a corresponding increase in service burden for faculty members. Combined, there are approximately 45 seats on standing committees currently requiring to be filled by full-time faculty in the two departments. In addition, there are 8 seats on faculty-level AMPD committees requiring the service of Dance and Theatre & Performance faculty members. This does not take into account service requests from outside the faculty (e.g. Senate-level committees). Projected retirements and sabbaticals will obviously increase the amount of time spent by remaining faculty on service work.

Benefits of a Merger

In light of the challenges outlined above, there are several benefits to merging the two departments. The first, and perhaps most obvious benefit is a reduced service load for faculty members. The attached proposed governance structure for the Department of Theatre, Dance, & Performance (Appendix A) contemplates a large reduction in the number of committees – and consequently the number of people serving on them – by nearly half. Under the new structure, there would be roughly the same number of committees as there are currently under either one of the constituent departments, but the number of people serving on them will remain largely the same. There are two minor exceptions to this rule: First, although the Education, Curriculum, and Awards Committee (Appendix A, 3.2) is structured along the lines of Theatre & Performance's committee, with representation by program area, one member will be added to represent Dance as an additional program area. Second, for various reasons it has been thought best to maintain separate performance/season-building committees (Appendix A, 3.5 & 3.6). Aside from these two exceptions, the savings to faculty members' service burden is considerable and will be especially felt by Dance faculty. Overall, the above-mentioned 45 committee seats currently needed would be reduced to 25 under the proposed governance structure.

Also worth noting is the consequent reduction in service on faculty-level committees. Most of AMPD's committees are structured according to representation by department.

Hence, a merger of the two departments would mean at least four faculty members required to serve on AMPD committees would no longer be needed.

As noted above, an administrative co-location of staff of the two departments has already taken place. The resulting cooperation and knowledge-sharing between staff should make the transition much more seamless than it otherwise might be. The additional benefit of a merger is that some staff positions that are currently under-utilized can be deployed more efficiently.

Consistent with recommendations of the space audit that AMPD commissioned in 2022, a merger of the departments of Dance and Theatre & Performance would also enable the merged department to better coordinate the use and sharing of teaching, studio, and performance spaces for more efficient utilization.

There are several comparator departments in other institutions where the performance-based disciplines of Dance and Theatre are housed in the same department. Highly respected examples include:

- Department of Theatre, Dance, and Performance Studies, Tufts University
- Department of Theatre, Dance, and Performance Studies, University of California, Berkeley
- Department of Theatre and Dance, University of Buffalo
- Department of Theatre and Dance, University of Washington
- Department of Theatre, Speech, and Dance, William and Mary
- Department of Theatre and Dance, University of Texas, Austin
- Department of Theatre and Dance, Wayne State University

It is worth noting that currently there is no Department of Theatre, Dance, and Performance in Canada. The closest comparators are the Toronto Metropolitan University, which houses both a BFA in Theatre and a BFA in Dance beneath the broad umbrella of Performance. Although the Centre for Drama, Theatre, and Performance Studies at the University of Toronto hosts the Institute for Dance Studies, this is not a degree-granting program. Departments of Theatre and Dance exist separately at other Canadian institutions (e.g. Concordia, UCalgary). The proposed merger makes visible York's ongoing dedication to Dance, Theatre, and Performance and therefore presents a potential competitive advantage to the university as students interested in pursuing degrees across multiple disciplines will no longer have to select one department over the other.

Finally, it is hoped that this merger will enable the Department of Theatre, Dance, & Performance to make a plausible business case for faculty renewal, particularly in the area of performance *production*, where disciplinary overlap means that any new hire can be shared between the Dance and Theatre programs. There is also a need for faculty who can teach both studio and studies courses (e.g. in dramaturgy, scenography) and who can supervise MA, MFA, and PhD students.

Transition Arrangement

In consultation with the Dean of AMPD, and in recognition of the need for mutual knowledge-sharing, for a 3-year transition period the Chair of the merged department would be aided in their responsibilities by a faculty Transition Advisor. While the Chair would continue to receive a regular teaching offload, the Transition Advisor would receive an additional teaching offload during this transition period:

- Year 1 (2024-25): 2.0 offload for Chair, 1.5 offload for Transition Advisor
- Year 2 (2025-26): 2.0 offload for Chair, 0.5 offload for Transition Advisor
- Year 3 (2026-27): 2.0 offload for Chair, 0.5 offload for Transition Advisor

For the purposes of continuity, during the first year of the transition period, the current Chair of Theatre & Performance will serve as Chair of the merged department and the current Chair of Dance will serve as Transition Advisor.

At the expiration of the transition period, there will be one 2.0 teaching offload (rather than the current 4.0) for Chair duties.

It should be noted that, during the first year of the transition period, existing unit expectations around teaching and research (for example, with regard to Article 18.15) will remain unchanged.

Finally, neither department currently has approved unit-level tenure and promotion standards; both rely on AMPD's faculty-level standards. Hence, tenure & promotion expectations remain unaffected by this merger until such time as the merged department develops their own criteria.

Consultations

In late August 2023, a working group was formed to explore the potential of a merged department, to be called the *Department of Theatre, Dance, & Performance*.

The working group was composed of three members from each constituent department.

The members of the working group were:

- Patrick Alcedo (Professor and Chair, Dance)
- Eric Armstrong (Professor and Chair, Theatre & Performance)
- Mary Fogarty (Associate Professor, Dance)
- Ian Garrett (Associate Professor, Theatre & Performance)
- Susan Lee (Assistant Professor, Dance)
- Marlis Schweitzer (Professor, Theatre & Performance)

In addition, AMPD's Associate Dean Academic (Gabriel Levine) and the AMPD governance officer (James Pratt) joined the working group in an advisory capacity.

The working group met four times between September 11 and October 16. The initial purpose of these meetings was to explore what the advantages might be of a merged department, determine whether such advantages were sufficient to proceed with a proposed merger, and work out the details of what such a department might look like in terms of its governance and administration.

During the week of October 23, 2023, a draft governance structure was presented to separate meetings of the two constituent departments, and resulting feedback was incorporated after a further meeting of the working group on October 30.

All discussions were conducted on the understanding that this administrative merger *would not involve any curricular changes to current programs*.

On November 22, a joint assembly of the two departments was held, in which the proposed merger and governance structure was presented, with an e-Vote to be held on the matter, voting to run until end-of-day on November 30. The result of that vote was unanimous: 21 were in favour of the merger, and none were opposed, with 70% of members having cast a ballot.

This proposal was reviewed by AMPD's Academic/Administrative Policy & Planning Committee (AAPPC) on January 9, 2024, and was voted on and approved by AMPD Faculty Council on January 17, 2024. Letters of support from the Chairs of the two constituent departments, the Dean of AMPD, and the Provost are included.
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YORK
UNIVERSITÉ
UNIVERSITY

SCHOOL OF ARTS, MEDIA, PERFORMANCE, & DESIGN

Dept of Theatre & Performance

Eric Armtrong, Chair
Full Professor

Dept of Dance

Patrick Alcedo, Chair
Full Professor

4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3

Wednesday, December 6, 2023

Dear Dean Sarah Bay-Cheng:

In our capacity as Chairs of the Department of Theatre and Performance and Department of Dance, we are writing in full support of the administrative merger of our two Departments. We are both delighted that full-time faculty members in our respective Departments voted unanimously to proceed with the proposed merger, as expressed in the e-Vote Jamie Pratt prepared on November 22.

Despite the financial challenges we face, this merger will allow us to continue championing our shared commitment and passion in theatre arts, dance, and bodies in performance. It will unburden faculty administrative load by streamlining and reducing redundancies in committee work, providing us with opportunities to focus more on student training, pedagogical innovations, and artistic and scholarly outputs. Additionally, it will reduce pressure brought about by lack of faculty complement and reduction of staff members, among other challenges.

Given the intersecting practices and discourses in our departments, we have been collaborating pedagogically, artistically, and scholarly for the longest time. Hence, we anticipate that, over time, the long-standing synergy that already exists among us will organically lead to the further enrichment of the curricula in the undergraduate and graduate degrees we offer.

We look forward to the next steps in the merging process and to working with each other in the soon-to-be Department of Theatre, Dance and Performance.

Sincerely yours,

Professor Eric Armstrong, Dept. of Theatre & Performance

Professor Patrick Alcedo, Dept. of Dance

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SCHOOL OF THE ARTS, MEDIA, PERFORMANCE & DESIGN

Office of the Dean

4700 KEELE ST
TORONTO ON
CANADA M3J 1P3
T 416 736 5136
ampd@yorku.ca
ampd.yorku.ca

APPRC Committee

29 January 2024

Dear colleagues:

As both Dean of the School of the Arts, Media, Performance & Design, and a faculty member of the existing Department of Theatre & Performance, I am pleased to endorse the merger of the Theatre & Performance and the Department of Dance into a single department of Theatre, Dance & Performance. This proposed merger is the result of mover than a year of consultations and discussions with colleagues in both Theatre & Performance and Dance and is designed to ensure continued support for students, faculty and staff in the performing arts.

Consultations were undertaken with colleagues in both Departments, who formed a joint working group. Attention has been paid to the effective transition for the merger to ensure that current students are not disadvantaged and that faculty and staff have a clear process to combine resources and policies in ways that serve the respective programs.

The merger of these departments best serves the students, faculty, and staff of AMPD and is responsive to the changing needs and opportunities in the respective disciplines of theatre and dance, and the larger context of performance, both in Canada and internationally. Theatre and Dance have already been consolidated at the graduate program level through a revision to the MA/PhD in Theatre, Dance & Performance Studies. There was recognition that these programs were better served through collaboration of faculty and students. While the undergraduate degree programs will remain distinct under the merger, the proximity will create novel opportunities for collaboration and curricular development that can be challenging in the current departmental structures.

Further, to protect the academic integrity of studio-based performance training, we need to operate at a scale that is sustainable and aligned with the parameters of the University budget. The administrative course releases required to maintain both departments independently, including chairs and service commitments have contributed to the strain in current course loads. This merger will increase capacity to not only serve our programs, but also to support innovative curriculum renewal. As programs with large space requirements, the joint department structure may be more likely to find ways to share space effectively as well.

Supports for program renewal are particularly important in the current context, in which the performing arts are being rapidly transformed by media and technology, especially in audio and visual production. All performing arts programs will benefit from the shared resources and program innovation in live performance production. Both theatre and dance are two of the three primary users of AMPD's performance facilities. Simplified processes to develop program schedules and jointly decide on the priorities of space use and equipment renewals for these facilities is far simpler within a unified department. It also benefits AMPD to be able to recruit students for

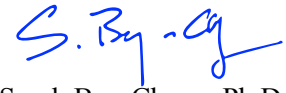
theatre and dance programs together and to enhance performance cohorts among students that will improve the student experience.

Although not the primary motivation for the administrative merger, we anticipate some cost savings as well. With a reduction of two Chairs to one, we will add 2.0 FCE to the full-time teaching complement and remove one Chair stipend. We also anticipate a reallocation of staff resources to programs with higher enrolments. Total cost savings is anticipated to be approximately $132,000 per year, with other efficiencies to be determined through improved processes.

It cannot be ignored that the demand for our theatre and dance programs has waned over the past few years, most especially during and in the immediate wake of the pandemic. We are starting to recover past enrolments, but AMPD must be to be able to steward these essential performing arts programs responsibly for the future. The merger of the administration of these departments contributes to their sustainability and ensures that resources will directly serve our students, faculty and staff colleagues.

We did not undertake this transition lightly, but following many discussions regarding both process and effect, I believe that this proposal best meets the needs of our current programs and sets a clear path for success in the future. I look forward to joining my colleagues in the new Department of Theatre, Dance & Performance soon.

Sincerely,



Sarah Bay-Cheng, Ph.D.
Dean

YORK
UNIVERSITÉ
UNIVERSITY

Memorandum

OFFICE OF THE PROVOST & VICE-PRESIDENT ACADEMIC

4700 KEELE ST.
TORONTO ON
CANADA M3J 1P3
T 416 736 5280
provost@yorku.ca
yorku.ca

To: Andrea Davis, Chair, APPRC

From: Lisa Philipps, Provost & Vice-President Academic

Date: February 8, 2024

Subject: Support for merger of Department of Theatre & Performance and Department of Dance to a single Department of Theatre, Dance & Performance, School of the Arts, Media, Performance & Design

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I write this letter in support of the merger of the Department of Theatre & Performance with the Department of Dance to create the Department of Theatre, Dance & Performance in York University's School of the Arts, Media, Performance & Design, effective May 1, 2024.

This proposed merger, which has received unanimous support from faculty members in the two departments in question (70% of whom cast a ballot), carries no curricular or program changes for current or future students. It has no effect on the availability or provision of academic resources or activities. As an administrative merging of two departments that already work together closely, there will be no impact on programs or administration in other departments within the School or Faculties within the university.

The are significant advantages to this merger, articulated clearly in the proposal from AMPD. Creating the Department of Theatre, Dance & Performance will substantially reduce the administrative burden on staff members and will alleviate considerable strain on faculty members' ability to participate in Faculty-level service. It allows greater sharing of facilities for enhanced and more efficient collaboration on productions and other cooperative undertakings. Further, the merger would yield financial savings through reduced teaching offload for Chair duties.

As articulated in the rationale put forward by the School, I am persuaded that this merger will yield consequential benefit to faculty and administrative workload – and relief to related budgets – with absolutely no impact on students' academic choices or progression. Due consideration has been given to matters of governance and the clear support from colleagues indicates that the creation of the Department of Theatre, Dance & Performance is a valuable and worthwhile endeavour for AMPD.

YORK UNIVERSITÉ UNIVERSITY

EXTERNAL RELATIONS COMMITTEE

Report to the Board of Governors

at its meeting of April 30, 2024

The External Relations Committee met on April 12, 2024, and makes this report to the Board for information.

1. Strategic Communications & Reputation Management

The committee received a presentation on Strategic Communications & Reputation Management which highlighted York's approach to multiple intersecting challenges resulting to a complex, balanced, and agile communications plan. To maintain momentum and advance priorities, York's approach continues to elevate the York brand domestically and internationally, focus on research strengths and celebrate major institutional news and community engagement activities. The committee heard about the communications approach during the labour disruption and discussed student impact and strategies the university is taking to support students specifically graduating and international students. The committee reviewed key communication metrics and strategies to strengthen online presence, and discussed how the Board can support and amplify York's achievements.

The committee also noted success stories included in the Points of Pride where two York alumni won a startup pitch competition hosted by the Black Entrepreneurship Alliance where the Prime Minister joined the celebration to meet the finalists and learn about their businesses. The committee also noted the first-year anniversary of York being named the academic lead of the UNITAR Global Water Academy; as well as the special ceremony to award Jane Goodall with an honorary degree, where the renowned primatologist and anthropologist shared stories from her life and career.

The committee also heard that a public request for proposals was conducted for a new vendor of record for strategic brand, advertising, and media planning. This new vendor will play a critical role in helping York continue to enhance the Brand Differentiation Strategy, and to develop an integrated advertising plan and the campaign creative. The recommendation is being brought to the Finance and Audit committee.

2. Government and Community Relations & Protocol Update

The committee received updates from the Government and Community Relations & Protocol division which covered the 2024 provincial budget that included support for the establishment of a York University School of Medicine. York's School of Medicine will be the first medical school in Canada focused on training primary care doctors and addresses

demands in the healthcare system and the need for family physicians in underserved communities.

At a subsequent event held at the Vaughan Healthcare Centre Precinct on April 3, the Premier announced that York's School of Medicine will open its doors to the first cohort of future doctors in 2028 and will have the province's support for 80 undergraduate spots and 102 postgraduate spots when the doors open in 2028, going up to 240 undergraduate seats and 293 postgraduate seats on an annual basis once operating at full capacity. This commitment builds on $9M in start-up funding under the Ontario 2024 Budget. Together, these announcements boost the development of the School of Medicine significantly and accelerates the pace and path to new medical education in the fastest growing region in Ontario. These announcements demonstrate the importance of partnership and fostering trust as the team continues to develop and share stories that cultivated pride, respect and support. The committee noted that York is the only university that received approval for a medical school and an undergraduate campus.

York also participated at the Health Innovation Forum which included a panel discussion on designing healthcare for a post – pandemic world.

3. Advancement Update

The committee received updates from the Division of Advancement which highlighted continuous alumni engagement and fundraising activities in support of the Impact Campaign and will now include the School of Medicine. Work also continues to fundraise for the Markham Campus. Other key activities include the establishment of *The Irving Abella Chair in the Social Scientific Study of Diaspora Jewry in Canada* in honour of the outstanding scholarly and community achievements of Dr. Irving Abella, a long-time York faculty member, public intellectual, and community leader.

The Annual & Leadership Giving team continues to support the fundraising efforts of the faculties, as well as operations in policy initiatives, contributing to the design of the new CRM system, and leveraging the capabilities of the research department.

Alumni engagement activities include the recent 2023 Alumni Awards to celebrate honorees (see attached), the announcement of the 2024 Top 30 Alumni Under 30 beginning in late April, as well as regional engagement opportunities both domestically and internationally. Plans for convocation are ongoing and the committee noted a proposed recommendation to enter into a 3-year agreement for the provision of a venue for Convocation which is being brought forward to the Finance and Audit Committee.

4. Points of Pride - The Committee received the Points of Pride for information.

Francesca Accinelli, Chair

Attachment

York U Alumni Awards

REPORT TO BOARD OF GOVERNORS FROM VP ADVANCEMENT

The Division of Advancement is thrilled to report on the York U Alumni Awards Show which took place on Wednesday April 3 at the Glenn Gould Studio, CBC Centre in downtown Toronto. It was a wonderful celebration of both our community and our incredibly accomplished alumni award recipients Justice Harry LaForme, Temo Primrose Gare, Fatima Israel, Flavien Joubert as well as our Top 30 Under 30 award recipients. President Lenton, Provost Philipps, VP McAulay, Dean Zwick, Dean Farrow, Dean Goodyear and Interim Dean Kelly were all in attendance. The evening started with a dinner hosted by President Lenton for the recipients and their guests and was followed with an entertaining awards show for an audience of about 200 alumni, students and friends. The impact was attendees felt represented and a tremendous sense of pride to be a part of the York U community.

Feedback from the Recipients:

Fatima Israel, Outstanding Achievement recipient: "*...wanted to send this note to congratulate you and the team for such a fantastic event, including the pre-event experience over the past few months.*"

Temo Primrose Gare, One To Watch recipient: "*... I wanted to take a moment to say 'thank you' for the incredible hospitality you extended to me and my guests at the York U Alumni Awards. It was truly an unforgettable evening, and we had a blast! I also wanted to commend you and your team for the outstanding job you did in organizing the event. Everything was so well-organized and the food was great ... thank you for your hospitality and for organizing such a memorable event. Please know that I thoroughly enjoyed myself, and I would be more than happy to partake in any future events or initiatives that you may have planned.*"

Board of Governors

Memorandum

To: Board of Governors

From: Francesca Accinelli, Chair, External Relations Committee

Date: 30 April 2024

Subject: Recognition – Physical Naming Policy

Recommendation:

The External Relations Committee recommends that the Board of Governors approve:

- **The Recognition – Physical Naming Policy (Appendix A);**
- **The recission of the Recognition Policy (Appendix B).**

Scope of this Policy

The scope of this Policy is exclusively about physical assets. Naming of programs, faculties, student awards, and honorific positions are not covered under this Policy. Assets such as centres and institutes may refer to academic or institutional entities, such as the Centre for Sexual Violence or Centre for Human Rights, Equity and Inclusion, and would not fall under the scope of this Policy if not associated with a physical asset.

After presenting the Donor Recognition – Physical Naming Policy to the External Relations Committee on February 9, 2024, it was determined and advised that the policy should also address honorific Namings. The Policy has been updated to incorporate honorific Namings alongside those associated with gifts. The Vice-President Advancement is delegated authority to oversee, implement and issue procedure further to the Policy in relation to both honorific Namings and those associated with a gift. This policy confers the power to authorize, revoke, rename, or

retire honorific Namings, bringing it into alignment with the authority held over Namings associated with gifts.

Additional process requirements have also been introduced for honorific Namings. A Memorandum of Understanding has been established as the recommended document for setting the terms of honorific Naming, including the details of special recognition and public acknowledgment. It also defines the useful life of the University asset or the specified limited term that will determine the duration of the honorific Naming.

Background, Rationale and Proposed Changes:

In consultation between the University's General Counsel and the Vice-President Advancement and key staff, a review of the University's Advancement Department's Policies and Procedures related to philanthropic contributions, including the University's policy with respect to naming of the University's physical properties and assets in connection with such philanthropic contributions and honorific recognition ("Naming"), was initiated in January 2023.

The current Policy on Recognition approved in 1995 has not been updated since 2006. With major capital projects underway, such as Markham Campus and the School of Medicine, the Division of Advancement would benefit from clarity on the process for Naming related to donor recognition and honorific naming. The new policy ensures better reflects our current practices with respect to Naming, and to add into the existing policy, the University's practices regarding revocation and retirement of a Naming.

An extensive review of our practices, as well as the policies and practices of other universities has been undertaken, and the new policy reflects the key principles that are to be followed with respect to Naming of a physical University asset related to donor recognition or honorific naming.

The updated Policy serves to provide guidance and consistency regarding Naming to the University units who typically recommend honorific naming and / or solicit and accept gifts on behalf of the University. The updated Policy also helps to manage the expectations of donors and community members with respect to the University's practices regarding the naming of spaces and other physical assets by making them more transparent and accessible. Through this updated Policy, we aim to ensure that our supporters and community members are better informed about the University's practices with respect to recognition of contributions, and to clarify the University's

position on Naming, by expanding on the principles and values of the University that guide recognition through Naming.

Modifications

The updated Policy seeks to provide guidance to University units and set expectations of Donors and community members with respect to the following considerations:

- Principles for recommending the Naming of a University Asset
- The documentation of terms relating to Naming in Gift Agreements, Memorandums of Understanding, or other recognition documents
- The ability of the University to retain or retire a Naming as a result of changing priorities and needs of the University, academic restructuring, renovations, demolition or other reasons
- Guidance for physical displays and signage which may accompany a Naming
- The right of the University and authority required for the revocation and retirement of a Naming

The Policy identifies the authority of the Board in Naming, revoking or retiring the Naming of any building, wing of a building or exterior University space, as recommended by the President. Examples of exterior University spaces include roads, open physical spaces, gardens, walkways, commons, squares, and courtyards. The President has the authority over the Naming or revoking or retiring the Naming of all other areas or University assets, such as student lounges, cafeterias and eateries, theatres, auditoriums, examination rooms, laboratories, classrooms, and meeting rooms.

Procedures to be established pursuant to this Policy will outline the process for the President to make recommendations on Naming of physical assets to the Board through the External Relations Committee. ERC may consult with other committees of the Board as appropriate. Procedures for honorific naming as well as related to donor recognition will be issued by the VP, Advancement.

Pursuant procedures will also outline the Board's role in granting exemptions under extraordinary circumstances to the prohibition on using the names of an incumbent politician, a current member of the University community, such as a student, staff, faculty, and Board member. The Policy also identifies the authority of the President over design and location of plaques, physical displays or signage.

The Policy outlines the right to revoke a Naming in circumstances where the Naming would contradict or be prejudicial to the mission and values of the University or its community, constitute a significant impairment of the image or reputation of the University, or call into question the public respect of the University.

The Policy also allows for revocation of a Naming where it implies the endorsement of a partisan political, ideological position or a commercial product or service.

Section 5 on Roles & Responsibilities gives responsibility for oversight of the University's donor and honorific recognition process and establishment of procedures related to Naming to the Vice-President Advancement, in order to ensure a consistent approach across the University. These procedures will establish a consultative process when proposing a Naming, and establish proposed minimum donation thresholds for Namings related to donations.

Although the current policy is not subject to mandatory review or update requirements, the new policy requires its review every five years at a minimum in Section 6 to ensure the University's Naming process is effective and adheres to best practices.

The effective date of the Policy, submitted for approval on April 30, is May 20, 2024, to provide time for its dissemination within the University Community prior to coming into force.

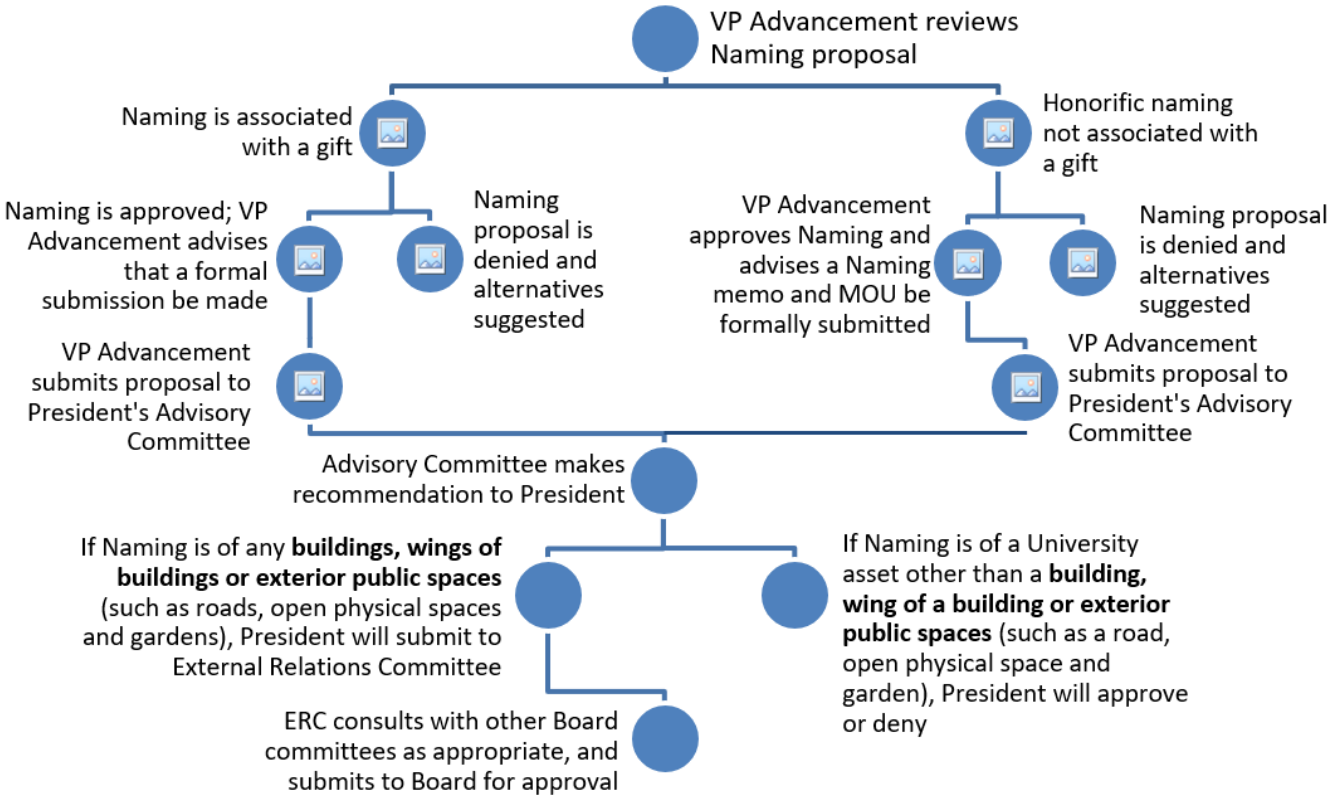
The revised Policy may be found at Appendix A and the current policy at Appendix B.

Summary of Modifications

Current Policy	New Policy	Revisions
Description	Section 1. Preamble Section 2. Purpose Section 4. Definitions	New Sections 1 and 2 outline context and a purpose statement as provided previously in the policy description. New Section 4 outlines the meanings of terms used throughout the Policy.
Policy Statement	Section 3. Scope and Application Section 5. Policy - Approval Authority - Recognition Principles - Plaques, Displays and Other Signage - Right To Revoke, Re-name - Revocation and Retirement Authority - Privacy, Intellectual Property, and Record Keeping Section 6. Roles & Responsibilities	New Section 3 outlines scope of the new policy and guidance for its application. Section 5 includes approval authority, direction on Plaques, Displays and Other Signage, the University's right to revoke, retire and to re-name, establishment of revocation and retirement authority, as well as stipulations on privacy, intellectual property, and record keeping. New Section 6 outlines responsibilities of the Vice-President Advancement. Part of Policy Statement of former policy.
Guidelines	Now part of Section 5. Policy – Recognition Principles	New section on Recognition Principles expands the considerations for recommending a new Naming to include alignment with the University's development strategy, the term of the naming being set out in the Gift Agreement, Memorandum of Understanding for honorific Naming, or other recognition document, the ability to retire or retain a Naming, special recognition in alignment with the terms of a Gift Agreement / Memorandum of Understanding, terms for renewal as set out in a Gift Agreement / Memorandum of Understanding, and a prohibition of the use of certain names except under extraordinary circumstances.

	Section 7. Review	New Section 7 on timeline and responsibility for review and revisions to the Policy.

Proposed Procedure for Naming Approvals



Appendix A

University Policy

Recognition – Physical Naming Policy

Topic:	University Grounds and Physical Facilities
Approval Authority:	Board of Governors
Approval Date:	April 30, 2024
Effective Date:	May 20, 2024

1. Preamble

This Policy governs naming opportunities of University Assets at York University (the "University") to recognize exceptional philanthropic contributions and generous benefactions from individuals, corporations, and foundations to the University, as well as to honour distinguished individuals or entities for extraordinary and outstanding contributions to humanity, the community, or society at large.

2. Purpose

The purpose of this Policy is to provide clarity and transparency concerning the authority and processes by which University Assets are named, and to ensure all University Assets are named in accordance with the University's vision, mission and values and related University policies, procedures, and guidelines to ensure the Naming process is thoughtful, consistent and equitable.

3. Scope and Application

3.1. This Policy applies whenever consideration is being given to the Naming of a University Asset as this term is defined in section 4 below.

3.2. This Policy applies to a Naming to recognize Donors, as well as an honorific Naming to honour distinguished individuals or entities that does not involve a Gift to the University. Acceptance of donations by the University is governed by the University's Gift and Sponsorship Acceptance Policy.

3.3. University Assets covered by this Policy include, without limitation:

a. buildings, wings of buildings, and building components, etc.;

b. interior rooms and spaces such as classrooms, student lounges, cafeterias and eateries, theatres and auditoriums, etc.;

c. exterior University spaces (such as roads, open physical spaces, gardens, walkways, commons, squares and courtyards, etc.); and

d. other physical University assets as deemed appropriate from time to time by the President.

3.4. The criteria guiding the establishment of Naming under this Policy is the advancement of the University's vision, mission, and values and its ability to act independently in the fulfilment of its charitable purposes set out in the *York University Act, 1965*.

3.5. The paramount considerations in the selection of a name or, once approved, whether use of the name is continued shall be that the name enhances the profile and reputation, or advances the academic mission, of the University.

3.6. The University will seek to recognize Donors and honour distinguished individuals or entities in accordance with its Decolonization, Equity, Diversity and Inclusion (DEDI) strategy, which upholds the fundamental belief that everyone should be treated fairly and equitably, with respect and dignity.

3.7. This Policy does not apply to the recognition of distinction or benefactions by the placing of plaques or other memorials on boulders, trees and benches, etc., where such recognition does not carry with it the Naming of a University Asset.

4. Definitions

When used in this Policy, the following terms shall have the following meanings:

Donor: a person or entity who has made a Gift to the University.

Gift: a voluntary transfer of property without valuable consideration to the Donor.

Gift Agreement: a written agreement between the University and a Donor that documents the terms and conditions of a Gift to the University, including terms of a proposed Naming in recognition of the Gift.

Memorandum of Understanding: a written document that outlines the terms and conditions of a proposed honorific Naming, acknowledged by the honoured individual or entity, or individual or group proposing the honorific Naming.

Limited Term: a defined period of time with a start and end date.

Naming: the bestowing of the name of a person, family or entity on a University Asset under the provisions of this Policy.

Property: real property as defined in the *York University Act, 1965* and shall include leased property.

Substantial Renovation: a change in the functional use or operation of space in an existing building or other University Asset.

University Asset(s): a physical resource of property of the University including, without limitation, buildings, wings of building, building components including facilities, interior rooms and spaces such as classrooms, student lounges, cafeterias and eateries, theatres and auditoriums, and exterior University spaces such as roads, open physical spaces, gardens, walkways, commons, squares and courtyards.

Useful Life: the period during which the University Asset remains in use and serves its original function. It may or may not correspond with the University Asset's actual physical life.

5. Policy

Approval Authority

5.1 Authority to approve a Naming is as follows:

a. the Board of Governors, on the recommendation of the President, shall determine the names of all buildings, wings of buildings, and exterior University spaces (such as roads, open physical spaces, gardens, walkways, commons, squares and courtyards); and

b. the President, or their designate(s), shall determine the name of all other areas or University Assets not set out in section 5.1.a above.

5.2 The procedures for Naming, including approval, re-Naming, revocation and retirement, pursuant to this Policy will be established from time to time by the Vice-President Advancement.

5.3 Naming terms will be outlined in documentation such as a Gift Agreement or other recognition document for Naming associated with a Gift, or a Memorandum of Understanding or other recognition document for honorific Naming, as applicable. Terms may include, but are not limited to, duration of the Limited Term of the Naming, signage to be mounted, types of signage, and location, etc.

Recognition Principles

5.4 Factors to be taken into account in considering a recommendation for the Naming of a University Asset associated with a Gift, include, but are not limited to, a benefactor's substantial financial or in-kind contribution towards the University or the capital or continuing operating cost of a University Asset.

5.5 Factors to be taken into account in considering a recommendation for the honorific Naming of a University Asset, include, but are not limited to, a sense of broad support in the University community for the Naming in recognition of the individual’s or entity’s contribution to the growth and reputation of the University or to society.

5.6 Where a University Asset has been named recognizing a Donor, the Naming will be honoured for the Useful Life of the University Asset, or alternatively, for the stated Limited Term set out in the Gift Agreement or other recognition document, as applicable.

5.7 Where a University Asset has been named in connection with a honorific Naming, the Naming will be honoured for the Useful Life of the University Asset, or alternatively, for the stated Limited Term set out in the Memorandum of Understanding or other recognition document, as applicable.

5.8 When the use of a University Asset changes as a result of evolving priorities and changing needs of the University, academic restructuring, Substantial Renovation, demolition or other reasons, the University may retain the Naming, name another comparable room or facility, or retire the Naming.

5.9 In cases as described in sections 5.6, 5.7 and 5.8, the University will make reasonable efforts to consult with the Donor, their heir, or designated successor, or with the honoured individual or individual or group proposing an honorific Naming, as applicable, where possible. Where such contact is not possible, the University may, in its sole discretion, retain the Naming or name another comparable room or facility adhering as closely as possible to the original intent, or may choose to retire the Naming. The authority to name another comparable room or facility will follow the approval authority for Naming set out in section 5.1 above, and the authority to retire a Naming will follow the approval authority for retirement of a Naming set out in section 5.25 below.

5.10 Special Recognition

a) Any special recognition/public acknowledgement in connection with the Naming, which may include but is not limited to, special announcements, media releases, ceremonies or events will be agreed upon in documentation

such as a Gift Agreement or other recognition document for Naming associated with a Gift, or a Memorandum of Understanding or other recognition document for honorific Naming, as applicable; and

b) The University reserves the right to select the time when a Naming is to be publicly announced in consultation with the Donor, honoured individual or entity, or individual or group proposing an honorific Naming, where appropriate.

5.11 Renewal of a Naming that is for a Limited Term is subject to the terms of the applicable signed Gift Agreement, Memorandum of Understanding, or other recognition document, as applicable.

5.12 Where Naming is made in connection with a pledged Gift, Naming will take effect once the Gift is received by the University or a specific amount of the pledged Gift commitment is received by the University, as outlined in a Gift Agreement or other recognition document, as applicable.

5.13 The names of incumbent politicians or of current members of the University community, such as students, staff, faculty, Board members, etc., shall not be used for Naming purposes except in the most extraordinary of circumstances. Any exception requires the approval of the Board of Governors.

Plaques, Displays, and Other Physical Signage

5.14 The University reserves the right to decide on the place of physical displays and signage which may accompany a Naming. All plaques and signage are subject to University policies, guidelines, and protocols applicable to signage as they exist from time to time.

5.15 Plaques and signage recognizing a Naming shall be of generally uniform design and shall be consistent with the University's branding guidelines as they exist from time to time.

5.16 Names may be abbreviated where there are space constraints such as in campus maps or in online communications.

5.17 The cost of signage will be included, where possible, in the University's capital budget for a build or renovation. Where not possible, the costs will be met by the Division of Advancement or the respective Faculty, as appropriate.

5.18 Where possible, signage should be made of renewable materials, self-powered lighting, or using electronic displays.

Right to Revoke and Re-Name

5.19 The University reserves the right to revoke a Naming associated with a Gift or an honorific Naming where continuation of the Naming would:

a) contradict or be prejudicial to the mission and values of the University or its community;

b) constitute a significant and/or continuing impairment of the image or reputation of the University;

c) call into serious question the public respect of the University; or

d) imply the endorsement of a partisan political, or ideological position or a commercial product or service.

5.20 In addition to the rights of the University to revoke a Naming as set forth in section 5.19, the University retains the right to revoke a Naming in recognition of a Donor if the agreed-upon financial contributions from the Donor are significantly reduced, in the reasonable opinion of the University, and/or not addressed following reasonable notice to the Donor and an opportunity to rectify. Where the shortfall is not addressed by the Donor within a period of time reasonably determined by the University, the University:

a) may revoke the Naming and, in the University's discretion, offer the Donor an alternate Naming commensurate with the actual giving level in keeping with the University's practices at such time; and

b) in such case, the University shall not be required to return any portion of the donation already received.

5.21 In the event of a revocation of a Naming (other than revocation pursuant to section 5.20 above), the University reserves the right to refund to the Donor all or a portion of a donation in its sole discretion in compliance with applicable Canada Revenue Agency guidance.

5.22 The University shall inform the Donor or Donor representative in writing if the Naming in recognition of their Gift is assigned to be revoked.

5.23 The University may re-name a University Asset if the Naming for that University Asset is revoked in accordance with this Policy.

5.24 The University reserves the right (in consultation with the Donor, honoured individual or entity, or individual or group proposing an honorific Naming, where possible) to change the Naming of a University Asset due to a change of circumstances, including where a Donor, honoured individual or entity, or individual or group that proposed the honorific Naming, requests a change if, for example, a corporate Donor has changed its name or an individual has changed their name. Any re-Naming shall follow the Naming process set out in applicable

University procedures and guidelines as they exist from time to time. Where a change of name is at the request of the Donor, honoured individual or entity, or individual or group that proposed the honorific Naming, the University may request the Donor, honoured individual or entity, or individual or group that proposed the honorific Naming, bear any expenses associated with the change (including but not limited to signage).

Revocation and Retirement Authority

5.25 Authority to revoke or retire a Naming is as follows:

a) Approval by the Board of Governors, on the recommendation of the President, shall be required for the revocation or retirement of the names of all buildings, wings of buildings, and exterior University spaces (such as roads, open physical spaces, gardens, walkways, commons, squares and courtyards); and

b) approval by the President, or their designate(s), shall be required for the revocation or retirement of the name of all other areas or University Assets not set out in section 5.25.a above.

Privacy, Intellectual Property, and Record Keeping

5.26 The University may release certain information about the Donor and Gift Agreement or other recognition document, as applicable, or about the honoured individual or entity, or individual or group proposing an honorific Naming, and Memorandum of Understanding or other recognition document, as applicable, in accordance with University guidelines and the *Ontario Freedom of Information and Protection of Privacy Act (FIPPA)*.

5.27 The University reserves all rights in the name of the University Asset and the right to develop any derivatives of the name as per section 5.16 of this Policy.

5.28 Fully executed Gift Agreements, Memoranda of Understanding, or other recognition documents, as applicable, and any related documents will be kept by the University for at least the Useful Life of the University Asset and, in keeping with University Common Records Schedule as may be amended from time to time, whichever is longer.

6. Roles & Responsibilities

The **President** is responsible for:

a. advising the Board of Governors on the Naming of buildings, wings of buildings, and exterior University spaces (such as roads, open physical spaces, gardens, walkways, commons, squares and courtyards), and

b. determining the Naming and revocation or retirement of Naming of all other areas or University Assets not set out in section 6.a above and approving all matters in connection with the design and location of plaques, physical displays or signage under this Policy.

The **Vice-President Advancement** is responsible for:

a. the implementation of this Policy,

b. the submission of Naming proposals to the President according to processes established in procedure pursuant to this Policy, and

c. establishing procedures and guidelines pursuant hereto from time-to-time regarding Naming and recognition as set out in this Policy.

7. Review

The Vice-President Advancement is responsible for the review of this Policy every five years at a minimum.

Legislative history:	Approved by the Board of Governors: 1995/05/15; Date effective: 1995/05/15; Amended: 2006/12/04; Amended: 2024/04/30
Date of next review:	2028/04/30
Policies superseded by this policy:	Recognition (Policy) (Legislative History: Approved by the Board of Governors: 1995/05/15; Date effective: 1995/05/15; Amended: 2006/12/04)
Related policies, procedures, and guidelines:	Campus Planning: Signage Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships (Policy) Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships (Guidelines and Procedures) Gift and Sponsorship Acceptance Policy

	Planning And Renovations – Signage Policy on Capital Projects Policy on Externally Funded Regular Named Chairs Statement of Principles for External Partnerships Student Awards Categories, Guidelines and Procedures

Appendix B

Recognition (Policy)

Topic:	University Grounds and Physical Facilities
Approval Authority:	Board of Governors

Description: Deals with the naming of York University buildings, facilities and space; Has associated procedure.

Policy Statement

York University will name a building, facility, or space after an individual, corporation or organization:

- to honour distinguished individuals or entities for extraordinary and outstanding contributions to humanity, the community, or society at large
- to honour significant benefactions to York University

The Board of Governors, on the recommendation of the President, shall determine the names of all buildings, wings of buildings, public spaces, roads and gardens.

The President, or her designate(s), shall determine the names of all other areas or assets and shall decide on the place of memorial plaques.

Guidelines

1. The paramount considerations in the selection of a particular name for a space shall be that the name enhances the profile and reputation or advances the academic mission of York University.
2. The names of incumbent politicians or of current members of the York University community shall not be used except in the most extraordinary of circumstances. Any exception requires the approval of the Board of Governors.

Legislative History:	Approved by the Board of Governors: 1995/05/15; Date effective: 1995/05/15; Amended: 2006/12/04

YORK
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FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of April 30, 2024

The Finance and Audit Committee met on April 15, 2024 and makes this report to the Board for information.

1. Report of the Internal Auditor

a. Internal Audit Plan 2024-2025

The Committee received and approved the Internal Audit plan for 2024-2025 which aligns with the University's key risks as identified through the Enterprise Risk Management Initiative. Approximately 67% of the Internal Audit resources are dedicated to the review of University-wide systems and processes, and 33% to unit-specific audits.

b. Internal Audit Status Report

The committee received a comprehensive Internal Audit Status Report covering the period of February 1, 2024 – March 31, 2024. The department undertook eleven audit engagements in this time, three of which have been completed and continued with the development and implementation of the Enterprise Risk Monitoring Initiative.

c. Corrective Actions Status Report

The committee received the Correction Actions Status Report as of March 31, 2024 and noted that out of a total of 44 recommended corrective actions, 13 have been completed, 20 are on schedule, and 11 items are behind schedule. Of the 11 items behind schedule, appropriate rationale was provided for the delay.

2. Consent Item

The Committee also received under consent the information report of the Subcommittee on Digital Transformation.

Bobbi-Jean White
Chair

Board of Governors

Memorandum

To: Board of Govenors

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

Date: 30 April 2024

Subject: Multi-Year Budget Plan 2024-25 to 2026-27

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the Multi-Year Budget Plan for 2024-25 to 2026-27.

Background:

The University's annual consolidated financial statements include:

- Operating Fund
- Ancillary Operations (Parking, Residence, Food Services, Executive Learning Centre, etc.)
- Internally and Externally Funded Research
- Capital Fund
- Endowments/Trusts
- York University Development Corporation
  (York Lanes Mall and other development work for the University).

The Multi-Year Budget Plan for 2024-25 to 2026-27 (Budget Plan) is for the Operating Fund. Separate budgets for Ancillary Operations are submitted to the Board for Approval. The combined impact of the Operating and Ancillary Budgets are shown in Table 1.

Table 1: Operating and Ancillary Budgets Combined Impact on Financial Statements

Operating and Ancillary Budgets Combined Impact on Financial Statements

	Forecast	Budget			Total Budget
	2023-24	2024-25	2025-26	2026-27	2024-25 to 2026-27
Operating budgets including Markham	-142.5	-132.0	-39.9	13.4	-158.5
Ancillary budget	12.7	11.4	14.7	14.7	40.8
Adjustments for capital and non-cash items	15.7	0.0	-0.8	9.4	8.6
Combined Impact on Financial Statements	**-114.1**	**-120.6**	**-26.0**	**37.5**	**-109.1**

The Budget Plan contains the proposed operating budget for the three-year budget cycle 2024-25 to 2026-27 based on the University's Shared Accountability and Resource Planning (SHARP) budget model. In general, the budget is guided by the current financial context and key long-range assumptions.

Three specific factors have emerged since the last Board-approved budget in 2023 (i.e., Multi- Year Budet Plan 2023-24 to 2025-26). These are:

1) the overturning of Bill 124,
2) the decision on the part of the provincial government to freeze tuition for another three years (2024-25 through 2026-27) despite contrary recommendations made by their own commissioned Blue-Ribbon Panel, and
3) a federally-imposed cap on international enrolment that has reduced Ontario admissions by about 50%.

These factors, along with the recent labour disruptions, have put considerable financial pressure on the University. The University had already begun the process of realigning budgeted expenditures in response to declining international enrolment over the last several years. While the University has applied cost containment measures, it has also prioritized, and in some cases, allowed growth in spending to support revenue generation.

To further mitigate these new challenges, the University, as part of its financial stability strategy, has identified seventeen key projects to increase revenues and contain costs. Some of these projects are in the initial phase of development, and the Budget Plan has incorporated total new revenues and cost savings of $200M for these projects,

$30M for 2024-25, $80 for 2025-26 and $90M for 2026-27. The proposed operating budget as shown in Appendix 3 of the Budget Plan is detailed in Table 2 below:

Table 2: Total Operating Budget

Total Operating Budget
($ millions)

	2023-24		2024-25	2025-26	2026-27	Total Budget for
	Budget	Forecast	Budget	Budget	Budget	2024-25 to 2026-27
Operating revenues						
Government operating grants *(note 1)*	312.4	311.0	325.1	328.8	335.8	989.7
Student fees *(note 2)*	787.5	746.6	794.1	860.0	942.1	2,596.3
Grants and student fees subtotal	1,099.9	1,057.5	1,119.2	1,188.8	1,277.9	3,585.9
Funding from donations, endowments, & trusts	9.6	9.8	9.8	9.3	9.0	28.2
Investment income	29.0	36.5	26.1	17.8	13.8	57.8
Other recoveries	48.1	46.7	43.9	43.2	44.3	131.3
Total operating revenues	**1,186.6**	**1,150.5**	**1,199.0**	**1,259.1**	**1,345.0**	**3,803.1**
Enrolment shortfalls for 2023-24 and projected F/W 2024-25 intakes	-	-	(56.6)	(56.3)	(51.9)	(164.8)
Enrolment contingencies *(note 3)*	(26.9)	-	(20.0)	(19.0)	(21.0)	(60.0)
Total operating revenues, net of enrolment contingencies	**1,159.8**	**1,150.5**	**1,122.4**	**1,183.8**	**1,272.1**	**3,578.3**
Operating expenditures						
Salaries and wages	670.0	684.5	690.4	706.8	725.4	2,122.6
Employee benefits	183.0	175.1	182.6	186.9	191.4	560.9
Operating costs	176.4	168.4	174.6	172.6	181.7	528.9
Scholarships and bursaries	95.8	90.9	94.9	98.8	102.1	295.8
Taxes and utilities	22.7	24.4	24.1	23.8	24.7	72.6
Interest on long-term debt	25.6	25.6	25.8	26.0	26.3	78.2
Total operating expenditures before other items	**1,173.4**	**1,168.8**	**1,192.3**	**1,215.0**	**1,251.7**	**3,659.0**
Estimate for wage reopener	**-**	**76.5**	**50.9**	**54.0**	**57.0**	**161.9**
Financial sustainability projects under development	**-**	**-**	**(30.0)**	**(80.0)**	**(90.0)**	**(200.0)**
Total operating expenditures	**1,173.4**	**1,245.3**	**1,213.2**	**1,189.0**	**1,218.7**	**3,620.9**
In year surplus/(deficit) for operating fund, before transfers	**(13.6)**	**(94.8)**	**(90.8)**	**(5.1)**	**53.4**	**(42.6)**
Transfers to restricted funds						
Transfers to capital fund	(49.2)	(42.2)	(37.3)	(30.7)	(35.7)	(103.7)
Transfers to ancillary fund	(3.4)	(3.1)	(3.2)	(3.4)	(3.4)	(10.0)
Transfers to other funds	(1.8)	(2.3)	(0.7)	(0.7)	(0.8)	(2.2)
Total transfers to restricted funds	**(54.3)**	**(47.6)**	**(41.3)**	**(34.8)**	**(39.9)**	**(115.9)**
In year surplus/(deficit) for operating fund	**(67.9)**	**(142.5)**	**(132.0)**	**(39.9)**	**13.4**	**(158.5)**
Opening accumulated surplus/(deficit) for operating fund	250.4	250.4	107.9	(24.1)	(64.0)	107.9
Closing accumulated surplus/(deficit) for operating fund	**182.5**	**107.9**	**(24.1)**	**(64.0)**	**(50.6)**	**(50.6)**

Note 1: Operating grants include estimated funding from new Postsecondary Sustainability Fund.
Note 2: Tuition revenues adjusted for tuition freeze extension through to 2026-27.
Note 3: In 2024-25, enrolment contingency is for expected tuition revenue loss in Summer 2024 due to labour disruption. In 2025-26, the contingency is for a potential miss on international intakes for 2025-26 and its flow through impact for 2026-27.

Attachment: Multi-Year Budget Plan 2024-25 to 2026-27.

Multi Year Budget Plan

2024-25 to 2026-27

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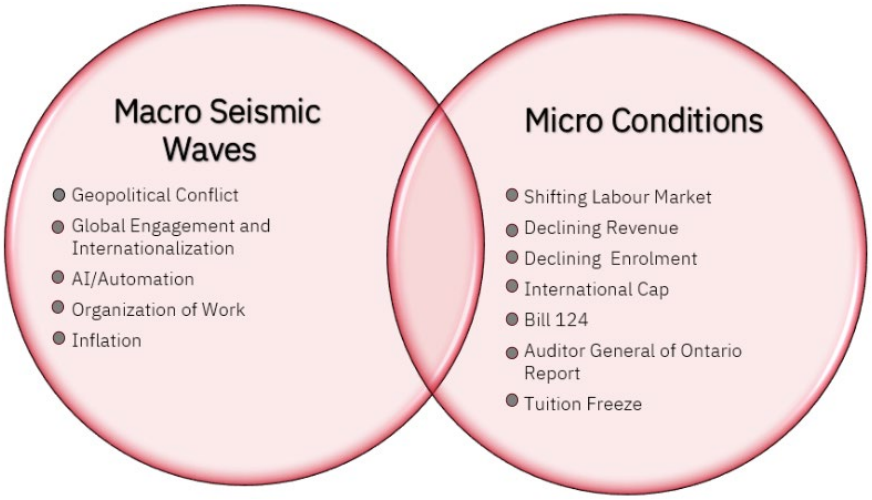
1. Context

This report contains the proposed Budget Plan for the three-year budget cycle 2024-25 to 2026-27 based on the University's Shared Accountability and Resource Planning (SHARP) budget model.

The Budget Plan is a key element of strategic planning at the University 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. While there are some significant challenges facing the higher education particularly in Ontario it will be essential that the University continue to strategically invest for future growth and success.

In general, the budget is guided by the current financial context and key long-range assumptions. As captured in the Figure below, both macro and micro conditions have cumulatively had a transformative impact on post-secondary education.



While the University has been both anticipating, and responding to these developments, three specific factors have emerged since the Board-approved budget in 2023 (i.e., 2023-24 through to 2025-26). These are: 1) the overturning of Bill 124, 2) the decision on the part of the provincial government to freeze tuition for another three years (2024-25 through 2026-27) despite contrary recommendations made by their own commissioned Blue-Ribbon Panel, and 3) a federally-imposed cap on international enrolment that has reduced Ontario admissions by about 50%.

The University had already begun the process of realigning budgeted expenditures in response to declining international enrolment over the last several years. In the last budget cycle (approved in June 2023), an institutional approach was used to lower costs in certain categories such as travel, conferences, hospitality, supplies, marketing, etc. For the Faculties and Units, this represented a significant change from their initial budget submissions, reducing expenditures by $47.9M in 2023-24, $39.9M in 2024-25, and $39.5M in 2025-26. Throughout fiscal 2023-24, the University continued to face international enrolment challenges and further cost containing measures were taken. In November 2023, the University implemented a temporary hiring pause, except for essential hires. While the University has applied cost containment measures, it has also prioritized, and in some cases, allowed growth in spending to support revenue generation.

As the University ends fiscal 2023-24, despite the challenges, it is poised for growth and continued leadership in York Region. The Markham Campus is scheduled to open in Fall 2024, and in March 2024, the province announced $9M in funding for the planning of a new School of Medicine at York. The University intends to fund the new School of Medicine capital costs through a combination of grants and philanthropic donations. As the University does not intend to fund the new School of Medicine using operating funds, any costs associated with planning the school are not reflected in the operating budgets. These major initiatives are enhancing York's reputation, strengthening our community projects, helping to meet urgently needed talent in STEM and health fields, creating new research opportunities, and importantly positioning York to increase enrolment in response to the growth of 18–24-year-olds in York Region.

Realizing the full potential of the actions that have been taken will take several years, and in the meantime, limits on the ability to reduce expenditures in response to missed international enrolment targets for degree programs and forecasted tuition losses exceeding enrolment contingencies of $27M by $34M have left the University forecasting a deficit for 2023-24 (Appendix 1). All faculties, except Osgoode and Schulich, have forecasted a deficit position (even before considering the salary adjustments for the wage-reopener).

The loss in tuition revenue was partially offset by increased revenues in the School of Continuing Studies, Ancillary Services, and investment income. In an effort to increase international enrolment and retention, the University established the International Strategic Enrolment Management working group (ISEM) in early 2024.

Looking forward to the three-year budget cycle of 2024/25 through 2026/27, the University necessarily must take further actions to address:

- The extended three years of frozen tuition resulting in a reduction of budgeted revenues by $49M – only partially offset by an estimated increase in grant revenue of $43M.
- The international student visa cap in combination with the geo-political landscape and increased competition for international students already impacting Fall/Winter 2024 intake estimates.
- The impact of the labour disruption for CUPE 3903, units 1, 2, and 3.
- In addition to the pressures on revenues, the repeal of Bill 124 will have a material impact on the expenditures of the University as salaries and benefits cost account for approximately 70% of University costs.
- The Markham campus is scheduled to open in Fall 2024. Markham is a key investment, and the campus is budgeted to break even in year six (2029-2030). As part of this investment, Markham has total budgeted operating deficits of ($61M) for the three-year budget period.

When accounting for the intake decline and the flow through impact, revenues have declined by almost $165M from the original target set in November 2023, for the three-year budget period from 2024-25 to 2026-27.

To mitigate these challenges, the University, as part of its financial stability strategy, has identified seventeen key projects to increase revenues and contain costs. Where estimable, the anticipated revenues and savings of these key projects have been captured in the multi-year budget plan for 2024-25 to 2026-27.

Program Enhancement and Sustainability

1. Course Enrolment Optimization
2. Expand Capacity in Programs with Unmet Demand
3. Redesign General Education
4. Program Sustainability Review
5. Supporting Program Innovation
6. SMA3 Improve Metrics Performance

Enrolment Recovery

7. Establish ISEM Working Group
8. New out of Province Strategy
9. Student Housing Working Group
10. New Pathways to Degrees
11. Collegial Forum on UG Student Retention
12. Faculties of the Future

Administrative Projects

13. Administrative Service Efficiencies
14. E-License Optimization
15. Space Optimization
16. Human Resource Programs, such as unpaid leave and/or reduced hours programs for staff, early retirement and voluntary exit programs
17. Alternative Revenue/Asset Monetization

The University is also investing in Advancement to increase philanthropic donations and advance strategic priorities, such as Markham Campus and the new School of Medicine. As well, the University continues to realign budgeted expenditures to the lower revenues including lowering the costs in certain categories such as travel, conferences, hospitality, supplies, marketing, etc., and containment based on their operations and strategies.

In order to effectively address more recent financial challenges further work is being done on these various actions the university has to take in order to achieve the budget as presented.

2. York's Budget Model

The Shared Accountability and Resource Planning Budget model (SHARP) was adopted in 2017-18 and is a modified version of an activity-based budget model with shared financial responsibility. 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 is the central University Fund, along with two Presidential Advisory Councils overseeing annual requests for strategic funds and base budget adjustments (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, commonly known as "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 (also known as shared service 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.

As a result of declining enrolments, particularly on international, the base budgets for Shared Services were reduced by 4% for 2024-25. 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 time-limited 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 shared service Units which then begin developing detailed three-year rolling Budget Plans to be completed by the following Spring.

Faculties review their Budget Plans with the Provost & Vice-President Academic, and shared service 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. Historically, 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 which is presented to the Board Finance & Audit Committee and Board of Governors for review and approval in April. For the 2024-25 rolling budget, the budget has been determined at the institutional level, as the University is determining the respective impact of its financial sustainability strategy (see Section 1) at the Faculty and shared service Unit level.

The Faculty budget envelopes are based on projected enrolments and shared services 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

In 2022-23, the University implemented SHARP 2.0 based on recommendations contained in the report from the external review of SHARP, that was conducted by a three-person panel with expertise working with activity-based budgets in universities. The report, issued in February 2020, identified recommendations and advice across five main areas. These were incorporated into SHARP 2.0 and implemented 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, 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[1] from the revenue-generating areas for a sustainable, predictable University Fund to support institutional strategic priorities and provide Operating Support for Faculties as needed.
- Governance: Two distinct Councils to provide advice to the President:
    - 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
    - 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 proposed by the Interfaculty Working Group for an enhanced approach to revenue sharing, with further consultation and modeling currently underway.

The SHARP budget is continually reviewed and refined over time.

[1] The 8% University Fund contribution from revenue generating areas was implemented in 2022-23. As a result of enrolment challenges faced by Faculties both in 2022-23 and 2023-24, the University made a decision to refund 3% in 2024-25, 2.5% in 2025-26 and 2% in 2026-27 of the Faculty contributions for 2024-25. The 2024-25 multi-year budgets have also incorporated annual refunds to the Faculties from the University Fund in acknowledgement they will need more time to adjust to the full 8% under the current enrolment pressures.

3. Priority Investments

The University Academic Plan and strategic priorities are represented in Figure 1 below and continue to form the foundation for the planned investments in the multi-year Budget Plan. As the University further develops and refines its financial stability strategy and seventeen key projects, priority investments may be modified or paused.

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.

The University Budget consultations, which are conducted annually with the community, also provide valuable input in developing the Budget Plan by identifying community priorities for investment. Over 844 faculty, staff, and students participated in the 2023-24 budget 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 this year's community consultations are summarized in the word cloud below (Figure 2). These provide additional input in the development of the Budget Plan and the strategic investments being made by the University.

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, as well as concerted measures to enhance financial sustainability of the University.

3.1 Faculty Complement

One of the most important investments to advance virtually all the UAP priorities is the faculty complement. A robust and diverse faculty complement contributes to new program development, pedagogical innovation, research intensification and innovation, our global engagement strategy, and living well together. Alongside the core tenure stream complement, the University has many talented contract faculty and graduate teaching assistants who contribute significantly to these priorities.

The University has achieved considerable success over the last several years in growing the faculty complement, despite higher numbers of retirements than anticipated. This has advanced UAP priorities around 21st Century Learning, Knowledge for the Future, Living Well Together, and other priorities of the University, including enhancing the student learning experience. In the current financial context, the University has now slowed hiring considerably to include essential replacements and new hires in programs with net new enrolment growth or to maintain program and research excellence.

The salary costs of faculty complement reside in the Faculties where the appointments are made, with some bridging funds made available through the central University Fund to support strategic hiring in support of research, and diversity hiring.

3.2 Research Leadership

The University Fund has committed $8M in the budget plan 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.

Funding has also been allocated to Phase 2 Catalyzing Interdisciplinary Research Clusters (CIRC), focused on the UN Sustainable Development Goals (SDGs), and to implementing the governance/support structures needed to run the Canada First Research Excellence Fund (CF-REF) program – Connected Minds: Neural & Machine Systems for a Healthy, Just Society, which was recently approved for funding and is the largest research grant in the University's history. As well, funding has been allocated to fund the Evergreening Plan of Vision: Science to Applications (VISTA), a forever program that has just completed 7 years of funding, in part funded by the CF-REF.

To establish shared research infrastructure and support collaborative research activities at the Markham Campus, funding has been allocated to the Markham Shared Research Infrastructure funding.

The University Fund has also committed:

- $1M in 2024, matched by $1M from the Provost's Office, to provide bridge funding for faculty complement growth and renewal, specifically pertaining to research amplification intended to support up to 40 strategic hires
- $1.1M in 2024-25 to critical infrastructure updates to YSciCore advancing excellence in research and teaching.

3.3 Supporting Students

To support the priority From Access to Success, the University's student financial assistance offerings were expanded in 2023-24 to ensure York remains competitive and responsive to student needs by 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 expanded student awards represent $36.6M in the 2024-25 multi-year Budget Plan. Student awards will continue to evolve over time in alignment with student needs, Strategic Enrolment Management, the financial context, and the University's academic priorities.

As global competition for talent continues to grow and international student recruitment faces an increasingly challenging environment that is compounded by the

lingering effects of the pandemic, the Budget Plan has committed an additional $7.1M to support the University's international student recruitment plan.

3.4 Pursuing Decolonization, Equity, Diversity, and Inclusion

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

- $0.8M DEDI-related scholarship funding to advance Black, Indigenous, and other equity scholarship, research, and related creative activities
- $1.2M funding for high priority initiatives to:
    - help implement the University's Framework on Black Inclusion and the Strategy on Decolonization, Equity, Diversity, and Inclusion
    - develop and nurture relationships across the University and provide opportunities to do outreach to the external community

3.5 Digital Transformation, Innovation, and Systems

Recognizing the critical importance of providing an integrated technology environment to deliver quality services, support faculty, staff, and students, leverage data analytics, and enhance information security, the Budget Plan incorporates several key investments, including:

- $40M in capital support and $1.9M in early operating deployment costs for the Student System Renewal Program (SSRP) that will replace 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. The capital project began in 2020-21 with a total budget of $120M funded from a combination of capital reserves and debenture ($41M) and the University Fund ($79M). In response to vendor changes in the development roadmap, Release 2: Current Student and Graduate Milestones of the Constituent Relationship Management (CRM) project is being delayed, resulting in some short term savings that are timely in light of current financial pressures.
- $3M in a base budget increase to University Infrastructure Technology (UIT) in 2024-25, to support institutional technology needs into the future including:
    - Enabling faculty and staff productivity and post-pandemic capabilities e.g. licensing and expanded after-hours service desk technicians, Office 365 resources, additional applications, and platform analysts/developers

- Permanent operating costs associated with the new SSRP (staff support, licensing, cloud technologies, and infrastructure)

- $16M for technology deferred maintenance to ensure ongoing renewal of technology infrastructure
- $3M for a new Advancement Customer Relationship Management (CRM) system that will replace the current outdated CRM
- $0.8M for automation and service improvements in budgeting and forecasting

3.6 Improving Space

An important and ongoing investment being made to Living Well Together is addressing deferred maintenance backlogs in a more impactful and sustained manner and developing a long-term plan with increased annual funding for prioritized projects.

The Budget Plan's deferred maintenance investments are shown in Table 1 below:

TABLE 1: Investments in Deferred Maintenance

	2023-24	2024-25	2025-26	2026-27
		$M		
Internal Funds*	19.2	19.2	21.1	21.1
External Funds**	6.5	6.5	6.5	6.5
TOTAL	**25.7**	**25.7**	**27.6**	**27.6**

Note: Totals may not add up due to rounding

**From faculty budget envelopes, University Fund, Markham, and central reserve*

***From Provincial Facilities Renewal Program (FRP)*

York is investing in two priority areas of work – classroom and washroom renewals – previously identified through community consultations and working groups. Phase 1 of this multi-year initiative ended in 2022 and was extended into Phase 2 which will see investments in washroom renewals continued, and additional investments in classroom renewal following important work on the future of pedagogy.

3.7 Sustainability and meeting the SDG Challenge

York University is recognized as an international leader in sustainability research, teaching, partnerships, and campus practices. Building on the momentum of the past and with an influx of new partners and projects, a synergetic and coordinated framework is being implemented between on-campus sustainability activities, including teaching, research, and practice.

The framework includes a structure of new initiatives and the expansion of existing programs to address the needs for new research, policies, and innovation to bring

York's expertise to bear on this critical global issue. In line with the University Academic Plan, this framework will help to better enable the implementation of the York Sustainability Plan and its goals that include contributing to the Sustainable Development Goals (SDGs).

In support of the Office of Sustainability, $0.6M was approved from the University Fund for 2024-25.

3.8 Investments in Advancement

To increase philanthropic donations and advance strategic priorities such as Markham Campus and the new School of Medicine, the University is investing $4.7M in support of Advancement. This is in addition to the $3M for a new Advancement Customer Relationship Management (CRM) system that will replace the current outdated CRM.

3.9 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/Unit 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):

- $13.5M 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 of September 2024.
- $54.5M for a Neuroscience Facility and additional office space, as part of the expansion of the Sherman Health Science Research Centre. This project is funded from a combination of the University Fund, an internal loan to the Faculty of Health, capital reserves, and debenture funds, with an expected completion date of April 2025.

3.10 Markham Campus

The University's largest capital project is the Markham Campus, which will open to students in Fall 2024. The budgeted capital costs are shown in Table 2 below.

TABLE 2: Budgeted Capital Costs – Markham Campus

Description	Budget ($M)
Region of York Financial Contribution	$25.00
York University - New Debt Issue	$100.00
York University - Existing Debentures	$35.00
York University - Working Capital	$50.50
Fundraising	$50.00
Internal Loan	$20.00
Subtotal	**$280.50**
Land - City of Markham	$50.00
Total Project Value	**$330.50**

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 received Senate approval, and the University has developed ten-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.

3.11 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 continues pursuing ways to grow and diversify its revenues, including negotiating additional enrolment growth to accommodate new programs, intensifying research activity to

increase research funding, philanthropy, the monetization of assets, and expanding lifelong learning, among others. Revenue growth is a priority of the University.

a) Enrolments

A key assumption driving revenue is the enrolment plan. The enrolments achieved in 2023-24 are outlined in Table 3 and 4 below. At the undergraduate level, the difference between actuals and targets for visa enrolments are mostly due to the flow-through impact of lower-than-expected enrolments in 2022-23, missed intake targets for new visa students in 2023-24, and lower than projected retention of continuing visa students.

TABLE 3: Undergraduate Enrolment Targets vs Actuals by Term - 2023-24

		Target FFTEs	Actual FFTEs	Difference
Summer	Eligible	3,430	3,995	566
	Ineligible – Visa	1,055	946	-109
Fall	Eligible	15,666	15,880	214
	Ineligible – Visa	3,323	2,561	-761
Winter	Eligible	16,061	16,629	568
	Ineligible – Visa	3,585	2,593	-992
Total	Eligible	35,156	36,504	1,348
	Ineligible – Visa	7,963	6,101	-1,863

SOURCE: OIPA. *Excludes 15.1 domestic Markham Digital Tech enrolments (FFTEs) that are not reported in this Table; totals may not add up due to rounding*

At the graduate level, the domestic market continues to remain challenging for recruiting new students into masters and doctoral programs. Similarly, on the international side, missed intake targets due to student visa processing delays and deferrals and a relatively challenging competitive landscape for recruitment contributed to shortfall in enrolments.

TABLE 4: Graduate Enrolment Targets vs Actuals by Term - 2023-24

		Target FFTEs	Actual FFTEs	Difference
Summer	Eligible	2,772	2,738	-34
	Ineligible – Visa	1,113	1,148	35
Fall	Eligible	3,454	3,070	-384
	Ineligible – Visa	1,644	1,498	-146
Winter	Eligible	3,322	3,058	-264
	Ineligible – Visa	1,615	1,433	-183
Total	Eligible	9,548	8,866	-683
	Ineligible – Visa	4,372	4,079	-293

SOURCE: OIPA. *Totals may not add up due to rounding*

The overall multi-year enrolment plan for Keele-Glendon is provided in Figures 3 through 5, and for Markham campus in Figures 6 and 7 below. The plan outlines the projected enrolment targets by domestic and visa students in terms of FFTEs for both undergraduate and graduate enrolments. These targets were developed in Fall 2023, based on new student intake targets established in Summer 2023 in consultation with the Faculties.

Figure 3: Keele-Glendon Undergraduate FFTE Actuals and Projections to Fiscal Year 2026-27

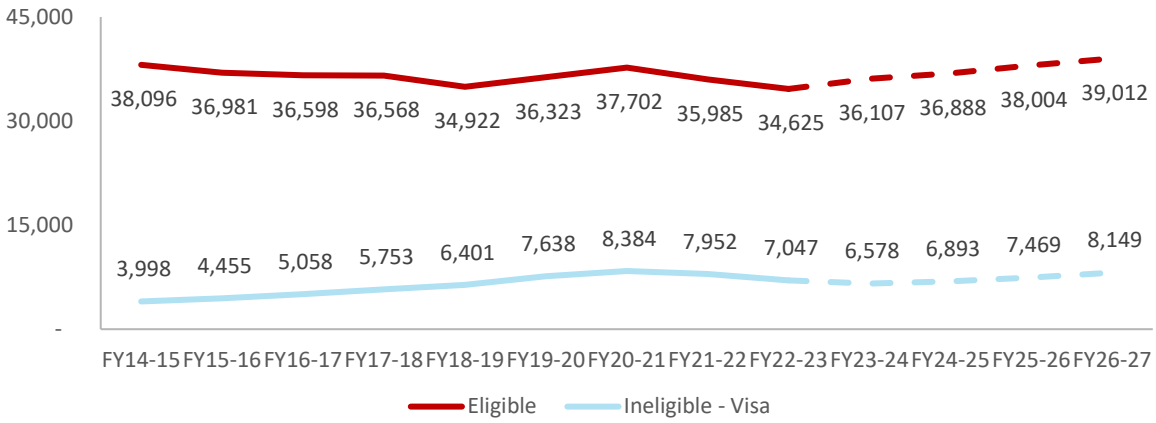


Figure 4: Keele-Glendon Masters Full Year FTE Actuals and Projections to Fiscal Year 2026-27

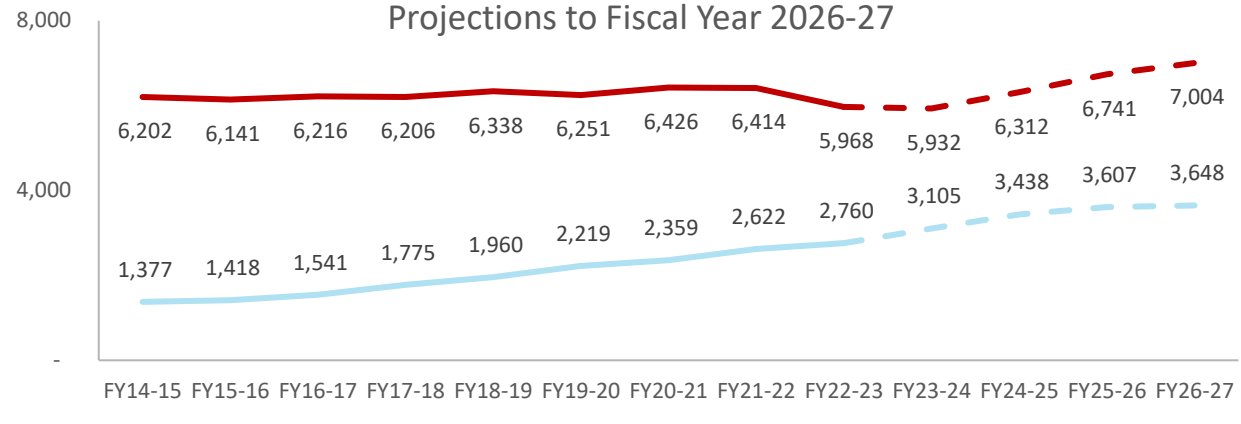


Figure 5: Keele-Glendon Doctoral Full Year FTE Actuals and Projections to Fiscal Year 2026-27

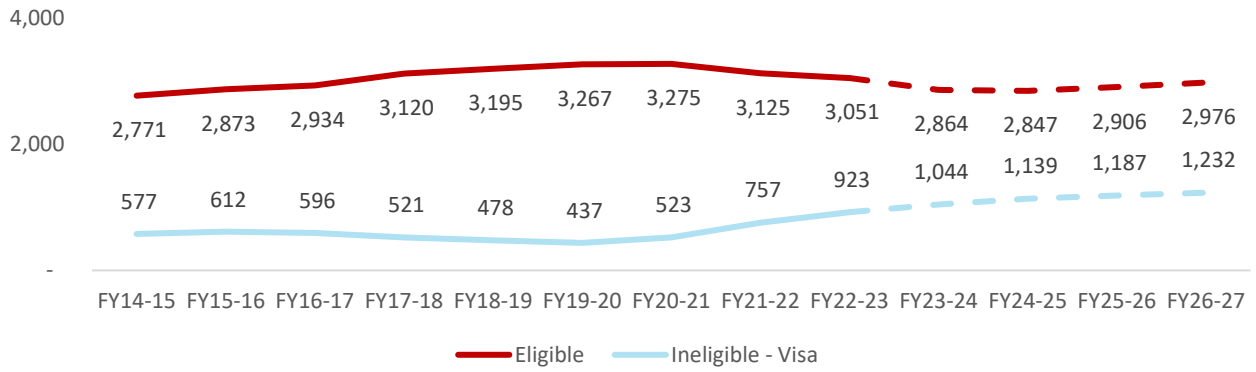


Figure 6: Markham Undergraduate FFTE Actuals and Projections to Fiscal Year 2026-27

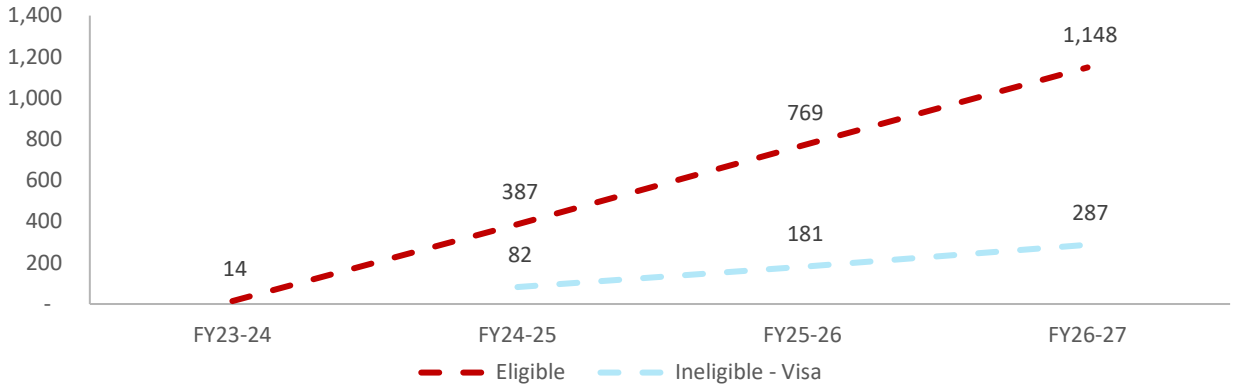
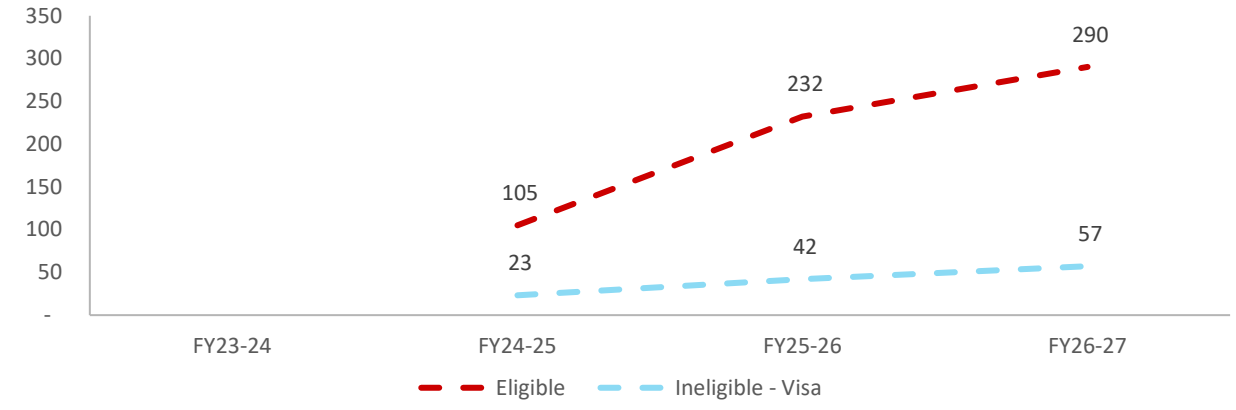


Figure 7: Markham Masters Full Year FTE Projections to Fiscal Year 2026-27



Applications data for Fall 2024-25 as of January 2024 highlights substantial enrolment risk for the university. There has been no increase in the overall number of applications to York from domestic students in Ontario high schools, with a slight decrease of 0.4% compared to January 2023. York is also experiencing a decline in applications across all choices except greater than 5, underscoring the importance of conversion efforts to achieve enrolment targets. There is also a decline of 12.9% in 105 applications relative to last year, primarily due to a decline in international applications.

b) Provincial Funding/Grants

Ontario's postsecondary education system operates under a differentiation policy framework in which institutions are funded based on performance. The framework is operationalized through a series of Strategic Mandate Agreements (SMAs) between the government and each institution. The SMAs form a key component of the government's accountability framework – encouraging institutions to focus on programs and initiatives that will result in positive economic and labour market outcomes for students and the people of Ontario.

In March of 2024, the postsecondary system completed Year 4 of the 5-year SMA3 agreement (2020-21 to 2024-25) cycle. In this cycle, each institution's role and how it will build on its current strengths to help drive system-wide objectives and government priorities is outlined.

Funding is flowed to each institution through three different buckets: core operating grants; performance/differentiation grants; and special purpose grants.

Core Operating Grants: Each institution's SMA includes an enrolment corridor made up of midpoint enrolments, with a ceiling and floor (3% above or below the midpoint enrolments). Institutions receive enrolment-based grant funding, known as Core Operating Grants, for domestic enrolments based on corridor midpoint enrolments set using 2020-21 enrolment counts. York will continue to receive this funding as long as the 5-year moving average of eligible weighted enrolments (Weighted Grant Units) does not fall below the corridor floor. When the moving average rises above the corridor ceiling, it does not automatically trigger additional grant funding. While universities can grow above the midpoint corridor based on a five-year rolling average, the operating grant level remains unchanged. Falling below 3% of the midpoint corridor puts the institution's enrolment-driven funding at risk.

Performance/Differentiation Grants: The following are key features of the performance-based funding:

- Each institution is measured against its own historical data and criteria, with provincially calculated targets based on this information.

- Each institution confirms a proportional weighting to each metric, within ranges permitted by the SMA3 framework.
- Performance is evaluated using a pass/fail approach, with tolerance bands for underachievement. Performance is expressed as a percentage of the target achieved.

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

Allocation of differentiation/performance funding based on achievement of targets against metrics was initially intended to begin in fiscal 2020-21. Due to the COVID-19 pandemic, the Ministry postponed the activation to 2023-24, at which time 10% of the total grant funding became subject to the metrics. Activation in subsequent years will be determined through the SMA3 annual evaluation process. Despite delaying activation, metric data collection, evaluation and publication has proceeded as planned and the differentiation/performance-based funding has been operationalized. MCU will continue to move grants from the enrolment-based envelope to the differentiation/performance-based envelope.

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 University priorities based on analysis of historical data, plans and projections for the future, and the University's ability to impact performance on specific metrics. While the Ministry established allowable performance target for the 10 metrics, institutions decided on the weighting distribution of total funding among the metrics. On an annual basis, institutions are measured and assessed against their own performance, and not against other institutions.

Special Purpose Grants: The government provides special purpose grants to address government and system priorities such as special initiatives to improve access for Indigenous, francophone and first-generation students, and for students with disabilities, and to address mental health challenges in the system, among others.

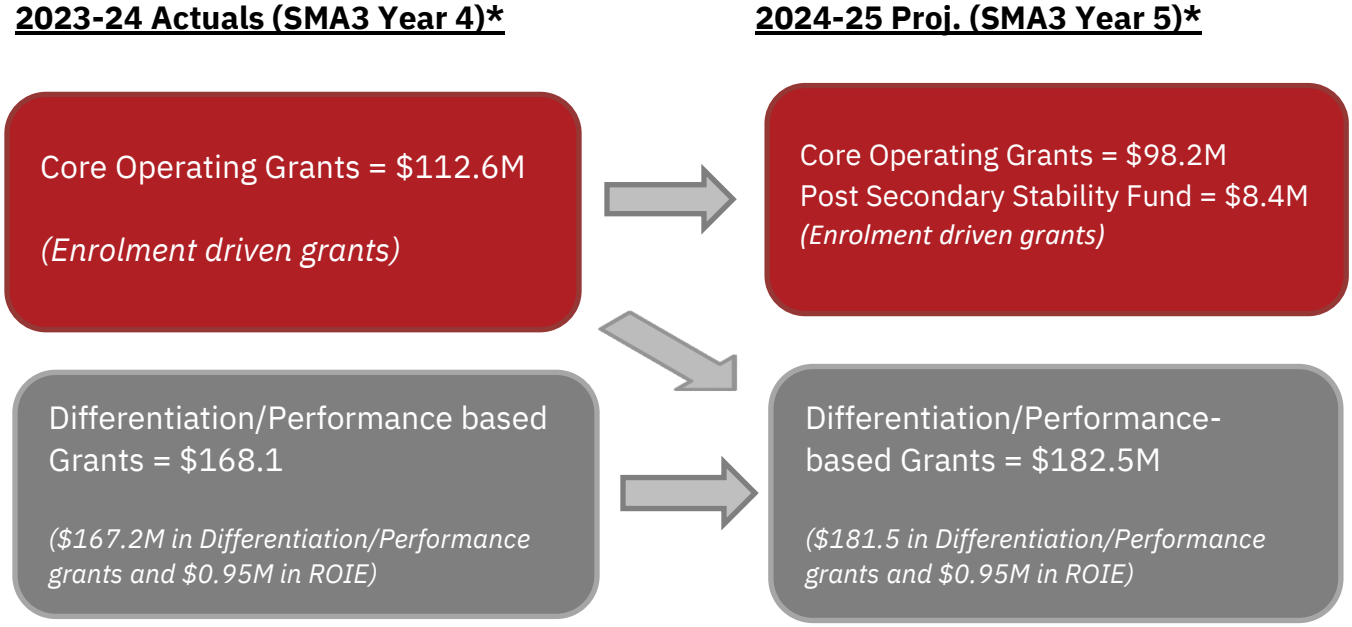
Postscondary Sustainability Fund: In February 2024, the government announced the implementation of a three-year, $903 million Postsecondary Education Sustainability Fund that included $700 million over three years in broad based support for

institutions as well as $203 million over three years in targeted support for the financial sustainability of publicly funded colleges and universities facing greater financial need. Based on York's share of provincial operating support grants, it is estimated that of the $700 million, York will receive $42.7 million in additional grants over three years broken down as follows: $8.4 million in 2024-25; $14.2 million in 2025-26 and $20.1 million in 2026-27. The increases in operating grants are reflected in the budget plan.

For the performance grants, the amount at risk for not achieving performance targets is 25% of total grants in 2024-25. The Ministry has implemented two mitigation strategies which will help minimize any funding loss: a metric re-weighting opportunity in Year 5 of the agreement and a stop-loss mechanism that will ensure any performance below 95% does not translate to a loss of funding, below this amount. The University will continue to monitor the achievement of targets against metrics through the planning period and provide updates when needed.

Figure 8 below shows the split of funding between the enrolment-based envelope (COG) and the differentiation/performance envelope in year 5 of SMA 3 (2024-25).

Figure 8: Enrolment-based vs Differentiation/Performance funding in SMA3, Year 5



Totals may not add up due to rounding

The multi-year Budget Plan projects a total of $325.1M in provincial operating grants in 2024-25, and $328.8M in 2025-26 and $335.8M (details are found in Appendix 5).

The Budget Plan assumes the following for provincial grants:

- Enrolment-driven and differentiation/performance grants will remain stable at the 2020-21 level of $280.7M for the 3-year planning period, with an additional estimated amount of $8.4M in York's share of the recently announced operating grant funding from the Postsecondary Sustainability Fund
- Future multi-year budgets will be reviewed to consider any potential impact of 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

c) Tuition Revenue

Domestic Students: the Ontario provincial government regulates tuition fees for domestic students in government funded programs.

In a memo dated February 27, 2024, announcing a major set of initiatives, the Ministry noted that they "would support and strengthen the postsecondary education experience for students and make institutions more accountable and sustainable." As part of these initiatives, the government announced a continuation of the tuition freeze for domestic students in government funded programs for another three years (2024-25 to 2026-27), with the flexibility to increase tuition by up to 5% for out-of-province domestic students. The continuation of the tuition freeze follows a 10% cut to domestic tuition fee rates in 2019-20, and tuition freezes since then (2020-21 to 2023-24). The fee increases approved as part of the Tuition Anomaly Initiative announced in the 2023-24 Tuition Fee Framework were also allowed to continue as per the approvals each institution received (up to the approved maximum of 7.5% per year). York submitted four programs that fit into the tuition anomaly programs category in 2023-24, and the government approved three of the submitted programs for fee increases of 7.5% annually to a maximum that is aligned to the sector average. The budgeted increased for these fees was $2.3M for 2024-25 and $4.2M for 2025-26.

As part of the announced initiatives, the government also signaled that it would be reaching out to colleges and universities to engage on the tuition fee transparency commitment that they made in 2021 in an effort to help students and families better understand how tuition fees are used.

The enrolment contracts underpinning the Budget Plan were finalized in Fall 2023, before the government announced the extension of the tuition freeze and incorporated a 3% domestic tuition fee increase assumption for 2024-25 and 2025-26, and 2%

increase for 2026-27. As a result of the government's decision in late February 2024 to continue the domestic tuition freeze for the next 3 years, the budgets were revised to account for the $49M loss in tuition revenue.

International Students: international tuition fees are based on market demand. The tuition revenue projections for 2024-25 to 2026-27 incorporate increases of 6% to 13.84% per year in tuition fee rates for new to institution undergraduate international students, and 5% tuition fee increases for continuing students as approved by the Board of Governors in February 2024. While tuition fee revenue for the outer years (2025-26 and 2026-27) also assumes 6% increases for new students and 5% increases for continuing students per year, these have not been approved by the Board of Governors and are used for planning purposes only. For international graduate students in research-based programs, tuition fees will remain at the 2023-24 levels (i.e. 0% increase) for the duration of the planning period. For international professional masters and full-cost recovery programs, the multi-year Budget Plan incorporates 1 – 18.45% fee increases depending on the program.

Fee increases for the planning period are shown in Table 5 below.

Table 5: Tuition Fee Rate Increase Assumptions

Degree:	Category	2024-25	2025-26	2026-27
Undergrad	Domestic, regular arts and science programs	0%	0%	0%
	Domestic, professional programs[1]	0%	0%	0%
	International, regular arts and science – new students[2]	6% - 13.84%	6% - 7.5%	6%
	International, regular arts and science – continuing students	5%	5%	5%
	International professional programs[2]	6% - 10%	6% - 10%	6%
Graduate	Domestic and International, research-based masters and doctoral	0%	0%	0%
	Domestic professional masters programs	0%	0%	0%
	International professional masters programs[2]	1%-18.45%	2-10%	2-10%

Note 1. Fee increase of 7.5% for new students in the 2023-24 cohort in tuition anomaly programs (BCOMM, BHRM & BBA/iBBA) until the approved MCU cap is reached

Note 2. Based on a comparison of similar programs at peer institutions in Ontario in the regular arts and science and professional categories, and for the Bachelor of Design program, the proposed increases for new students range from 5.74% to 18.45% in 2024-25 and 6% to 10% in 2025-26.

Faculties receive tuition revenue generated from credit programs based on the number of students registered (domestic, international, undergraduate, and graduate). Estimated tuition revenue before contigencies for the planning period is reflected in

Appendix 3 as follows: $737.5M in 2024-25, $803.7M in 2025-26 and $890.2M in 2026-27.

Tuition fee revenue is generated using enrolment projections from Faculty enrolment contract targets and tuition fee rate assumptions used for the planning period.

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.

d) Research Overhead 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 (RSF), 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. An amount of $5.8M was allocated to York in 2022-23, 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 $1M from the provincial government is included in the Differentiation/Performance funding envelope. This Budget Plan is projecting that the ROIE will remain stable over the funding period.

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).

e) 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 represents an 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 projected investment return rates. The investment income is projected at $26.1M in 2024-25, $17.8M in 2025-26 and $13.8M in 2026-27 (see Appendix 2). Interest income on operating funds is highly susceptible to changes in interest rates.

f) 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 University is investing in its advancement department to increase its revenues from philanthropic sources for both capital and operating needs.

g) Other recoveries

This income source is projected to be $43.9M in 2024-25, $43.2M in 2025-26 and $44.3M in 2026-27 (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 by the revenue-generating areas (Faculties and School of Continuing Studies), the shared services (Units, General Institutional cost centres, and the University Fund.

a) Faculty Costs

Each Faculty is normally 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, other employment costs such as professional expense reimbursements to faculty members, progress-through-the-ranks (PTR) funding as per collective agreements, research overloads, graduate supervision, service teaching, graduate student support, and operating costs such as renovations, equipment, travel, supplies, etc. They can also budget enrolment contingencies for possible shortfalls.

b) Shared Services Costs

Under the SHARP model, the costs of Shared Service Units are attributed to the revenue-generating areas, primarily the Faculties, based on cost drivers.

The annual budgets for Shared Service 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 University Budget Council; less
- Budget cuts as required[2]

c) General Institutional Costs

General Institutional (GI) costs include collective agreement, pension and post-retirement, insurance, HR, external legal, loan interest, 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. (details are found in Appendix 4). The University Fund is intended to support strategic institutional initiatives, provide Operating Support to Faculties where needed, and enable contingency/emergency funding. The University Fund does not spend funds directly, it acts as a means to allocate the funds it has collected to the Faculties and

[2] To help the Faculties absorb the 10% tuition fee roll-back in 2019-20, budgets for Administrative Units were reduced by 4.5% in 2019-20 and a further 1% in 2020-21. The Administrative Units also experienced a 4% budget cut in 2024-25 to help Faculties absorb the substantial enrolment loss in international students.

shared services Units in support of time-specific strategic initiatives and Operating Support.

Strategic institutional commitments from the University Fund in the Budget Plan are shown in Table 6 below.

TABLE 6: University Fund Commitments

	Budgets ($M)		
	2024-25	2025-26	2026-27
Faculty Support			
Faculty Operating Support (AMPD, EUC, GL, EDU, LAPS, SCI)	46.5		
Research Strategic Faculty Complement Bridging	1.0		
Maloca Garden Revitalization (EUC)	0.1	0.1	
Flowable System Integrator (FGS)	0.4	0.3	
Critical Infrastructure Updates to YSciCore (FSc)	1.1		
Critical Infrastructure in the Sherman Extension (FSc & FH)	1.0		
Allocation to Faculties/Strategic priorities TBD in the future		46.5	46.5
	50.1	**46.9**	**46.5**
Research Support			
Catalyzing research clusters - Phase 2	1.5		
Decolonization, Equity, Diversity and Inclusion in Research	0.8		
CF-REF Connected Minds			0.7
Vista Evergreening program	0.3	0.3	0.3
Markham Shared Research Infrastructure	1.0	2.0	2.0
	3.5	**2.3**	**3.0**
Student Support			
International recruitment	0.9		
Las Nubes	0.1	0.1	0.0
VPS - International & Global Engagement Strategy Implementation: High Priority Investments	3.3	1.4	1.5
	4.3	**1.4**	**1.5**
Institutional Support			
Markham Campus - VPRI (Yspace)	0.2	0.2	0.2
Equity, People & Culture - high-priority indigenization, reconciliation and decolonization initiatives	0.5		
Equity, People & Culture - HR Initiatives	0.1		
VPFA - Green Building Standard/Space audit			
Office of Sustainability	0.6		
President's Division - Government and Community Relations & Protocol – Stakeholder Relations	0.2		
Advancement Additional staff costs	1.3	1.4	
Advancement Convocation shortfall	0.3		
Advancement Internal cost recoveries & other revenue shortfalls	1.7		
EPC AVP - Indigenous Initiatives	0.4		
EPC DEDI Institutional Initiatives (CHREI)	0.2		
President's Division - Institutional advertising campaign	0.3		
President's Division - Event funding to replace CCA funds transferred to Advancement	0.5		
	6.4	**1.5**	**0.2**
Capital Projects and Renovations			
Incremental Funding for Deferred Maintenance	6.0	6.0	6.0
	6.0	**6.0**	**6.0**
Technology Investments			
VP - Finance and Administration Division (Mobile Maximo & Budgeting and Forecasting system)	0.4		
Student System Renewal Program (SSRP)	5.8	9.9	24.3
Advancement Customer relationship Management (CRM)	2.5	0.5	
Technology deferred maintenance infrastructure	8.0	8.0	
SSRP – time-limited deployment efforts converting	1.7	0.2	
	18.4	**18.6**	**24.3**
TOTAL	**88.7**	**76.7**	**81.4**

4.2.2 Cost Categories

a) Compensation

Compensation is the largest cost of the University and consists of salaries and benefits. Since the Fall of 2023, the University has been engaged in discussions with a number of bargaining units at York to resolve the matter of Bill 124 moderation period salary increases.

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, licences, tele-communications, etc.
- Travel, conferences, and hospitality
- Office supplies
- Books and periodicals
- Miscellaneous other

As previously described, the University has identified several key cost categories for savings and reductions in alignment with revenue pressures, using a strategic and prioritized approach.

c) Student Financial Support

Student financial support is an important priority for the University, and a growing cost in the Budget Plan. Most of the student aid is funded from operating funds, along with funding from endowments and provincial scholarship grants. The funds are managed through a combination of central 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, 2021 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, 2026 at the earliest (i.e. one year after the next required valuation of the plan on December 31, 2024).

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 2024-25 to 2026-27 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, plus the 2023-24 Budget and Forecast, is presented in the Appendices as follows**:**

Appendix 1	2023-24 Operating Forecast
Appendix 2	Total Operating Budget
Appendix 3	Student Fees
Appendix 4	University Fund
Appendix 5	Operating Grants

Appendix 1

Divisional Operating Forecast for 2023-24

($ millions)

Division	Opening Cumulative Position (A)	Approved Budget In-Year Surplus (Deficit) (B)	Forecast In-Year Surplus (Deficit) (C)	Variance Budget vs Forecast (C-B)	Forecasted Closing Carryforward (A+C)
President	**5.3**	**0.1**	**0.8**	**0.7**	**6.1**
Advancement	**3.8**	**(3.3)**	**(3.1)**	**0.2**	**0.8**
Academic					
Arts, Media, & Performance Design	(16.9)	(4.8)	(5.7)	(0.9)	(22.6)
Education	0.9	(5.4)	(5.3)	0.1	(4.4)
Environmental & Urban Change	(23.2)	(7.0)	(8.5)	(1.6)	(31.7)
Glendon	(36.7)	(5.1)	(5.2)	(0.1)	(42.0)
Health	19.8	(4.8)	(2.0)	2.9	17.8
Liberal Arts & Professional Studies	12.6	(23.8)	(44.6)	(20.8)	(32.0)
Lassonde	(1.0)	(0.1)	(8.3)	(8.3)	(9.4)
Osgoode	43.0	1.2	0.3	(0.9)	43.3
Schulich	1.1	2.1	(0.0)	(2.1)	1.1
Science	8.9	(16.9)	(14.6)	2.2	(5.7)
Continuing Studies	40.4	(2.6)	14.1	16.7	54.5
Total Faculties & Schools	**48.9**	**(67.2)**	**(80.0)**	**(12.8)**	**(31.1)**
Graduate Studies	**(1.1)**	**(1.4)**	**(1.3)**	**0.1**	**(2.4)**
Libraries	**5.5**	**(0.4)**	**0.1**	**0.4**	**5.6**
Vice Provost Students	**5.6**	**(6.0)**	**(7.1)**	**(1.1)**	**(1.5)**
PVPA	**12.1**	**(4.2)**	**(2.4)**	**1.8**	**9.6**
Academic Total	**70.9**	**(79.1)**	**(90.7)**	**(11.5)**	**(19.7)**
Equity, People and Culture	**7.0**	**(2.4)**	**(0.7)**	**1.7**	**6.3**
Finance & Administration	**0.9**	**(0.6)**	**(0.3)**	**0.3**	**0.6**
Research	**12.5**	**(3.0)**	**0.7**	**3.7**	**13.1**
Markham Campus	**(9.5)**	**(19.6)**	**(15.5)**	**4.1**	**(25.0)**
University Fund	**71.1**	**33.8**	**48.4**	**14.6**	**119.5**
General Institutional	**88.4**	**6.3**	**(82.1)**	**(88.4)**	**6.3**
Total University	**250.4**	**(67.9)**	**(142.5)**	**(74.6)**	**107.9**

Appendix 2

Total Operating Budget

($ millions)

	2023-24		2024-25	2025-26	2026-27	Total Budget for
	Budget	Forecast	Budget	Budget	Budget	2024-25 to 2026-27
Operating revenues						
Government operating grants *(note 1)*	312.4	311.0	325.1	328.8	335.8	989.7
Student fees *(note 2)*	787.5	746.6	794.1	860.0	942.1	2,596.3
Grants and student fees subtotal	1,099.9	1,057.5	1,119.2	1,188.8	1,277.9	3,585.9
Funding from donations, endowments, & trusts	9.6	9.8	9.8	9.3	9.0	28.2
Investment income	29.0	36.5	26.1	17.8	13.8	57.8
Other recoveries	48.1	46.7	43.9	43.2	44.3	131.3
Total operating revenues	**1,186.6**	**1,150.5**	**1,199.0**	**1,259.1**	**1,345.0**	**3,803.1**
Enrolment shortfalls for 2023-24 and projected F/W 2024-25 intakes	-	-	(56.6)	(56.3)	(51.9)	(164.8)
Enrolment contingencies *(note 3)*	(26.9)	-	(20.0)	(19.0)	(21.0)	(60.0)
Total operating revenues, net of enrolment contingencies	**1,159.8**	**1,150.5**	**1,122.4**	**1,183.8**	**1,272.1**	**3,578.3**
Operating expenditures						
Salaries and wages	670.0	684.5	690.4	706.8	725.4	2,122.6
Employee benefits	183.0	175.1	182.6	186.9	191.4	560.9
Operating costs	176.4	168.4	174.6	172.6	181.7	528.9
Scholarships and bursaries	95.8	90.9	94.9	98.8	102.1	295.8
Taxes and utilities	22.7	24.4	24.1	23.8	24.7	72.6
Interest on long-term debt	25.6	25.6	25.8	26.0	26.3	78.2
Total operating expenditures before other items	**1,173.4**	**1,168.8**	**1,192.3**	**1,215.0**	**1,251.7**	**3,659.0**
Estimate for wage reopener	**-**	**76.5**	**50.9**	**54.0**	**57.0**	**161.9**
Financial sustainability projects under development	**-**	**-**	**(30.0)**	**(80.0)**	**(90.0)**	**(200.0)**
Total operating expenditures	**1,173.4**	**1,245.3**	**1,213.2**	**1,189.0**	**1,218.7**	**3,620.9**
In year surplus/(deficit) for operating fund, before transfers	**(13.6)**	**(94.8)**	**(90.8)**	**(5.1)**	**53.4**	**(42.6)**
Transfers to restricted funds						
Transfers to capital fund	(49.2)	(42.2)	(37.3)	(30.7)	(35.7)	(103.7)
Transfers to ancillary fund	(3.4)	(3.1)	(3.2)	(3.4)	(3.4)	(10.0)
Transfers to other funds	(1.8)	(2.3)	(0.7)	(0.7)	(0.8)	(2.2)
Total transfers to restricted funds	**(54.3)**	**(47.6)**	**(41.3)**	**(34.8)**	**(39.9)**	**(115.9)**
In year surplus/(deficit) for operating fund	**(67.9)**	**(142.5)**	**(132.0)**	**(39.9)**	**13.4**	**(158.5)**
Opening accumulated surplus/(deficit) for operating fund	250.4	250.4	107.9	(24.1)	(64.0)	107.9
Closing accumulated surplus/(deficit) for operating fund	**182.5**	**107.9**	**(24.1)**	**(64.0)**	**(50.6)**	**(50.6)**

Note 1: Operating grants include estimated funding from new Postsecondary Sustainability Fund.
Note 2: Tuition revenues adjusted for tuition freeze extension through to 2026-27.
Note 3: In 2024-25, enrolment contingency is for expected tuition revenue loss in Summer 2024 due to labour disruption. In 2025-26, the contingency is for a potential miss on international intakes for 2025-26 and its flow through impact for 2026-27.

Appendix 3

Student Fees
($ millions)

	2023-24		2024-25	2025-26	2026-27
	Budget	**Forecast**	**Budget**	**Budget**	**Budget**
Student Fees					
Credit Tuition Fees	667.9	607.1	671.5	736.8	804.1
Continuing/Professional Education Tuition	67.5	86.4	67.5	65.7	78.4
Centrally Collected Ancillary Fees	36.5	36.7	38.3	40.3	42.0
Student Referenda	9.7	10.5	10.7	10.9	11.1
Application Fees	5.9	5.9	6.1	6.3	6.5
Total Student Fees before enrolment adjustments	**787.5**	**746.6**	**794.1**	**860.0**	**942.1**
Preliminary enrolment shortfalls on 2023-24 and Fall 2024 intakes	-	-	(56.6)	(56.3)	(51.9)
Enrolment contingencies (note 3)	(26.9)	-	(20.0)	(19.0)	(21.0)
Total Student Fees	**760.6**	**746.6**	**717.5**	**784.7**	**869.2**

Appendix 4

University Fund

($ millions)

	2023-24		2024-25	2025-26	2026-27
	Budget	**Forecast**	**Budget**	**Budget**	**Budget**
Revenues					
Gross Contributions from Faculties and SCS	76.3	76.3	75.0	79.8	85.5
Refund to Faculties[1]	(23.1)	(19.9)	(26.7)	(23.8)	(20.4)
Net Contributions from Faculties and SCS	53.2	56.4	48.2	55.9	65.1
Contributions from Ancillary Services	3.4	3.4	4.5	4.3	4.4
Investment Income	27.8	35.8	25.3	17.1	13.0
Fines and penalties	4.9	4.9	5.4	5.4	5.4
MCU Unearned Grant	18.7	14.3	15.3	14.5	13.8
Miscellaneous Other	1.3	1.4	2.2	1.4	1.4
Total Revenues	**109.2**	**116.2**	**101.0**	**98.6**	**103.1**
Expenses: Approved Commitments					
Faculty Operating Support	24.7	24.7	46.5		
Allocation to Faculties - Operating/Strategic Support TBD				46.5	46.5
Strategic Investments	50.7	43.1	42.2	30.2	34.9
Total Expenses: Approved Commitments	**75.4**	**67.8**	**88.7**	**76.7**	**81.4**
In Year Surplus/(Deficit)	**33.8**	**48.4**	**12.3**	**21.9**	**21.6**
Opening Accumulated Balance of University Fund	71.1	71.1	119.5	131.7	153.7
Closing Accumulated Balance of University Fund	**104.8**	**119.5**	**131.7**	**153.7**	**175.3**

Notes:

[1]University Fund Refund to Faculties - 2.5% in 2023-24, 3% in 2024-25 (previously 2%), 2.5% in 2025-26 (previously 1.5%) and 2% in 2026-27

Appendix 5

Operating Grants

($ millions)

	2023-24		2024-25	2025-26	2026-27
	Budget	**Forecast**	**Budget**	**Budget**	**Budget**
Provincial Operating Grants					
Enrolment					
Core Operating Grant - Keele & Glendon	114.9	115.4	98.2	98.2	98.2
Core Operating Grant - Markham			1.0	1.9	2.8
International Student Recovery - Keele & Glendon	(6.9)	(6.9)	(6.1)	(6.6)	(7.1)
International Student Recovery - Markham			(0.1)	(0.2)	(0.3)
Differentiation					
Performance/Student Success - Keele & Glendon	165.8	165.3	182.5	182.5	182.5
Performance/Student Success - Markham			1.4	3.4	5.0
Mission Related - Bilingualism	3.2	3.2	3.2	3.2	3.2
Mission Related - French Language Access	0.5	1.2	0.5	0.5	0.5
Special Purpose					
Municipal Tax Grant	3.2	3.2	3.4	3.5	3.6
French Language Support	6.9	9.1	10.8	9.2	9.2
Nursing	8.5	7.8	9.5	7.2	6.2
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	3.9	3.9	4.5	4.5	4.5
Mental Health	0.4	0.4	0.3	0.3	0.3
Post Secondary Education Sustainability Fund			8.4	14.2	20.1
Other Special Purpose Grants	5.6	2.0	1.2	0.5	0.6
Total Provincial Operating Grants	306.7	305.3	319.3	323.0	330.0
Federal Research Support Fund	5.7	5.7	5.8	5.8	5.8
Total Government Operating Grants	**312.4**	**311.0**	**325.1**	**328.8**	**335.8**

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Ancillary Services Budget – 2024-25 through 2026-27

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve the attached Ancillary Services Budget for 2024-25 to 2026-27.

Background and Rationale

The budget plans for Ancillary Services are updated every year to account for shifts in the economy, advancements in technology, changes in enrollment, market trends, new capital projects, and opportunities for business growth. The specifics for each ancillary operation are detailed in the report attached.

This report aims to give a comprehensive overview of the University's Ancillary Services' strategic plan over the long term. It covers the achievements of the fiscal year 2023-24, the budget for 2024-25, and projections up to FY27. The financial details included pertain to operations at both the Keele and Glendon Campuses. Please note, the future Markham Campus is considered separately and is detailed in the consolidated budget for the Markham Campus. The budgets and forecasts are crafted on prudent assumptions, with a significant consideration for the continuation of remote/hybrid models of work and learning at the University at the current levels. It's important to highlight that the forecasts for FY24 were made before the start of the CUPE 3903 labor disruption. This event is expected to affect the end-of-year results and, depending on its duration, could also influence the budgets for FY25.

ANCILLARY SERVICES

LONG-TERM PLAN AND BUDGETS

Finance and Audit Committee

15 April 2024

Purpose of this Report and Historical Results

This report aims to provide the Finance and Audit Committee with an update on the University's budgets and the strategic long-term planning for the operations of Ancillary Services. It encompasses an analysis of each business unit within Ancillary Services, detailing their financial performance and operational strategies.

Ancillary Services is designed to operate on a break-even basis in the long term, factoring in debt repayment, capital renewal, and contributions to both shared services and the University Fund. This model ensures that while Ancillary Services aims to be financially sustainable, it also supports the broader financial and operational goals of the University.

The consolidated financial results for Ancillary Services reflect the successful outcomes of strategic financial management and operational efficiency across the department. Following several successful years post-pandemic, Ancillary Services is on track to emerge from its accumulated deficit earlier than anticipated, achieving profitability by the end of fiscal year 2024-2025.

The long-term financial plan anticipates a significant surplus for fiscal years 2026 and 2027. Consequently, a Capital Management plan is in development to ensure these surplus funds are directed more effectively towards Capital Reserves. These reserves are essential for financing the costs of planned major capital projects, underscoring the department's commitment to sustaining financial health and supporting future growth and infrastructure developments:

ANCILLARY SERVICES CONSOLIDATED RESULTS in $000s					
	Forecast		**Budget**		
	2023	**2023**	**2024**	**2025**	**2026**
	2024	**2024**	**2025**	**2026**	**2027**
Revenue	72,559	62,375	84,875	83,774	84,878
Expenses and Capital Renewal	60,523	57,641	74,083	69,629	70,829
Revenue less Expenses	**12,036**	**4,734**	**10,791**	**14,019**	**14,049**
Opening Surplus/(Deficit)	-14,691	-14,691	-2,655	8,136	22,155
Closing Surplus/(Deficit)	**-2,655**	**-9,957**	**8,136**	**22,155**	**36,204**
Capital Reserves	**47,972**	**47,972**	**42,738**	**42,674**	**43,622**

The financial results encompass data from the Keele, Glendon, and Markham campuses.

Fiscal Year 2023-24 Results
In Fiscal Year 2024, prior to the labor disruption, the University maintained a more typical operating model for the second consecutive year following the pandemic, resulting in the anticipated positive impact on Ancillary Services. Overall, Ancillary Services exceeded its initial revenue forecast by $10 million, achieving a surplus of $12.5 million, which is $7.8 million above the budget.

The operations of Ancillary Services remain heavily reliant on on-campus activities. While Ancillary Services is surpassing its budget, this is largely due to a return to pre-pandemic revenue levels. However, increased inflation and expenses are significantly impacting the business, particularly in Parking (affecting contributions to the capital reserve) and the Bookstore (resulting in financial loss).

Despite these challenges, Ancillary Services continues to provide support to students and align its operations with the University's Academic Plan. There are several noteworthy successes to highlight for this year:

- **Congress 2023** – Ancillary Services played a crucial role in the successful execution of Congress by accommodating over 1400 guests with housing, fulfilling over 500 catering orders, and providing parking and other essential services for event participants. Additionally, they offered support in various capacities throughout the event to ensure its smooth operation.

- **Mobile Credential Rollout** - The YU-card Office launched the new mobile YU-card to all incoming students, faculty, and staff. This innovative mobile credential program provides enhanced security, improves user experience, and contributes to reducing plastic waste. This initiative underscores York's reputation as a leader in excellence and innovation.

- **Housing Occupancy** – Housing experienced higher occupancy rates than initially projected in both student housing and conference operations, leading to an increase in revenue. Moreover, in response to the greater-than-expected demand for housing, maintenance work was promptly undertaken to reopen rooms/units that were previously closed for renovations. Additionally, adjustments were made such as converting large single rooms to doubles and reclaiming D-Wing at Glendon, which had been utilized as academic space, in order to revert it back to residence facilities.

- **Leadership in the Transformation of Textbooks from Physical to Digital** – Building on the successes of the previous year, where over 58% of students opted to purchase a digital book, aligning with leading digital campuses in

Canada, the Bookstore has surpassed last year's performance by nearly 22% this fiscal year. This program provides convenient instant access through eClass and offers affordability as a key benefit. The average price of a D1D E-book is $61, representing a 20% reduction compared to the next best digital purchase option and a significant 54% saving compared to the cost of the printed alternative.

- **Contribution to University Fund** – For the fiscal year, Ancillary Services will allocate $3.4 million towards the University Fund. This represents an enhancement of approximately $1.4 million over the previous year's contributions to the University Fund.

ANCILLARY SERVICES CONTRIBUTIONS in $000s

	2023 2024	2024 2025	2025 2026	2026 2027
Sinking Fund	3,526	3,757	4,000	4,259
University Fund	3,390	5,029	4,587	4,727

Forward Outlook

The team is currently dedicated to formulating and implementing comprehensive renewal strategies for the Housing and Food portfolios. It is important to recognize that the outcomes of these strategies are not yet reflected in the existing three-year projection. These strategies are expected to be finalized shortly, with their projected impacts to be included in the plan for the next year.

This year's stability has provided a clearer insight into post-pandemic expectations, enabling more precise forecasts for the upcoming years. It is anticipated that the operations will consistently generate a surplus, contributing approximately $5 million annually to the University Fund and over $2.3 million to Shared Services.

The forecast also accounts for overcoming the cumulative deficit incurred during the pandemic, aiming for a return to a surplus by FY25—a year ahead of last year's projection. It is important to note that the contributions to capital reserves, currently between $4 to $5 million yearly, will undergo assessment, and a more robust Capital Management plan will be adopted to ensure proper allocation of funds for capital projects.

Ancillary Services units are adapting their operations, introducing new services, expanding digital capabilities, and fast-tracking initiatives to achieve long-term efficiencies and cost savings. Depending on evolving business conditions, various strategies may be considered, including engaging in Public-Private Partnerships (P3)/monetization arrangements, exploring new business models and revenue streams, and utilizing reserves.

Housing & Conference Services

Housing & Conference Services at York University oversees a significant portfolio, including approximately 2,760 undergraduate beds and 1,253 self-contained apartment units. These facilities cater to a diverse student population comprising undergraduate, graduate, law, exchange, and York University English Language Institute (YUELI) students across both the Keele and Glendon campuses.

Following the Housing Strategy endorsed by the Board in June 2012, notable achievements include:

The completion of a 10-year building renewal plan, with an investment of $70M sourced from annual housing revenues allocated specifically for building renewal.

Enhanced focus on first-year students through programming designed to foster a culture of student success.

The development of The Quad, a third-party residence complex, which has augmented our capacity to meet the growing demand for student housing.

The establishment of an institutional framework to guide the long-term planning and execution of the Housing Strategy. This framework encompasses a Student Housing Steering Committee and Housing Working Groups.

In addition to its housing management role, Housing & Conference Services plays a pivotal role in supporting a broad spectrum of events. The department collaborates with both internal and external clients, facilitating third-party rentals of campus facilities and hospitality accommodations. This includes hosting commercial film shoots and marketing activations, further showcasing the versatility and capability of York University's facilities to accommodate a wide range of activities and events.

Fiscal Year 2023-24 Results

Hospitality, accommodation, and conference services at York University have significantly outperformed their revenue targets, generating $3.5M against a budget of $2.1M, thereby achieving a surplus of more than $1.5M over the anticipated budget. This financial success can be attributed to a robust season of summer residency and a high demand for movie shoot space rentals, which collectively yielded outstanding results.

The undergraduate residence sector also reported better-than-expected outcomes, with occupancy rates surpassing those of the previous year. York Apartments achieved

their budget targets with a slight increase, pending the posting of April's rent revenue, which is expected to further enhance financial performance.

Looking ahead, the strategic financial planning for Housing includes a commitment to capital debt repayment for the Pond Road residence, amounting to $2.6M annually. This repayment plan is scheduled to continue through to FY29, reflecting York University's prudent financial management and strategic investment in its housing infrastructure.

Marketing Plan

In November 2023, the Board approved price increases for undergraduate residence and York Apartments rates for the 2023-24 academic year. These adjustments align with the Housing Strategy previously endorsed and the Ontario Rent Increase Guidelines, ensuring pricing for York's residences remains both competitive with peer institutions and the broader rental market. This strategy underscores the University's dedication to maintaining affordability, with moderate rate adjustments of 3.7%, despite rental price increases in the Toronto area exceeding 3% annually.

In response to evaluations of the University's residence dining experience, Food Services has laid out plans for substantial renovations to the dining halls on both the Keele and Glendon campuses scheduled for 2024-26. Accompanying these renovations will be a revision of meal plans starting Fall 2026, aiming to markedly improve both the quality of residence dining and the overall student experience.

Moreover, Housing Services is actively enhancing customer service and maintenance operations. Efforts to refine housing administration processes are underway, including staff training and improved communication with residents. Additionally, the introduction of more online and mobile functionalities is being pursued to streamline interactions and increase convenience for students, reflecting a continuous commitment to improving the quality of housing services at York University.

Market Trends

The demand for student housing remains robust, with universities across Canada and the United States exploring various strategic avenues to expand or enhance their campus residence facilities. These strategies include self-funding capital developments, utilizing third-party investments while maintaining institutional control over facilities, and engaging in complete third-party financing and operation of buildings. Each approach offers distinct advantages and limitations.

York University has embraced a hybrid model, undertaking both in-house development/renovation projects and third-party build/operation collaborations,

notably with The Quad. Considering the substantial costs associated with constructing new facilities, it is anticipated that the University will continue to explore third-party arrangements as a viable financial strategy for future building replacements or to increase capacity. This approach allows York to leverage external funding sources while expanding and updating its housing offerings to meet the growing needs of its student population.

Operational Plan

The Housing team at York University has successfully implemented PortalX, replacing the previous Legacy portal that was no longer supported by StarRez, thereby mitigating the risk to our database. PortalX introduces the capability for students to select their own rooms, a functionality that has been highly anticipated by both students and senior University leadership.

For the 2024-25 academic year, undergraduate residences are projected to operate at near full capacity, indicating a strong demand for on-campus housing.

The transition in management has momentarily influenced the pace of finalizing a new long-term strategic plan for Ancillary Services. However, the team is on the verge of completing this plan, which encompasses a detailed facility condition assessment for each residence building to guide capital budgeting. Additionally, it includes a market demand analysis and operational review, alongside considerations for the escalating rate of inflation affecting construction costs. The strategic plan aims to identify the most viable options for the future—whether to renovate or replace residence buildings—and to outline optimal financing strategies. This effort is aligned with the broader objectives of the University's Integrated Capital Plan, ensuring that housing infrastructure developments support the overall goals and resources of the University.

Financial Plan

ANCILLARY SERVICES
HOUSING AND CONFERENCE SERVICES
in $000s

	Forecast	Budget			
	2023	**2023**	**2024**	**2025**	**2026**
	2024	**2024**	**2025**	**2026**	**2027**
Revenue	43,614	36,937	53,131	54,022	53,551
Expenses and Capital Renewal	33,277	32,266	42,492	40,937	40,264
Revenue less Expenses	**10,337**	**4,670**	**10,639**	**13,085**	**13,287**

Bookstore

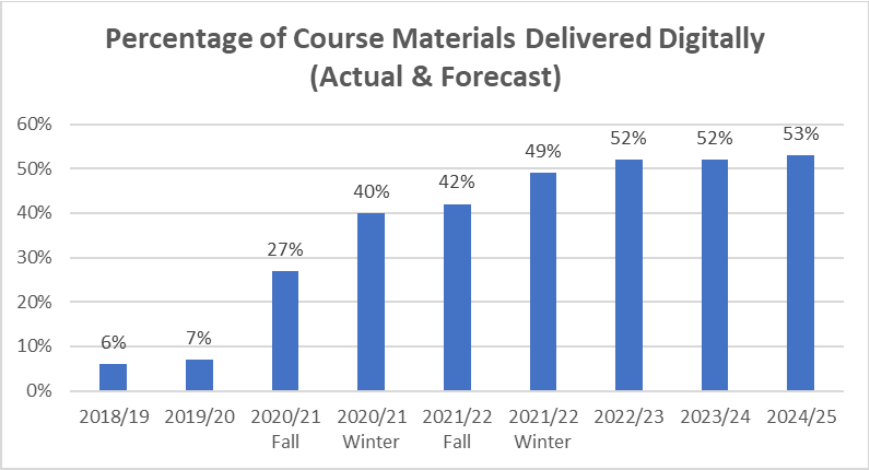
The York University Bookstore plays a pivotal role in supporting the university's academic mission by offering students, faculty, and staff access to a diverse selection of academic materials, York-branded merchandise, school supplies and electronics. With soon to be five locations, including the main store in York Lanes on the Keele Campus, the Glendon Campus Bookstore in York Hall and the Markham Bookstore, the Bookstore ensures convenient access across the university's campuses.

In 2013, the Bookstore took over the operations of the Trading Floor store in the Schulich School of Business, followed by assuming responsibility for Osgoode's Bookstore in 2014. Additionally, in 2024, there will be a Bookstore at the Markham Campus.

Fiscal Year 2023-24 Results

FY24 featured numerous positive developments and successful initiatives, highlighted by the introduction of a new leader in this business area. These achievements provide a solid foundation for future growth, despite the financial challenges faced this year. This year the Bookstore did experience a decline in revenue, attributed in part to an economic downturn, decreases in undergraduate FFTEs, and a reduction in overall margin in digital ebooks:

The Bookstore has witnessed an increase in digital e-book sales for course materials this year across both its formats – Day1Digital and Campus ebookstore. Revenue has seen a significant 22% growth compared to FY23, while digital adoptions have remained steady at 52% across all courses. This growth is primarily attributed to the affordability and accessibility of ebooks, which are increasingly preferred by students. This shift towards digital offerings, a trend observed across the industry, has led to a diminished demand for physical textbooks, resulting in a 19% decrease in revenue from bound book formats.



The Bookstore further extended the Day1Digital e-book model (D1D) to 390 courses across 767 sections, a increase from 352 courses across 695 sections in 2022-23. D1D offers students immediate access to e-books at the lowest possible cost, billed to their student account only when they opt in. The program continues to receive high satisfaction ratings from students. On average, students participating in the program saved 54% compared to the cost of printed books, resulting in approximately $1,600,000 in total savings in FY24.

The Bookstore has repurposed areas previously dedicated to physical books to create more space for campus-branded apparel and gifts. This expanded collection features ethically sourced clothing representing all key University brands, including York U, Glendon, Lions, Lassonde, Osgoode, Schulich, and Markham. As a result, clothing sales in FY24 have returned to pre-pandemic levels.

This year, the Bookstore has strengthened new and existing partnerships with Alumni and Engagement, Athletics, and Recreation, among others, to enrich the community's experience while increasing revenue for the store. Additional discussions are ongoing to enhance buying power and reduce costs through volume purchasing in the future.

Through diligent cost control, total expenses excluding Cost of Goods Sold have resulted in significant annual savings of $1 million in FY24 compared to pre-pandemic costs. This level of savings is anticipated to persist in the upcoming years.

Marketing Plan

In FY25, the Bookstore will continue to focus on innovation and providing affordable solutions for the community, especially in learning materials and other product categories. Simultaneously, exploring ways to achieve operational savings will remain a key priority.

The Bookstore has launched new product lines focused on sustainability and Fair Trade, covering a wide array of goods and services. These initiatives feature a battery recycling program on the premises, a commitment to purchasing from local vendors, and the provision of a growing assortment of ebooks for academic courses.

In 2024-25, the Bookstore will prioritize continued expansion of the Inclusive Access e-book model, known as "Day1Digital." This provides students with significant cost savings.

Market Trends

Market trends are currently influencing the bookstore's operations and strategy:

- In FY24, in-store sales constituted 80% of the total revenue but witnessed a downturn with a reduction of 10,000 transactions, translating to an $800,000 loss in sales, attributed to decreased foot traffic in the bookstore owing to remote learning and economic challenges. Concurrently, the campus store experienced a 19% decline in in-store physical textbook sales compared to FY23, accentuating a broader market trend of diminishing textbook sales which saw a drastic 40-50% fall during the pandemic years, a stark contrast to the pre-pandemic annual decline of 8-9%. Despite the improved affordability and availability of digital textbooks, the market for physical textbooks continues to contract annually.

Operational Plan

The Bookstore is advancing towards a financially sustainable model by leveraging the expertise of its leadership team and adopting strategies proven successful in the industry:

- **Oracle Netsuite Introduction in Q1 FY25**: Implementing a sophisticated point-of-sale and e-commerce platform, Oracle Netsuite, to enhance scalability, functionality, and support the Bookstore's financial growth strategy. Oracle Netsuite and Smartbuy integration at the Bookstore to enhance product selection and pricing, driving cost savings, increased sales, and revenue growth across the University.
- **Smartbuy Integration**: Enhancing product selection and pricing through Smartbuy integration with Oracle Netsuite, aimed at driving sales, reducing costs, and increasing revenue.
- **Digital Expansion and Premium Partnerships**: Expanding digital offerings and partnering with premium brands like Roots and Lululemon to innovate digital book channels and diversify merchandise, fueling revenue growth.

- **Industry Collaboration for Best Practices**: Leveraging memberships in leading industry groups such as the Canadian Collegiate Buying Group and National Association of College Stores to exchange best practices and optimize expenditures.

Financial Plan

ANCILLARY SERVICES BOOKSTORE in $000s	Forecast	Budget			
	2023 2024	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	9,286	7,517	9,617	10,028	10,481
Expenses and Capital Renewal	10,999	7,583	10,717	11,200	11,684
Revenue less Expenses	**-1,713**	**-66**	**-1,099**	**-1,173**	**-1,203**

YU-card Program

The YU-card program serves as the official photo identification for students, faculty, and staff at York University, embodying a comprehensive campus "one-card" system. Its primary aim is to enhance the student experience by facilitating seamless access to various campus services, while simultaneously offering cost efficiencies and fostering service improvements and innovation for University departments. Since its inception, the YU-card has successfully consolidated numerous identification and payment systems on campus, streamlining processes and reducing redundancy.

At its essence, the YU-card functions as a photo ID but extends its utility to include payment functionalities for both internal departments and external merchants, implementing cost recovery fees for program participants. The program's revenue is principally driven by meal plan sales and card-related transactions for additional services. Conversely, the main cost components involve annual licensing fees for the system software and the expenses associated with card production, including labor and materials. Notably, the YU-card program absorbs all software license fees related to integrating services like library access, recreation facilities, and campus-wide door access systems, thereby enhancing the student experience and yielding operational savings for involved departments. As of the last fiscal year, new students, faculty, and staff receive mobile credentials by default, with the option to obtain their first physical YU-card free of charge.

Since its launch in 2006, the YU-card debit card service has experienced significant growth. A notable milestone was in 2015-16 when the card began administering the Student Life Award bursary funds, enhancing card utilization and streamlining administrative processes by replacing cheque issuance. Although this award was phased out in 2020, the YU-card continues to be accepted at numerous points of sale across the Keele and Glendon campuses. It has also been widely adopted as the primary campus-wide door access system, marking a shift away from traditional physical keys and contributing to a more secure and efficient campus environment.

Fiscal Year 2022-23 Results

Of special note also is that under the previous food service agreement, the food provider paid the commission for use of the YU-card directly to the University, but under the arrangement that was established in June 2022, this is assumed to be included in food service commissions, converting approximately $170k from external revenue to internal – a transfer from Food & Vending Service to the YU-card cost centre.

Otherwise, revenue for YU-card exceeded budget due to receiving one-time funding from the University Fund valued at $187k for the initial year of implementation of the Mobile Credential initiative. These costs were not incurred as expected during the year and have been transferred in expenses to a Fund 700 Capital Fund to be utilized in the coming year.

Marketing Plan

Revenue growth for the YU-card program has primarily been driven by card usage, which has begun to plateau, potentially affected by lasting changes in campus activity. Commission rates for merchants are aligned with those at other institutions and will remain steady, considering the pandemic's impact on food service operators. To invigorate growth, targeted marketing efforts will promote the debit card services and encourage deposits through the Bookstore Rewards program and additional incentives. Moreover, marketing will advocate for the adoption of the YU-card as a mobile credential, aiming to reduce the current 29% preference for physical cards among the community by highlighting the mobile option's benefits and convenience.

Market Trends

In 2014, the YU-card program embraced NFC-based contactless technology, positioning itself at the forefront of campus card services. The trend towards issuing credentials on mobile devices, which has been further accelerated by the pandemic, has seen the YU-card program successfully launch a mobile credential option for both iOS and Android devices. This initiative places York University among the first in Canada to adopt such advanced technology, reflecting its commitment to leveraging cutting-edge solutions to enhance campus experiences.
Operational Plan

The YU-card Office is prioritizing the expansion of mobile credentials to the upcoming cohort of students and community members. As the official form of University photo identification at York University, the YU-card program streamlines access to campus services through a singular "one-card" system. The introduction of Mobile Credentials transitions this system from physical to "cardless" IDs, enhancing user convenience and campus experience.

Transitioning to mobile credentials reduces the expenses associated with producing physical cards, though it introduces significant licensing fees that surpass those of the traditional card program. Despite these increased costs, the shift to mobile credentials offers substantial benefits, notably enhancing the community's experience with more seamless access across campus facilities, including its adoption as a comprehensive door access system.

Given the higher costs associated with mobile credentials and the growing adoption of this technology across the campus, there is a recognized need for additional base funding to support this essential service. This requirement has not been previously accounted for in the forward planning, underscoring the need for strategic financial adjustments to sustain and expand the mobile credential initiative.

Financial Plan

ANCILLARY SERVICES YU-CARD PROGRAM in $000s					
	Forecast	**Budget**			
	2023 2024	**2023 2024**	**2024 2025**	**2025 2026**	**2026 2027**
Revenue	1,581	1,357	1,730	1,773	1,717
Expenses and Capital Renewal	938	1,192	1,415	1,417	1,566
Revenue less Expenses	**643**	**165**	**316**	**356**	**151**

Food & Vending Services

Food Services plays a pivotal role in establishing and overseeing contracts with third-party vendors, ensuring a diverse array of dining options and amenities for students, faculty, staff, and visitors. Operating within a highly decentralized and competitive landscape, Food Services provides essential coordination across various independent entities. Notably, food service operations within York Lanes, the Student Centre, and the Schulich School of Business are autonomously managed by the York University Development Corporation, the York University Student Centre Inc., and the Schulich School of Business, respectively. Similarly, The Quad residence independently manages its retail food service tenants.

Furthermore, Food Services extends its purview to vending contracts, encompassing laundry machines in student residences, ATMs, and a variety of beverage and snack machines, alongside other minor service agreements.

Over recent years, Food Services has experienced significant growth, both in the expansion of its operational locations and in gross sales. This growth is largely attributable to its responsive adaptation to student feedback regarding dining preferences. Currently, the unit proficiently manages 19 eateries distributed across both campuses, demonstrating its commitment to catering to the evolving needs of the university community.

Fiscal Year 2023-24 Results

Food Services exceeded its revenue budget for the year due to the anticipation of nearly $1 Million in commission revenues guaranteed from Chartwell’s for the fiscal year.

In the fiscal year under review, Food & Vending Services achieved notable success in its operational and sustainability initiatives, marking significant milestones that bolstered its reputation and aligned with its financial and ethical goals.

A highlight was the execution of Congress 2023, an event of unprecedented scale that secured its status as Canada's largest Fair-Trade event, involving over 500 catering orders within a week. This achievement not only enhanced York University's prestige but also underscored the efficiency and collaborative spirit of our Food Services and other teams.

Further advancing our commitment to sustainability and health, the university made strides towards becoming a Food Guide Friendly Campus, in partnership with Health Canada. This initiative aims to promote healthier eating environments across YU Eats

dining locations, supporting United Nations Sustainable Development Goals by improving the accessibility of nutritious food options.

Embracing the Forward Food Pledge, in collaboration with Humane Society International/Canada, underscores our dedication to plant-based dietary choices, sustainability, and ethical food sourcing. This move aligns with the university's sustainability objectives and responds to the growing consumer demand for plant-forward options.

Additionally, York University's achievement of Silver certification as a Fair Trade Campus by Fair Trade Canada highlights our leadership and commitment to ethical sourcing and sustainability. This accomplishment, significantly supported by Food & Vending Services, positions York as one of only two institutions in the country to hold this prestigious silver designation, underscoring our role as a frontrunner in fostering a sustainable and responsible campus environment.

Marketing Plan

York University distinguishes itself with a notably decentralized and competitive food service sector, setting it apart from the more unified systems observed at other academic institutions. In this distinctive ecosystem, each food service operator independently determines the retail prices for their offerings, navigating within a broader context where food prices in Canada have been escalating at rates significantly surpassing the general price index. This trend has been exacerbated by the ongoing impacts of the pandemic and various market dynamics, further straining supply chains and inflating food costs.

To address these challenges and align with evolving culinary trends, Food Services engages in an annual review process with its contractors. This collaborative effort focuses on updating menus and dining concepts to enhance customer satisfaction and drive sales. Additionally, the department strategically plans limited-time offers, pop-up events, and other culinary initiatives, with a special emphasis on engaging the student residential community.

Amidst growing concerns around nutrition and food security—a challenge that extends beyond York to encompass educational institutions nationwide—the Food Services team has placed these issues at the forefront of its priorities. A key figure in this endeavor is Dahlia Abou El Hassan, our in-house Registered Dietitian, who has provided nutrition counseling close to 145 students this year, marking a significant increase from the previous year. Dahlia's collaborative efforts with our food provider are aimed at refining our culinary offerings to meet the community's expectations for food that is nutritious, economically accessible, and culturally diverse. This past year

witnessed the rollout of value meals, specifically designed to offer healthier options at more affordable prices, directly addressing the issue of food insecurity.

Further building on the successes of last year, Dahlia, in collaboration with the YUeats Director of Culinary, has expanded the "Teaching Kitchens" program. This initiative affords students hands-on learning experiences centered on nutrition and the preparation of healthy, budget-friendly meals. This year, Dahlia hosted 17 sessions, including two in partnership with the Presidents Ambassadors Legacy Project. The overwhelmingly positive reception of this initiative underscores its success in meeting the urgent needs of the university community.

Market Trends

This fiscal year at York University mirrors the previous one, with inflation significantly impacting food and grocery costs, rising well above the Consumer Price Index (CPI). Despite these challenges, York remains committed to ensuring food safety and keeping meal plan costs for residents highly affordable and competitive—increasing at a rate significantly below both the standard inflation rate and those of most Ontario universities.

Notably, York University's meal plans are among the most affordable for students in residence. However, this emphasis on affordability has led to growing concerns about food quality and nutrition.

In response to evolving dietary preferences and demands for higher quality food options, several Canadian universities have transitioned from declining balance meal plans to "Anytime Dining" models. Notable institutions, including the University of Toronto Scarborough this year and Trent University next year, have planned or completed this shift. Reports from these institutions indicate a marked improvement in student satisfaction, food quality, and variety. Following a recommendation from an external consultant report commissioned by Food Services, York is set to adopt this model by Fall 2026. This initiative will encompass program design, facility renovations, contractual updates, and enhanced communications, although its rollout is slightly delayed for various reasons.

Additionally, a trend is emerging across some campuses to pivot from reliance on franchise operations to in-house or non-branded dining concepts. This strategic shift, aimed at reducing licensing fees and capital outlays, also includes a broader adoption of plant-forward menus. While York's Food Services is integrating plant-based dining options into its array, franchised brands maintain their popularity among our community.

Last fiscal year, Food & Vending Services formed strategic partnerships with Health Canada, Fair Trade Canada, and the Humane Society International, a reflection of our deep commitment to sustainability and meeting our community's needs. These collaborations are instrumental in advancing York's sustainability goals, cementing our position as a leader among academic institutions, and demonstrating our unwavering dedication to surpassing community expectations and fulfilling our sustainability objectives.

Operational Plan

In the summer of 2024, York University will embark on the renovation of three franchise brands, representing a substantial capital investment aimed at refreshing community-favored brands that have long awaited updates. Among these renovations, the Tim Hortons outlet located in the Victor Phillip Dahdaleh Building will undergo a significant transformation from a basic Coffee & Baked Goods setup to a full-service store. This upgrade will enable the location to offer the complete range of menu items available from the brand, enhancing the dining experience for the university community.

Beyond the focus on food security, nutrition, and affordability, the upcoming year will also prioritize finalizing plans for the transition to "Anytime Dining." This initiative is aimed at further improving the dining services offered on campus, aligning with the university's commitment to meeting the evolving needs and preferences of its students and staff.

Financial Plan

ANCILLARY SERVICES
FOOD SERVICES AND CONTRACT MANAGEMENT
in $000s

	Forecast	Budget			
	2023	**2023**	**2024**	**2025**	**2026**
	2024	**2024**	**2025**	**2026**	**2027**
Revenue	3,465	3,315	6,343	3,419	4,498
Expenses and Capital Renewal	3,072	3,438	5,707	2,896	3,953
Revenue less Expenses	**393**	**-123**	**636**	**524**	**545**

Parking and Transportation Services

Parking and Transportation Services oversees approximately 8,500 parking stalls across 35 parking lots and various on-street areas on the Glendon and Keele campuses. This includes managing parking enforcement and traffic control functions at both locations. Parking options range from daily/visitor parking to monthly permits, and the department also coordinates parking arrangements for special events like the annual National Bank Open tennis tournament.

Each year, Parking and Transportation Services issues several thousand permits, with revenue evenly distributed between daily and permit parking. The office also delivers front-line customer service and administers various transportation service programs, including discounted transit passes, carshare and carpool initiatives, and bicycle lockers. In 2019-20, the Transportation Services and Parking Services units merged, allowing for better alignment of activities and increased efficiencies.

In July 2019, Parking and Transportation Services transitioned from issuing private parking citations to issuing City of Toronto parking tickets. While revenue from these tickets goes to the City, the new enforcement program significantly improved payment compliance and reduced the number of tickets issued.

Parking Services has further enhanced service quality and efficiency through initiatives such as a mobile payment app, mobile license plate recognition technology for enforcement, and the removal of gate controls in permit lots. With the introduction of new payment methods facilitated by the mobile app and the broader shift to contactless payments spurred by the pandemic, Parking now operates entirely cashlessly.

Fiscal Year 2023-24 Results

In the current fiscal year, as operations revert to a more standard model, Parking Services anticipates revenue to reach $13.3 million, surpassing the budget by $1.2 million. However, revenues continue to fall short of pre-pandemic levels, which exceeded $15 million. This decline is attributed to reduced revenues from both daily parking and monthly permits, reflecting the ongoing impact of partial remote work and learning arrangements.

Despite the surplus, increasing expenses and the absence of rate adjustments for several years have impacted financial performance. It is imperative to address this challenge moving forward.

Marketing Plan

The marketing efforts for Parking and Transportation Services prioritize providing information about various commuting options rather than solely promoting parking sales, aligning with the University's sustainability goals. This approach aims to strike a balance between encouraging the broader use of sustainable transportation methods, considering affordability for students, and generating revenue to support operating and capital expenses.

Parking prices are assessed annually to ensure adequate funding for both operating and capital needs, as well as to support transportation demand management (TDM) goals. While the rate classification of two parking lots changed in 2020, parking rates themselves have remained unchanged since 2016. Additionally, the unit introduced a new app-based flexible daily payment option to accommodate individuals working from home on a hybrid basis.

Parking and Transportation Services actively explores rental and alternative uses of parking lots to generate revenue, including summer rentals for school bus storage. This diversified approach helps support financial sustainability while optimizing the use of parking resources.

Market Trends

Nearly 80% of our community members choose to come to campus using transportation methods other than driving alone. Yet, there remains a need for parking options for those who find public transit impractical. Before the pandemic, we saw a steady yearly decrease in permit parking demand, while the need for daily or occasional parking grew. Initially, we anticipated that the shift to remote or hybrid work models at the University would increase the demand for daily parking. Surprisingly, monthly permits have recovered more swiftly, although both remain significantly below their pre-pandemic levels.

The rise in electric vehicle use requires us to thoughtfully implement charging infrastructure, a project that Parking and Transportation Services are actively working on, with partial support from federal funds.

Furthermore, we're observing a demographic shift in Toronto towards greater use of carshare and rideshare programs, which is decreasing the reliance on single-occupant vehicles. We're supporting this change by facilitating the presence of carshare companies on campus.

We're actively investigating additional transportation options. Moreover, this February saw the launch of the Ontario One Fare Program, a project that Transportation Services has vigorously supported for many years. This initiative allows passengers to switch between various municipal transit systems at no additional cost, facilitating smooth travel throughout the region.

Operational Plan

The introduction of a discounted 10-day multipack in fiscal year 2022 offers community members a cost-effective option, especially beneficial for those visiting campus 2-3 days per week. While this initiative adds value for community members, it impacts revenue negatively. An evaluation of this option, in comparison with other flexible alternatives, is planned to determine the most sustainable solution for the long term. Adjusting rates is considered the most impactful strategy for restoring Parking Services to its pre-pandemic operational level.

Following the removal of gates from permit lots and garages, there has been an increase in the number of tickets issued, indicating potential revenue loss. In response, Parking Services will implement in April 2024 fixed license plate recognition technology at garage entrances, upgrading from the current mobile scanning system. This approach is expected to ensure nearly complete enforcement against non-compliant vehicles, likely leading to an increase in daily parking revenue as compliance improves.

The deployment of electric buses for the Glendon Shuttle service and the new Markham shuttle line, set for August 2025, necessitates the installation of EV charging stations at the Keele campus to support the new fleet. The acquisition of electric buses for its shuttle services distinguishes York University as a frontrunner in embracing sustainable transportation initiatives.

Financial Plan

ANCILLARY SERVICES PARKING SERVICES in $000s					
	Forecast	**Budget**			
	2023 2024	**2023 2024**	**2024 2025**	**2025 2026**	**2026 2027**
Revenue	13,381	12,142	12,723	13,095	13,094
Expenses and Capital Renewal	10,374	12,008	12,279	11,661	11,740
Revenue less Expenses	**3,007**	**134**	**444**	**1,435**	**1,354**

Printing Services

Printing Services offers numerous services, including stationery production, secure printing of exams and diplomas, secure scanning and tabulation of multiple-choice exams, printing course materials, and various marketing and communication projects. The Course Kit Centre, within Printing Services, collaborates with an external vendor to provide customized publishing services while ensuring compliance with copyright laws. Printing Services both compete with and partner with external vendors, offering a diverse range of services to the community. The customer service staff, known for their expertise, are a valuable resource for community members seeking assistance in managing print projects within budget constraints.

In the past, Printing Services has been a frontrunner in producing course kits, with revenue from this segment accounting for 27% of its total revenues, compared to 50% in FY23. However, due to the ongoing York vs. Access Copyright legal case, Printing Services has entered into an outsourced printing and copyright clearance agreement with an external vendor. This change led to adjustments in the production unit to reduce equipment costs, while maintaining a capacity of approximately 20 million impressions per year. Staffing in the course kit area has also been significantly reduced during this period, with remaining staff taking on additional customer service roles.

Fiscal Year 2023-24 Results

The revenue of Printing Services has been affected by digital disruption and the changing approaches to teaching and learning. The shift to remote work and learning at the University has significantly reduced printing revenue, altering Printing Services' typical operating model. Despite this, Printing Services has effectively managed recent volume levels with Salaries and Benefits costs well below previous levels, all while maintaining high service standards.

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:

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

- With a decline in demand for traditional printing, Printing Services has an opportunity to explore new avenues for growth, through in-house initiatives and partnerships.
- By actively engaging in community events and participating in industry associations, we can forge valuable partnerships, collaborate on industry

initiatives, and glean insights from best practices. This engagement allows us to make a positive impact in our communities.

- The Printing Services team has expanded its involvement in post-secondary and commercial industry associations. Team members now serve on the board of the College and University Print Management Association of Canada. This increased participation helps us build stronger relationships across the printing industry and uncover potential growth opportunities.

- Forge vital partnerships on campus to advance the broader objectives of York University.

- Drawing upon its internal proficiency in printing and distribution, Printing Services will continue to assist campus partners in executing important initiatives, such as the digitization of diplomas.

- With its internal capabilities, Printing Services can aid departments and faculties throughout the University by repatriating outsourced printing work. Labor accounts for about two-thirds of print job costs, which, for York University, represents a fixed expense. Currently, various areas of the University collectively spend over $1 million annually on external printing companies. Bringing these services in-house would lead to cost savings for the University.

- Discover new customers beyond the University community or in adjacent sectors.

- York University's influence extends into the surrounding community, encompassing local businesses, other educational institutions, and York's supplier network. This presents new opportunities for growth. Additionally, Printing Services will engage with local publishers to offer print-on-demand services, supporting a more sustainable approach for the Bookstore and Library.

Market Trends

With digital disruption affecting the print industry and the evolution of teaching methods, Printing Services, like many print-based businesses, is at a critical juncture between traditional print delivery and digital services. To mitigate the decline in traditional printing revenues, Printing Services is focusing on expanding its color and wide format printing services, including signage, as well as its core business of secure printing, including diplomas. Despite challenging business conditions, especially with the ongoing uncertainty surrounding the Access Copyright decision, approximately 40

post-secondary institutions in Canada continue to maintain an in-house (or "in-plant") printing service.

Operational Plan

As in previous years, there will be a concentrated effort to control labor and other operating expenses to realize significant cost savings. Equipment updates may be required in the upcoming year, but leasing options will make the costs manageable.

Financial Plan

ANCILLARY SERVICES PRINTING SERVICES in $000s	Forecast	Budget			
	2023 2024	2023 2024	2024 2025	2025 2026	2026 2027
Revenue	1,231	1,108	1,259	1,298	1,338
Expenses and Capital Renewal	1,363	1,153	1,253	1,275	1,309
Revenue less Expenses	**-132**	**-45**	**6**	**23**	**29**

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

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).

The Executive Learning Centre ("ELC") is located within the Seymour Schulich Building and provides dining room/catering, room rental, and hotel services to the Schulich School of Business's EMBA, Entrepreneurship & Innovation Program, and various other stakeholders within York University. The ELC has been operationally managed by Aramark, since its inception in 2003.

FY 2023-2024 Forecast

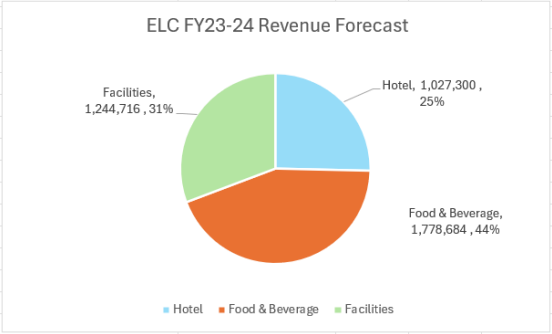
In FY2023-24, the Schulich senior leadership team placed a strong focus on monitoring the ELC's operational and financial performance. New revenue optimization and cost containment strategies were employed and new strategic agreements (including a new "Service Level" Agreement and an amended incentivization plan for ELC/Aramark management) were implemented. The combination of these levers has resulted greater operational efficiency and improved year-over-year ELC financial performance.

For instance, in FY2023-24, the ELC's total in-year net surplus is forecasted to be $168K—a favourable variance of $313K versus the FY2023-24 planned in-year loss of $145K. Additionally, in FY2023-24, the ELC also outperformed its prior year results by $450K, with FY2023-24's forecasted surplus of $168K exceeding the prior year's operating deficit of $282K.

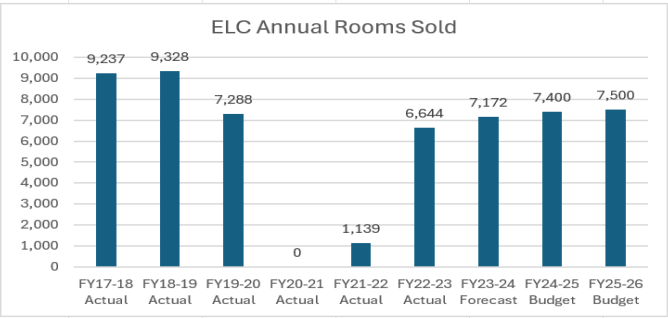
As such, FY2023-24 was a significant turning point for the ELC, marking the first year, in at least 10 years, where results from operations yielded an in-year surplus. These strong FY2023-24 efforts have resulted in less operational subsidization by Schulich. Specifically, the transfer from Schulich Operating to fund the ELC is forecasted to be $2.5M versus the budgeted transfer of $2.8M (a $290K positive variance).

FY2023-24 Revenue Forecast

The ELC is forecasting to generate FY2023-24 revenue of $4.05M, representing a $50K negative variance from budgeted revenue of $4.1M. Note as of the date of this memo, the ELC is on track to earn total revenue at year-end of $4.14M (exceeding forecasted revenue by $90K).



FY2023-24 forecasted annual rooms sold increased from the prior year by 528 rooms (FY23-24: 7,172, FY2022-23: 6,644). Additionally, the FY2023-24 forecast of 7,172 rooms sold exceeded budget of 7,030 rooms sold, representing a favourable variance of 142 rooms sold. *Congress 2023* contributed to an additional 396 rooms sold and contributed $99K in incremental Hotel revenue.



Despite these positive variances (including a demand boost from Congress), the rooms sold in FY2023-24 represents 86% of the ELC's pre-pandemic levels. To optimize this 86% demand, Schulich senior management introduced *dynamic pricing* in FY2023-24—a standard in the hotel industry—where the overnight rate of the room fluctuates based on demand. The impact of the aforementioned was a positive contribution of $77K.

In FY2023-24, Facilities Rental Revenue was attributed to rent from Executive Master of Business Administration (EMBA) & Schulich Entrepreneurship & Innovation. The rent from the EMBA and Enterpreneurship & Innovation did not increase in FY2023-24, resulting in an unfavourable 26K gross rental revenue impact. Note the Entrepreneurship & Innovation base rent will decrease by $75K in FY2024-25. Pricing for the daily meeting package increased between 3% to 5% for the same period.

FY2023-24 banquet menu prices increased based on market conditions, cost of goods sold, and 7-9% inflation. The net impact of this change is $60K. Note: Discounted student/student club pricing continues to exist.

Congress 2023 took place during FY2023-24 and positively contributed to Food & Beverage revenue by $55K. When accounting for the Hotel and Food & Beverage revenue, *Congress 2023* contributed to a total of $154K in revenue.

FY2023-24 Expense Forecast

In FY23-24, the Schulich senior leadership team continued its focus on cost mitigation to optimize the ELC's financial performance. The following cost mitigation measures were implemented:

1. Achieved a 30% reduction (savings of $250K) in Aramark Management Fee by renegotiating a new 10-year "Service Agreement" with Aramark.
2. Implemented strict incentive payment parameters, whereby the Aramark incentive payment to the ELC General Manager ("GM") will only be paid if the ELC achieves an operational profit. This arrangement will remain in place until the end of the "Service Agreement" with Aramark.
3. Revoked the ELC GM's authority to execute expenditures from the Operational Grant (700 Fund)—which is comprised of funds provided to York from Aramark. All ELC improvements will now require strategic approval by Schulich's Executive Officer in conjunction with input from Schulich's Associate Dean External. Expenditures less than $1,000 can be executed at the Aramark GM's discretion.

4. Implemented an “Essential Hire Approval” process, where the ELC’s GM will not be permitted to hire senior positions without the approval of Schulich’s Executive Officer in conjunction with input from the Associate Dean External. Such requests, unless extraneous circumstances exist, will only be entertained if operations are turning a profit.

5. Continued to optimize labour costs (achieving savings of over $700K) over the two years:

    a) Removed 3 full-time salary positions (Sous Chef, *Schulich Market Café* Supervisor, and Banquet Manager)

    b) Closed *Tuchner's Eatery*

    c) Closed the *Schulich Market Café* in the McEwen Building

    d) Closed two Front Desk Attendant Positions

    e) Reduced Front Desk over-time payments, and

    f) Closed one full-time Cleaner.

Note: Eventually, as the ELC’s Dining Room and Hotel demand recovers to pre-pandemic levels, the ELC will need to rehire some of the closed positions. However, the aforementioned improved hiring controls and the new Aramark bonus plan will curtail non-essential hiring.

6. Achieved restaurant efficiencies by focusing on improving controls and improved supply chain management through the examination of food costs and menu optimization.

7. Closed the Dining Room on Monday and Tuesday evenings in response to low customer demand (where low revenue did not offset the corresponding labour and food costs).

FY 2024-2025 Budget

In FY2024-25, the ELC’s budgeted results will continue to build on the positive financial results of the prior year. Schulich senior leadership oversight of operational and strategic elements will be maintained to achieve and sustain financial progress.

The budgeted total in-year surplus for FY2024-25 is expected to be $131K. This operational surplus marks the second year of consecutive in-year surpluses (unprecedented in over 10 years).

FY2024-25 Revenue Forecast

The ELC's FY2024-25 budgeted revenue is $4.14M and reflects a 2% increase over FY2023-24 budgeted revenue.

Room bookings are expected to continue at pre-pandemic levels of 86%.

New group revenue is secured for July 2024 which will generate $130K of revenue for FY2024-25.

FY2023-24 Expense Forecast

Schulich will continue to implement management strategies to incentivize proper budgeting and management. For instance:

1. Schulich will only approve a budget from Aramark/ELC management that projects at minimum, a breakeven position, in each respective operation (e.g., Food & Beverage, Hotel, and Facilities).
2. Performance assessment and Aramark/ELC management bonuses will be based on quantitative outcomes versus achievement of "better to plan".
3. The ELC will be required control costs, so not to exceed 35% for food costs and 50% for labour costs. These rates have been and will continue to be negotiated annually between Schulich senior management and Aramark's ELC GM. Note: industry averages will be used as part of an ongoing performance management exercise.

With strong operational and financial oversight by Schulich senior leadership, it is expected that yearly operating expenses will be contained and annual operational surpluses will continue.

Below is ELC's budget for Fiscal Year 2024-25 and projection for the future years:

ANCILLARY OPERATIONS
EXECUTIVE LEARNING CENTRE
in $000s

	Actual	Budget	Forecast	Budget				
	2022	2023	2023	2024	2025	2026	2027	2028
	2023	2024	2024	2025	2026	2027	2028	2029
Revenue								
Executive Learning Centre	$3,796	$4,100	$4,051	$4,140	$4,250	$4,325	$4,325	$4,325
Revenue transfer from SSB	$2,843	$2,782	$2,488	$2,603	$2,757	$2,780	$2,780	$2,601
Total Revenue	$6,639	$6,882	$6,539	$6,743	$7,007	$7,105	$7,105	$6,926
Expenses								
Executive Learning Centre	$4,077	$4,176	$3,883	$4,009	$4,129	$4,150	$4,150	$4,150
Debt Repayment	$1,483	$1,483	$1,483	$1,483	$1,483	$1,483	$1,483	$1,483
SHARP Costs incl. Utility Charges	$441	$573	$523	$601	$745	$822	$822	$822
Total Expenses	$6,001	$6,232	$5,889	$6,093	$6,357	$6,455	$6,455	$6,455
Net Income for Fiscal Year	$638	$650	$650	$650	$650	$650	$650	$471
Deficit, beginning of year	($4,359)	($3,721)	($3,721)	($3,071)	($2,421)	($1,771)	($1,121)	($471)
Deficit, end of year	($3,721)	($3,071)	($3,071)	($2,421)	($1,771)	($1,121)	($471)	$0
Funds tranferred from SSB to cover:	**2,843**	**2,782**	**2,488**	**2,603**	**2,757**	**2,780**	**2,780**	**2,601**
- ELC Mortgage	1,483	1,483	1,483	1,483	1,483	1,483	1,483	1,483
- ELC In-Year Deficits/(Surplus)	281	76	(168)	(131)	(121)	(175)	(175)	(175)
- Payment of Cummulative Deficits (incl. YE True-up Adjustments)	638	650	650	650	650	650	650	471
- ELC SHARP Costs incl. Utility Charges	441	573	523	601	745	822	822	822
	2,843	2,782	2,488	2,603	2,757	2,780	2,780	2,601
	-	-	-	-	-	-	-	-

Updated April 5, 2024

FY 2025-2026 Onwards

In FY2056-26, Schulich will incur a transfer of $2.76M to sustain the ELC—where it will cover $1.48M in the annual ELC mortgage payment, $650K in the annual repayment of the cumulative deficit to York Central, and ELC's SHARP payments of $745K. Despite these high annual costs, owning the ELC retains strategic value for York University.

Schulich senior leadership will continue to accelerate progress and explore all avenues to continue to increase the ELC's net financial profitability. All options are being explored, including the examination of new business models to optimize the unique offerings of ELC.

Appendix

Background: Executive Learning Centre

The ELC, located within the Seymour Schulich Building, is managed by Aramark through a “Services Agreement”, since its 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.

Aramark is a managed service company, employing over 270,000 people. Aramark has managed numerous high end executive centres for major U.S. business schools, including Wharton in Philadelphia and Kellogg in Chicago.

The ELC provides accommodations to approximately 10,000 visitors annually to York University, and is home to the Schulich Executive Master of Business Administration (EMBA) program, and the Schulich Department of Innovation and Entrepreneurship.

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

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Tuition Fee Approval for the Bachelor of Sport Management (Ordinary and Honours)

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following tuition fees for the Bachelor of Sport Management to be offered at the Markham Campus:

a. **Domestic tuition fee for 2024-25: $3,535 per term ($7,070 per year) in 2024/25 rising by no more than 7.5% per year thereafter until it reaches $5,179 per term ($10,358 per year) in 2030/31**

   NOTE: Board approval for the domestic fee is subject to approval by the Ministry of Colleges and Universities (MCU)

b. **International tuition fee for 2024-25: $18,310.77 per term ($36,621.54 per year)**

Rationale for Fees:

It is proposed that both the domestic and international tuition fees to be charged for the Bachelor of Sport Management program be synchronized with the tuition fees charged for the Bachelor of Human Resources Management (BHRM) program offered through the Faculty of Liberal Arts & Professional Studies (LA&PS).

Domestic Fees: In the 2023-24 Tuition Fee Framework, MCU announced that domestic tuition fees for some programs with below average tuition fees compared to similar programs across the sector (known as 'tuition anomaly programs') could be allowed to increase by up to the sector average fee charged for similar programs, subject to approval. York identified the BHRM program as one such program. York applied to MCU and received approval to increase domestic fees for this program by 7.5% annually, up to $10,358 per year in 2030/31. Tuition fees for the Bachelor of Sport Management program are proposed to mirror the fees charged for the BHRM program, as such, it is also proposed that the domestic fees mirror this increase. The proposed domestic fee is also consistent with the domestic fees for Brock's Bachelor of Sport Management program, with its tuition fee rising annually by 7.5% as per the tuition anomaly adjustments announced by MCU in the 2023-24 Tuition Fee Framework.

York is awaiting MCU approval of the proposed domestic tuition fee for this program. Should a different rate other than the proposed fee be approved, the tuition fee charged will be aligned with the MCU approved fee.

International Fees: The proposed international fee to be charged for the Bachelor of Sport Management program is consistent with that charged for York's comparator programs of BHRM ($36,621.54 per year in 2024-25) and the Bachelor of Commerce ($39,088.09 per year in 2024-25) offered through LA&PS.

Program Description

The (Honours) Bachelor of Sport Management is an interdisciplinary undergraduate degree designed to educate and train students to become sport management professionals; the degree is proposed by the School of Human Resource Management in LA&PS to be offered at the Markham campus.

It is envisioned that the program will be a global leader in the field of sport management as a vehicle for sport innovation and professional excellence. This will be achieved through a combination of established/foundational courses in the field and other courses that are oriented with an eye to the future as well as practical training. Learning will focus on three core areas: creativity and innovation in the world of recreational, amateur and professional sport; technological and management skills and competencies for the evolving context of management practice; and experiential learning.

The aim of the program is to produce graduates who will contribute highly developed skills, creativity, innovation, and a progressive approach to the growing sport sector in the Greater Toronto Area and across Ontario and to serve as a hub for innovative and visionary thinking on the development of both amateur and professional sports in Canada by scholars, students, organizational leaders, and policy makers.

The Bachelor of Sport Management has received approval from the Senate and the Quality Council, and is still awaiting approval for funding from MCU.

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Spring 2024 Referendum on Affordable Housing Committee

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Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following referendum results for the Affordable Housing Committee at York University:

1. **Affordable Housing Committee: Implement a $1.25 per credit levy fee; adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index.**

   Constituency: Undergraduate Students

Rationale:

The preamble and question below were submitted and approved by Student Community and Leadership Development (SCLD) to be included in all campaign materials created and used by the student organization. Additionally, any support provided by SCLD such as developing a website, included the preamble and question to ensure transparency. The website also provided a method for any complaints regarding suspected violations to be submitted. An independent Chief Returning Officer (CRO) monitored the referendum and responded to and investigated any complaint submissions. All suspected violations and complaints are now resolved. All votes took place electronically using the York University voting platform. SCLD is also compiling recommendations for future referenda, as this semester saw the first

undergraduate referendum votes taking place under the new Regulation Regarding Student Organizations.

Preamble and Question:

The Affordable Housing Committee at York University is a non-profit group of student, staff and faculty working to create accessible, sustainable and affordable housing. The committee is requesting support in funding its initiative, including but not limited to, start-up and building costs (i.e. operational, pre-development, development, and construction-related costs).

Do you, as an Undergraduate Student at York University, agree to a $1.25 per credit levy fee; adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index?

- Yes
- No
- Abstain

Constituency: Undergraduate Students at York University

Results:

There were 49,282 eligible voters in the Affordable Housing Committee referendum, and 10% or 4,928 votes were required to reach quorum. Based on the voting results below, Affordable Housing Committee reached quorum and majority of students voted to implement the $1.25 per credit levy fee.

Voting Results for the Affordable Housing Committee Referendum

Total Votes:	5874
Yes:	4417
No:	952
Abstain:	505

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Spring 2024 Referendum on Regenesis Community and Sustainability Initiatives at York

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Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following referendum results for the Regenesis Community and Sustainability Initiatives at York University:

1. **Regenesis Community and Sustainability Initiatives at York: Implement a harmonized levy for all undergraduate students at York to pay $0.36 per credit; adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index.**

   Constituency: Undergraduate Students

Rationale:

The preamble and question below were submitted and approved by Student Community and Leadership Development (SCLD) to be included in all campaign materials created and used by the student organization. Additionally, any support provided by SCLD such as developing a website, included the preamble and question to ensure transparency. The website also provided a method for any complaints regarding suspected violations to be submitted. An independent Chief Returning Officer (CRO) monitored the referendum and responded to and investigated any complaint submissions. All suspected violations and complaints are now resolved. All

votes took place electronically using the York University voting platform. SCLD is also compiling recommendations for future referenda, as this semester saw the first undergraduate referendum votes taking place under the new Regulation Regarding Student Organizations.

Preamble and Question:

Regenesis Community and Sustainability Initiatives at York, an environmental organization a York University, is requesting assistance to help fund its programs and initiatives (e.g. Reuse Centre, Free Stores at Keele and Glendon, Borrowing Centre at Keele and Glendon, YUM Farmers' Market, Cycle York Community Bike Centre, Glendon Community Garden, and a new food centre).

Currently, the Regenesis Environmental and Community Initiatives at York (Keele Undergraduates) receive a student levy of $0.18 per credit, effective summer 2024 term, this rate rises to $0.19 per credit in accordance with the Toronto Consumer Price Index

Currently, the Regenesis Environmental and Community Initiatives at York (Glendon Undergraduate) receive a student levy of $0.39 per credit, effective summer 2024 term, this rate rises to $0.41 per credit in accordance with the Toronto Consumer Price Index.

Do you, as an Undergraduate Student at York University, agree to a harmonized levy for all undergraduate students at York to pay $0.36 per credit; adjusted annually to increase or decrease in accordance with the Toronto Consumer Price Index to support and expand the community and environmental programs offered by Regenesis York.

- Yes
- No
- Abstain

Constituency: Undergraduate Students at York University

Results:

There were 49,282 eligible voters in the Regenesis referendum, and 10% or 4,928 votes were required to reach quorum. Based on the voting results below, Regenesis reached quorum and majority of students voted for a harmonized levy of $0.36 per credit.

Voting Results for the Regenesis Referendum

Total Votes:	5802
Yes:	4358
No:	878
Abstain:	566

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Agency of Record (AOR) RFP 24-081 – Strategic Brand, Advertising and Media Planning

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Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve that the University enter into a 3-year agreement with Cossette for the provision of strategic brand, advertising, and media planning. The approximate value of the contract over a 3-year period, including 2 additional option years at York's discretion (total 5-year period), is $10.5 M (based on meeting established key performance indicators and availability of budget funds allocated to the program).

Rationale:

Cossette was selected after a public request for proposals was completed and evaluated by a pan-university committee.

York's evaluation team consisted of:

- President and Vice-Chancellor
- Chief Communications & Marketing Officer
- Vice-President, Advancement
- Dean, Faculty of Health
- Dean, School of the Arts, Media, Performance & Design
- Executive Director, University Marketing, Communications and Public Affairs
- Procurement Specialist

A total of 14 firms were evaluated in the process, with Cossette scoring the highest. Cossette has five offices across Canada and operates in 12 countries.

For the last number of years, York's Agency of Record (AOR) has been Ogilvy Canada (since 2019) and that contract expires on June 25, 2024. The purpose of the RFP was to select a new vendor of record for strategic brand, advertising and media planning. This new vendor will play a critical role in helping York continue to enhance the Brand Differentiation Strategy, and to develop an integrated advertising plan and the campaign creative.

Contract Terms / Details

- 3-year contract with two optional 1-year renewals, (based on successfully delivering established Key Performance Indicators)

As this contract is projected to exceed $5M dollars over the course of five years, it requires approval from the Board. This is a non-exclusive contract, and York has the right to procure similar services from other firms during the term of the contract with Cossette.

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Award of Contract – Convocation Venue

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve that the University enter into a 3-year agreement with Tennis Canada for the provision of a venue for Convocation. The approximate value of the contract, including three optional 2-year extensions at York's discretion (total 9-year period), is $1.3M per year plus taxes or $11.7M plus taxes over 9 years (based on meeting established key performance indicators and availability of budget funds allocated to the program).

Rationale:

Tennis Canada was selected after a public request for proposals was completed and evaluated by a pan-university committee. York's evaluation team consisted of:

- Julie Lafford, Assistant Vice-President, Alumni Engagement
- Frankie Billingsley, Associate Registrar & Director, Student Records & Scheduling
- Kairi Williams, Director, Advancement Events
- Heema Dhup, Director, Donations Management
- Rob Finlayson, Manager, Learning Technology Services

The objective of the RFP was to seek a venue to hold York's convocation and graduation ceremonies with infrastructure to accommodate a minimum of 600 graduates and 1,400 guests as well as accessible staging for the professional production of ceremonies. The venue must have sufficient space for ancillary services

including robe distribution, grad services, faculty robing, photography, retail sales and reception, and office space and guest parking.

Venues and spaces with the potential to meet these requirements were identified. Once the RFP process opened, three venues were contacted and invited to submit proposals. Tennis Canada was the only proponent to submit a proposal.

The following is the result of this process. Based on the information provided throughout the RFP process, which included contract negotiations, the Evaluation Committee completed their final analysis and confirmed that Tennis Canada has the resources and expertise to be able to meet the stated requirements. Since 2009, convocation has been held at Tennis Canada's stadium which is located on the Keele campus so there is high confidence in their ability to continue to support York's goal to deliver a positive convocation experience for our graduates and their guests.

Contract Terms/Details

- 3-year contract with three optional 2-year renewals (based on successfully delivering established Key Performance Indicators)

As this contract is projected to exceed $5M dollars over 9 years, it requires Board approval. This is a non-exclusive contract, and York has the right to procure similar services from other firms during the term of the contract with Tennis Canada.

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of April 30, 2024

The Governance and Human Resources Committee met on February 12, 2024, and makes this report to the Board for information.

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

The Committee received updates from the Division of Equity, People and Culture which highlighted activities that align with the UAP Priority on Living Well Together. One recent initiative is the *Supporting Open and Respectful Dialogue program* which promotes constructive engagement on complex and contentious issues through funding, support and resources to students, staff and faculty. The initiatives may be skill-based (e.g., workshops in intergroup dialogue techniques) or topical (e.g., thoughtful and informed discussions).

The committee was appraised on work done to revise the Self-Identification survey as part of its effort to better understand the university community. The survey now includes expanded questions and a new approach to data collection that allows employees greater autonomy to provide up-to-date data. Categories in the survey are now more harmonized and integrates better with student data. The committee also received updates on Indigenous initiatives which include monthly social lunches for Indigenous students, a film screening and work underway to develop on online presence to all things Indigenous at York.

The Centre for Human Rights, Equity, and Inclusion (CHREI) continues with workshops and trainings where a significant uptake was observed over the past academic year. The increase can be partly attributed to CHREI conducting workshops for incoming student cohorts as well as developing comprehensive training series for staff in the large faculties. To date CHREI has facilitated 134 workshops with 5,130 participants.

The committee was pleased to note that York has been selected as one of Canada's Greenest Employers (2024) for the 12th consecutive year and for the first time ever as one of Canada's Best Diversity Employers (2024). The new recognition of Canada's Best Diversity Employers showcases York as an employer of choice.

Health, Safety and Employee Well-Being Annual Report 2023

The Committee received for information the annual report on Health, Safety and Employee Well-Being (HSEWB) which provides an overview on engagement throughout 2023. The report highlighted the Internal Responsibility System, where all levels of the organization work collaboratively to protect the health and safety of faculty and staff while advancing a culture of well-being. The committee noted that a revised WSIB reporting cycle will be implemented starting 2024-25. This change will remain compliant with the Workplace Health and Safety Act.

AVP Changes Report

In response to the Auditor General of Ontario Value-for-Money report (the "AG report") where one of the recommendations was to provide information in support of the need for Associate/Assistant Vice President positions for re-assessments, a report will be provided to the Governance and Human Resources committee on an annual basis beginning September 2024.

The Committee also received an update on the state of labour relations.

2. Governance

Board Recruitment Update

The Committee reviewed the Board and committee complement to date and discussed ongoing recruitment efforts. Members considered the list of prospective candidates under the four priority areas of need: (1) land and property management, (2) investment, (3) governance and (4) government, community and donor relations. Based on anticipated vacancies, the committee recommended that Finance be added as a priority skills area and suggested candidates for consideration. The committee also reflected on strategies to ensure that candidates are representative of the York community and consider equity, diversity and inclusion in the process.

3. Consent Item

The Committee received as consent the WSIB Quarterly Report (October 2023 – December 2023).

Konata Lake
Chair

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: **Protocol on the Recruitment and Appointment of Members of the Board of Governors**

Recommendation:

The Governance and Human Resource Committee recommends that the Board of Governors approve a *Protocol on the Recruitment, Selection and Appointment of members of the Board of Governors*.

Background and Context

At its February 10, 2024, meeting, the Governance and Human Resources Committee considered the proposed *Protocol on the Recruitment and Appointment of Members of the Board of Governors (Recruitment Protocol) and* provided recommendations and suggestions with regards to identifying and shortlisting prospective candidates, including diversity and residency. The attached Recruitment Protocol has been updated to reflect committees' comments. A summary of changes is provided below:

Section	Update
B. External Members skills	Separate "Innovation": • Science, Health, and Research • Innovation (entrepreneurship)
B.1 Selection Process	Includes a summary chart of the selection process.

B.3 Identification of prospective candidates	Section (a) updated to provide for a variety of sources to identify prospective candidates.
B.3 Identification of prospective candidates	Section (c) Eligibility criteria updated to provide for flexibility with regards to residency. Section (c) Selection criteria updated to include considerations for indigenous persons.
B.3(a) Shortlist of Prospective Candidates	Added to provide a mechanism to shortlist candidates based on a proposed criteria. Added Appendix D - proposed criteria scorecard.
B4. Recommendation	Updated to provide flexibility for other board members to make the initial outreach, where appropriate.

The proposed Protocol outlines the steps and responsibilities in the selection and appointment of external and of internal members and may also serve to inform the Community on York's Board recruitment process.

In developing the Protocol, consideration was given to:

- The powers and procedures established under the Act and the delegation of authority to the Committee under the By-Laws of the Board and the Committee terms approved by the Board,
- Established practices in the selection and the outreach to prospective external members,
- Existing protocols approved by the Board for the selection and appointment of internal members of the Board,

- Comments and recommendations from the Auditor General of Ontario on the role of the Committee, the annual planning of Boad committee business and the annual review and update of the Board's Skills Matrix and Gap Analysis.

The draft *Recruitment Protocol* is in Appendix A for committees' consideration. Once approved, the Protocol will provide input to the Committee's annual workplan.

Appendix A: Draft Protocol on the Recruitment, Selection and Appointment of members of the Board of Governors

Protocol on the recruitment, selection, and appointment of members of the Board of Governors

A. GENERAL PROVISIONS

A.1 Purpose

This Protocol, established under the auspices of the Governance and Human Resources Committee, outlines the process and responsibilities to recruit, select, and appoint members of the Board of Governors.

A.2 Scope

This protocol applies to the recruitment, selection, and appointment of external, except those appointed by the Board under recommendation from the York Alumni Board, and internal (Senate, Students and Non-Academic Staff) members of the Board. The appointment of Ex-Officio members (President and Chancellor) and the appointment of the Chair of the Board are not subject to this protocol.

A.3 Authority

This Protocol proceeds from the responsibilities bestowed on the Governance and Human Resources Committee under section 3, Article VII, of the Board By-Laws which reads:

> *The Governance and Human Resources Committee will have the responsibility of proposing candidates for election to the Board as external members who will best serve the needs and interests of the University and who broadly represent the public community. Without limiting the generality of the foregoing such candidates shall be reflective of the Arts, Business, Industry, Labour, Professions, Sciences, and the community at large.*

Section 7 of the York Act (1965) states that

> *"The Board of Governors of York University shall consist of,*
>
> *a. the Chancellor,*
> *b. the President; and*
> *c. such number of members, not exceeding thirty, as may be prescribed by the by-laws of the Board, elected for a term of four years in the manner prescribed by the by-laws of the Board."*

Proceeding from Section 7 of the Act, the Board By-Laws define the composition of the Board as follows:

- Two ex-officio members (President and Chancellor)
- Six internal members (2 students elected by the Student Senator Caucus, 2 Senators elected by Senate and 2 non-academic employees elected by York employees)
- Up to 24 external members, including two appointed or elected by the Alumni Board.

See Appendix A for an excerpt of the Board By-Laws on the composition of the Board.

A.4 Confidentiality and Communications

a. All information shared with members of the Committee, other than that which has expressly been approved by the Committee for disclosure to facilitate the outreach to prospective members, is kept confidential. The Committee does not disclose the names or status of prospective members at any time during the process.
b. The appointment of a new member is approved in Closed Session of the Board and announced by the Chair of the Board to the University Community in Open Session of the Board. A communication to the University Community can be authorized by the Chair of the Board once the appointment has been announced in open session of the Board. The appointment is noted in the synopsis and minutes of the open session of the Board, which is posted on the Secretariat's website.

B. EXTERNAL MEMBERS

External Board members are recruited based on their qualifications, skills, experiences, perspectives, and the ability to contribute to the overall mission of the university. Individuals proposed for membership should be able to demonstrate skill, interest, and knowledge in at least one (and preferably more) of the following areas:

- Risk Management
- Finance/Investment
- Marketing, Communications and New Media
- Fund Rising
- Real Property
- Employee Relations and Human Resources
- Government and Community Relations
- Law
- Science, Health, and Research
- Innovation (entrepreneurship)

- Performing and Fine Arts
- Business
- Technology

External members are appointed to serve a term of four years, with the possibility of renewal for another four-year term.

B.1 Selection Process

The process to select external candidates is as follows:

1. Establishment and periodic renewal of a Board Skills Matrix.
2. Identification of prospective candidates
3. Recommendation

B.2 Establishment and periodic renewal of a Board Skills Matrix

a. Once a year, normally in June, each of the Board's Committee will review its skills needs with consideration of upcoming departures and in-year appointments of external members and report its findings and recommendations to the Governance & Human Resources Committee ("the Committee").
b. Once a year, normally in September, the Committee will update the Skills Self Declaration Questionnaire ("the Questionnaire") to be filled by members of the Board.
c. At the following meeting, the Committee will review the individual and cumulative results of responses to the questionnaire and, accordingly, update

the Skills Matrix and identify skills gaps that should be resolved through recruitment.

d. From the Skills Matrix, a Gap Analysis will be reviewed and with the knowledge of any current or upcoming vacancies and recommendations from other committees, the Committee will:
    i. identify the number of seats to be filled within the governance year,
    ii. approve a recruitment profile for each seat to be filled,
    iii. rank seats to be filled in order of priority.
e. The Skills Matrix and Gap Analysis will be shared in closed session at the next regular meeting of the Board.

B.3 Identification of prospective candidates

a. Following the approval of recruitment profiles, sources to identify prospective candidates will include, but not limited to the following:
    i. Consult, in collaboration with Alumni Services, the list of York Alumni,
    ii. Where appropriate, conduct a search of prospective members via the Institute of Corporate Directors (ICD) roster,
    iii. Outreach to members of the Board,
    iv. Consult other source identified by the Committee.
b. Normally at its first meeting in the Winter term, the Committee will review the list of prospective candidates and identify, for each seat to be filled, a ranked shortlist of candidates to be approached to determine their willingness and availability to serve.
c. For the establishment of the shortlist of candidates, beyond the consideration of skills, the Committee will consider the following eligibility and selection criteria:

    Eligibility Criteria:
    i. Canadian citizenship. The Board By-Laws stipulate that 2/3 of members of the Board must be Canadian citizens.
    ii. Commitment. Members should have sufficient time available to attend all meetings of the Board, all meetings of at least two committees of the Board, Professional Development Sessions and other activities to which Board members are, from time to time, invited to participate.
    iii. Availability for In-Person Board Meetings and Events. As the Board may meet in person, possibly for special meetings called at short notice, members should be readily available to meet in person.

    Selection Criteria

    iv. Alignment with the Board's skills needs.

v. Governor experience with not-for-profit Boards.
vi. Diversity. York's diversity and inclusiveness is to be reflected in its Board and be representative of its community it serves, including considerations for francophone and indigenous persons, visible minority and gender balance who meet the requirements of the position.
vii. York Alumni. It has been the established practice of the Board to ensure that at least half of its external members are alum of York.
viii. Life stage. Consider potential members who have unique skills that may provide new perspective to decision making on emerging issues but may be new to the world of boards.

B.3(a) Shortlist of Prospective Candidates

a. For each seat to be filled, the Committee will establish a shortlist of candidates.
b. To establish the shortlist the Committee may rank candidates on a basis of 10 as to how they meet the following or other criteria as defined by the Committee:
    i. Demonstrated skill in one of the Board skills needs.
    ii. Interest or knowledge in one of the Board identified areas.
    iii. Previous Board experience.
    iv. Experience with large not-for-profit institutions.
    v. Education/Credentials.
    vi. Professional designations
    vii. Alignment with York's values.

A proposed criteria scorecard is in Appendix D.

B4. Recommendation

a. Once a shortlist of candidates has been established for each seat to be filled, the Chair of the Board and/or the Chair of the Committee or the President will approach prospective candidates in ranked order to determine their willingness and availability to serve. Where appropriate, a board member who may have connections to a potential candidate may make the initial contact and gauge interest, and advise the Chair of the Board, the Chair of the Committee, and the President of the outcome. A meeting with the prospective candidate follows to build on the initial feedback.
b. If, in the opinion of the Chair of the Board, the Chair of the Committee and the President, a candidate is ready to proceed to the next step, the Secretary of the Board will provide to the prospective member York's *Introduction to the Board of Governors for prospective members* (Appendix B), which outlines the

expectations and time commitment of serving on the Board, requesting that they confirm their willingness and availability to meet the commitment.

c. Following positive conclusion of steps, a) and b), the President may reach out to the prospective member and together with the Chair of the Board, provide a recommendation to the Chair of the Committee as to whether the candidate should proceed to the next step.
d. Normally in May and following a positive outcome for all preceding steps, the Chair of the Committee will bring a recommendation to the Committee for the prospective member to be appointed. If the Committee agrees with the Chair's recommendation, it will recommend to the Board that the member be appointed for a four-year term to start the following July 1. The Committee will also recommend the member's committee assignments, based on their skills and competencies.
e. The Committee recognizes that there may be instances wherein a prospective candidate requires additional time to fulfill or complete their affairs outside of the normal timeframe before committing to the Board, and in such instances, the Committee may consider an appointment to start on January 1.
f. Following their appointment by the Board but before the start of their term, the Secretary of the Board will write to the member-elect to formally confirm their appointment and start their onboarding, which will include:
    - the submission of a declaration of conflict of interest and professional responsibility,
    - the submission of Self-Declaration Form, outlining their skills and competencies,
    - participation in an orientation session delivered by the University Secretary, and,
    - assignment of a mentor

C. SENATORS

C.1 Election

a. Senate elects one of its members according to its rules and communicates their name to the Secretary of the Board, normally in April.
b. To provide opportunities to all members of Senate and enable diversity of thought, Senate will consider the rotation of faculties in electing members to the Board.

C.2 Recommendation

The Committee receives Senate's recommendation and recommends to the Board the appointment of the Senator-member for a two-year term starting the following July 1.

D. STUDENTS

D.1 Election

a. Each year, normally in February, the Secretary of the Board invites the Student Senator Caucus to select a Chief Returning Officer for the election of a student members of the Board.
b. The election of a student member of the Board is conducted according to the *Protocol for the Nomination of Students to the York University Board of Governors* (See Appendix E).

D.2 Recommendation

Upon reception by the Secretary of a report from the Chief Returning Officer confirming that the Student Senator Caucus has ratified the election, the Chair brings forth a recommendation for the Committee to approve and recommend to the Board the appointment of the student member to a two-year term starting July 1.

E. NON-ACADEMIC EMPLOYEE

E.1 Election

a. Each year, normally in February, the Secretary of the Board invites the representatives of non-academic employees to select a non-academic employee member of the Board.
b. To be eligible, a non-academic employee must:
    i. not act in direct support to a member of President and Vice-Presidents (PvP),
    ii. be a member of the Secretariat's staff or act in support of Board business,
    iii. be full-time non-academic employees of the University with a record of service of 5 years or more with the University at the time of nomination, and
    iv. not be a member of the Board as a non-academic employee for the term immediately prior,
    v. not be actively serving as an officer or other official of a union or employee association.

c. To provide opportunities to all non-academic employees, enable diversity of thought and new ideas, non-academic employees may not succeed themselves following their service on the Board.
d. The election of a non-academic employee to the Board is conducted according to the *Protocol for the Nomination of Non-Academic Employees to the York University Board of Governors* (See Appendix F).

E.2 Recommendation

The Committee receives a recommendation from the Secretary of the Board and recommends to the Board the appointment of the non-academic employee to a two-year term starting July 1.

F. APPOINTMENT

a. Recommendations of the Committee for the appointment of a member of the Board are brought forth for consideration by the Board of Governors in closed session at a meeting preceding the proposed effective date of the prospective member's term, normally in May or June.
b. The Committee recognizes that there may be instances wherein a prospective candidate requires additional time to fulfill their affairs before committing to the Board membership, the Committee may provide the flexibility outside of the normal timeframe.
c. The Secretary of the Board, through distribution to members of the agenda of the closed session of the Board, will provide due notice of intention to elect the member.
d. Providing that the Board has approved the appointment of the member in closed session, the Chair of the Board will report this appointment in the following open session of the Board.

APPENDIX A
Composition of the Board as defined under Article VII of the Board By-Laws

***Ex-officio**:* The Chancellor and the President shall be *ex-officio* members of the Board.

Internal Members - There shall be a total of six internal members of the Board who shall be appointed or elected as follows:

1. Two members of the Senate who are full-time tenure-stream faculty members or full-time tenure-stream librarians and archivists shall be appointed or elected by the Senate to be members of the Board. One such member shall hold office initially for one year and the other for two years and thereafter one member shall be appointed or elected by the Senate each year to serve as an internal member for a term of two years from the date of such election or appointment.
2. Two students at York University shall be appointed or elected by the Student Senator Caucus to be members of the Board, and members of the Student Senator Caucus shall not be disqualified from being so appointed or elected. One such member shall hold office initially for one year and the other for two years and thereafter one member shall be appointed or elected each year by the Student Senator Caucus to serve as an internal member for a term of two years from the date of such election or appointment.
3. Two members of the full-time non-academic staff of York University shall be appointed or elected to be members of the Board under nomination and election/appointment procedures to be determined and administered by the Board Executive Committee.

External Members: There shall be up to twenty-four external members of the Board as follows:

4. Two York University alumni shall be appointed or elected by the York University Alumni Board to be members of the York University Board of Governors. The alumni members shall be appointed or elected every two years by the Alumni Board to serve for a term of four years from the date of such election or appointment.
5. Twenty-two persons proposed by the Governance and Human Resources Committee of the Board and elected by a majority of the members of the Board at a meeting for which notice of intention to elect members has been given to the Board shall be members of the Board.
6. The Governance and Human Resources Committee will have the responsibility of proposing candidates for election to the Board as external members who will

best serve the needs and interests of the University and who broadly represent the public community. Without limiting the generality of the foregoing such candidates shall be reflective of the Arts, Business, Industry, Labour, Professions, Sciences, and the community at large.

7. Honorary Members: The Board of Governors may appoint individuals as Honorary Members of the Board for such period as the Board may specify. Honorary Members shall be given notice and shall be entitled to attend meetings of the Board but shall not entitled to vote at such meetings. Except as provided in this subparagraph (d), no part of this By-Law shall apply to Honorary Members unless it is expressly stated to so apply, and a reference herein to Members shall not be or be construed to be a reference to Honorary Members.

APPENDIX B

An introduction to the Board of Governors for Prospective Members

York's Mission, Vision and Values

Mission

The mission of York University is the pursuit, preservation, and dissemination of knowledge. We promise excellence in research and teaching in pure, applied, and professional fields. We test the boundaries and structures of knowledge. We cultivate the critical intellect.

York University is part of Toronto: we are dynamic, metropolitan, and multi-cultural. York University is part of Canada: we encourage bilingual study, we value diversity. York University is open to the world: we explore global concerns.

A community of faculty, students, staff, alumni, and volunteers committed to academic freedom, social justice, accessible education, and collegial self-governance, York University makes innovation its tradition.

***Tentanda Via: The way must be tried*.**

Vision

York is committed to giving a broad demographic of students access to a high quality, research-intensive learning environment committed to the public good.

Core Values

We strive for **Excellence** in fulfilling all aspects of our mission.

We are **Progressive**, encouraging open minded inquiry, innovative approaches, and forward-looking solutions.

We uphold **Sustainability** - environmental, social, and fiscal - as a vital compass for decisions and initiatives.

We are passionate about advancing **Social Justice and Equity** through critical insight, creative problem solving, and socially responsible action.

We champion **Diversity and Inclusivity**, embracing differing perspectives, peoples, and ways of knowing, and fostering global fluencies and cross-cultural knowledges.

Role of the Board

The Board of Governors is half of the York's bicameral governance apparatus; the other being the Academic Senate.

As the University is a public good, the Board is entrusted with keeping the University to its mission and is ultimately responsible for the conduct, management, and control of the University and of its property, revenues, expenditures, business, and affairs, and has all powers necessary or convenient to perform its duties and achieve the objects and purposes of the University[1].

More specifically the Board's role includes:

- Approving the university's mission and strategic plan.
- Approving and monitoring the execution of policy with respect to the goals expressed in the above.
- Appointing and supporting the president, approving their annual goals, and reviewing their performance.
- Establishing procedures for the appointment of senior academic administrators, faculty and staff and approving executive appointments.
- Approving, upon the recommendation of the Senate, the establishment of faculties, departments, schools, colleges, and academic programmes.
- Approving enrolment targets upon the recommendation of the Senate.
- Approving the budgets for operational and capital expenditure.
- Entering into collective and other agreements on behalf of the university.
- Maintaining the university's real property and other assets.
- Setting tuition and other fees.
- Ensuring that the university is well managed and accountable.
- Overseeing the university's compliance with legal, statutory, and regulatory requirements.
- Interpreting the needs of society and the larger community to the university.
- Advocating for the university and protecting and defending its autonomy.

The mechanisms for the operation of the Board and its committees are set out in the General By-Laws of the Board.

[1] See the York University Act

Role of members of the Board

Board members are trustees of the University who offer oversight, insight and foresight of the University's business and in doing so:

- Carry out their functions with integrity, independence, good faith, and the prudence of a reasonable individual.
- Act, individually and collectively, in the best interests of the university.
- Each member, no matter how they come to be a member, has a responsibility only to the university, and must give the university's best interests priority over personal or competing interests. This is a public responsibility because the university is a public body.
- Any member, once appointed or elected, must function as a member of the Board and not as a spokesperson for a constituency.
- Appreciate the roles of universities in society, the mission of York, and the Senate's role in the governance of the latter.
- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the matters entrusted to their care.)
- Hold the university accountable, while acting as ambassadors for it.
- Attend meetings of the Board and Board Committees.

Composition of the Board

The Board of Governors of York University is composed of 6 internal members (two students, two Senators and two non-faculty staff), 2 ex-officio members (President and Chancellor) and up to 24 external members; two of which are appointed by the Alumni Board.

Prospective members should be able to demonstrate skill, interest, and knowledge in at least one (and preferably more) of the following areas (a detailed description is appended):

- Risk Management
- Finance/Investment
- Marketing, Communications and New Media
- Fund raising
- Employee Relations and Human Resources
- Government and Community Relations
- Law

- Science, Health, and Research
- Innovation (entrepreneurship)
- Performing and Fine Arts
- Business
- Technology

Conflicts of Interest

Members of the Board of Governors should not be in a conflict of interest which would disqualify them from serving as a Governor in a trust capacity and should avoid all such conflicts of interest.

Engagement

Board

Members of the Board of Governors are expected to attend meetings of the Board, which are held five times a year, normally in October, late November/early December, February, May, and late June. Meetings are held on a Tuesday afternoon.

Documents are provided a few days prior to a meeting of the Board, with the Board sessions proceeding from the notion that all documents have been read.

The meeting dates are approved by the Board at least a year in advance.

> *Time commitment = 30 hours per annum.*[2]

Committees

Each member of the Board is called upon to sit on two committees. Although members have a say in choosing committees on which they wish to sit, the Chair of the Board may suggest a committee assignment in line with the member's skills and experience.

Committees generally meet up to five times a year two weeks prior to meetings of the Board, with meetings being of a duration of two-to-three hours.

Board Committees are (see terms in appendices):

- Academic Resources
- Land and Property
- Finance and Audit (with a subcommittee on Digital Transformation)

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[2] *(20 hours for meetings, 10 hours for reading)*

- Investment (with some members sitting on the University Fund Pension Fund Board of Trustees or its Investment Committee)
- External Relations
- Governance and Human Resources
- Executive Committee

Time commitment = from 30 to 50 hours per annum.[3]

Board Education and Professional Development

One of the benefits and responsibilities of members of the Board comes in the form of Board Education or Professional Development opportunities.

Twice a year, the Secretariat organises educational sessions on the business of the University. Those 1.5-to-2-hour sessions are built into the Governance Schedule approved by the Board and normally held once in the Fall term and once in the Winter term. The Governance and Human Resources Committee of the Board sets the educational topic for each session and, in doing so, seeks input from members.

York University is a member of the *Institute of Corporate Directors*[4] and, by extension, so are members of the Board. York covers the cost of membership for members of the Board.

Committee Chairs

New members of the Board are not normally appointed Chair of a committee. However, as members gain in experience on the Board, they may be called up to lead a committee.

Committee Chairs are members of the Executive Committee of the Board, which meets in the morning before each meeting of the Board. The Executive Committee is also from time to time called into special sessions and may be consulted electronically on timely sensitive matters.

Preceding each meeting of a committee, a preparatory meeting is held with the Division Lead (normally a VP of the University) and the Committee Secretary.

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[3] *(2 to 3 hours x 5 meetings x 2 committees = 20 to 30 hours for meetings) + (1 to 2 hours x 5 meetings x2 = 10 to 20 hours for reading)*

[4] https://icd.ca/

When the Board meets in person, committee Chairs, as members of the Executive Committee, are invited to an Executive Diner held the evening before the Board meeting.

Once per term, members of the Executive Committee are invited to attend a diner evening with their colleagues form the Executive Committee of Senate.

Time commitment = 40 hours per annum.[5]

Ceremonies and events

Members of the Board are sometimes called upon to partake in or invited to attend events and ceremonies. This might include being a speaker at Convocation, attending donor relations or alumni events or being present at important university functions.

Board retreat

Once a year, the Board will meet in a retreat to discuss issues of import in an informal setting. Members may be called upon to read material in advance of a retreat.

Total time commitment

An external member of the Board, who is not a committee chair, can expect to invest at most 80 hours per year mostly spread over the months of September to June, which amounts to roughly 8 hours per month.

Committee Chairs are somewhat more solicited; approximately 120 hours per year at a rate of 12 hours per months from September to June.

Volunteerism

Service as a member of the Board is a significant benefaction to the University and, as such, is unremunerated.

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[5] *(3 hours x 5 = 15 hours for meetings) + (1 hour x 5 = 5 hours for reading) + (approximately 6 hours for special meetings and electronic consultations) + (3hours x 2 diners = 6 hours) + (2 meeting of execs x 4 hours).*

Term and renewal

The term of external members of the Board starts either on January 1 or July 1 and ends on December 31 or June 30 four years hence. Members may be renewed for an additional 4-year term, to maximum of 8 years. At the end of a first term, the Chair of the Board will canvas the member's willingness to serve a second term and bring a recommendation to the Governance and Human Resources Committee who, if agreed, will further recommend the renewal of the term to the Board.

Support

Members of the Board are supported in their role by the Secretariat of the University, lead by the University Secretary. Each committee of the Board is assigned an Assistant University Secretary for its operations, while University Management (President, Vice-President, Assistant Vice-Presidents, Director, etc.) prepare materials for consideration and are on hand to lead items of business, brief members, and answer questions.

What's next

Confidentiality

The following steps, up to the announcement in open session of the Board by the Chair proceed in strict confidentiality.

The Prospective Member is asked not to divulge that they are being considered for a seat on the Board until the University has announced their appointment.

Next steps

These are next expected steps to appoint the Prospective Member of the Board:

- The President may seek a follow-up meeting.
- Providing a positive outcome from outreach and meetings, a recommendation will be put to the Governance and Human Resources Committee at its next meeting. If the Committee agrees, it will further recommend to the Board of Governors that you be appointed.
- The Board will consider the matter in closed session at its next meeting and, if the appointment is agreed, the Chair of the Board will make an announcement to that effect to the University Community in open session of the Board on the same day.
- Before you may assume your role, the University Secretary will require that you fill and submit a conflict-of-interest declaration and a self-identification form.
- Personal contact information will be gathered by the Secretariat.

- Your name and short biography (approved by you) will be posted to the University Secretariat website, along with your committee assignment.
- The University may publish a communiqué regarding your appointment.
- An orientation session on York's governance apparatus, with emphasis on the Board and its committees, will be delivered by the University Secretary.

APPENDIX C

Skills considered for Nominations to the Board of Governors

- **Risk Management** Understanding of the University as a large not-for-profit, charitable, bi-cameral institution, which must manage a wide range of risks on an institutional basis, including through a formal enterprise risk management system, in an environment which relies on a self-regulating professional faculty and a responsible student body.
- **Finance/Investment** Understanding of the University as an autonomous, publicly-assisted institution which manages funds received from both private and public sources, to be held, invested, or spent under numerous conditions or restrictions (including trust restrictions), to the benefit of its students, its teachers and their research.
- **Marketing, Communications and New Media** Understanding of contemporary marketing and communications media and media's impact in recruiting and retaining its students, promoting, and advancing the university's mission, and raising York's profile and reputation with its members and the community at large.
- **Fund Raising** An ability and willingness to open doors for the University and to take projects to government, the community and to individuals for financial support of the teaching, learning, and research missions. • Real Property An appreciation that land is the University's most substantial endowed asset and an understanding that its lands should be used and developed in a way that will enhance York's campuses as learning environments and advance the health of the University in general; an ability to understand the importance of a University Master Plan for development of the University's lands and to participate meaningfully in decisions concerning their development.
- **Employee Relations and Human Resources** An understanding of a unionized work environment and the expertise to act wisely and effectively in sensitive and complex human resource matters.
- **Government and Community Relations** An understanding of the University's place in the political sphere and a willingness to play a role in public policy debate on matters of interest to the University; a willingness and capacity to generate opportunities for York, its students, faculty, and staff, by advocacy in several political fora.
- **Law** An understanding of the University's legal duties and obligations and the various legal regimes which establish and govern its obligations.

- **Science, Health, Research and Innovation** An understanding of York's aspirations, as set out in the University Academic Plan, to become more comprehensive by expanding program offerings in science, engineering and health and to become more research intensive both in areas of traditional strength and in areas strategically focused on advancing the goals of the academic plan; realizing the role that the University plays in advancing the economic well-being of the province and the country through commercialization of innovative research and knowledge mobilization.
- **Performing and Fine Arts** An appreciation of York's role in the cultural life of Canada through the fine and performing arts and an ability to connect the university, through culture, with the community at large.
- **Business** The understanding of sound business practices and the sensitivity and ability to translate business knowledge and experience into the University context.
- **Technology** An understanding of the complexity of contemporary and developing technology and an understanding of both the opportunities available to use technology for the enhancement of University's academic mission and of the consequences of technological change.

APPENDIX D
PROPOSED CRITERIA SCORECARD TO SHORTLIST POTENTIAL CANDIDATES

On a scale of 1 – 10 (1= not acceptable, 10=great), please rate the candidate on each item listed below.

Criteria	Proposed Weighting	Candidate A	Candidate B	Candidate C
Addresses Board skills need/gap	40%			
Skill, interest and knowledge in one of the Board identified areas*	15%			
Previous Board experience	15%			
Experience with large not-for profit institutions	10%			
Education and professional designation/s	10%			
Representative of York community	10%			
Others	tbd			
Total	100%			

*Board identified areas:

- Risk
- Management
- Finance/Investment
- Marketing, Communications and New Media
- Fund Rising
- Real Property
- Employee Relations and Human Resources
- Government and Community Relations
- Law
- Science, Health, and Research
- Innovation (entrepreneurship)
- Performing and Fine Arts
- Business
- Technology

APPENDIX E
PROTOCOL FOR THE NOMINATION OF STUDENTS TO THE YORK UNIVERSITY BOARD OF GOVERNORS[6]

Number of students on the Board: Two (2).

Term: Staggered two-year terms commencing on 1 July. A student's term on the Board of Governors shall conclude if their registration in an academic program end if they are disqualified by the terms of the General By-Laws of the Board of Governors of York University or if they cease to hold full-time student status.

Eligible Candidates: All full-time students at the University who are eligible to maintain full-time status[7] for the duration of the two-year term on the Board and confirm their intention to remain a full-time student for the duration of their term as a governor, if appointed, with the following exceptions:

a. A candidate cannot be or become a member of the Executive Council of the York Federation of Students, Graduate Students Association and/or Glendon College Student Union at any time during their projected term on the York University Board of Governors;
b. A candidate who is or becomes a member of a certified trade union or employee association representing York employees is not eligible to serve as a governor while they are actively serving as an officer or other official of their union or employee association;

[6] Article VII of the General By-laws of the Board specifies that two students at York University shall be appointed or elected by the Student Senator Caucus to be members of the Board, and members of the Student Senator Caucus shall not be disqualified from being so appointed or elected.

[7] See the definition of full-time and part-time for graduate students in the FGS Regulations on Registration
- http://gradstudies.yorku.ca/current-students/regulations/registration#fulltime

c. A candidate who has been retained as an auxiliary staff member by the Chief Returning Officer administering the student election is not eligible to serve as a governor

Protocol: The Board of Governors appoints its members. The Student Senator Caucus is responsible for nominating those members and does so through an election. The Policy and Procedures on the Composition, Criteria and Responsibilities of Student Nominees to the York University Board of Governors and the Rules, Regulations and Procedures Governing the Student Nominee to the Board of Governors of York University together govern the election process.

Following the election results, the Student Senator Caucus will confirm the results and transmit to the Board for consideration the candidate with the highest vote total. Nominations shall be received by the Governance & Human Resources Committee and the Executive Committee of the Board of Governors, with the Governance and Human Resources Committee recommending the student candidate to the Board of Governors for approval.

APPENDIX F
PROTOCOL FOR THE NOMINATION OF NON-FACULTY EMPLOYEES TO THE YORK UNIVERSITY BOARD OF GOVERNORS[8]

Number of non-academic staff seats on the Board: Two

Term: Staggered 2-year terms. Term concludes if employment ends or if disqualified by by-law.

Eligible Candidates: All full-time non-academic employees of the University who have a record of service of 5 years or more with the University at the time of nomination. Nominees who are members of a certified trade union or employee association representing York employees should be aware that they shall not be eligible to serve as a governor while they are actively serving as an officer or other official of their union or employee association.

Protocol: All persons who are full-time non-academic staff members of York University with 5 years or more of University service as of the date of nomination, are eligible to stand for nomination.

Nominations shall be received by the Governance and Human Resources Committee of the Board of Governors serving as the nominating committee, for governors who are members of the University's full-time non- academic staff. These nominees shall be chosen as a result of an election at large by the full-time non-academic staff members of the University. The candidate receiving the most votes in the election shall serve a two-year term.

The elections shall be held each spring, prior to May 31, at a date set by the University Secretary, and will be administered by the University Secretariat under the direction of the Board Executive Committee. Nominations will be called for one month before the date set for the election and shall be open for two weeks. In order for a name to be

[8] Article VII of the General By-laws of the Board specify that "Two members of the full-time non-academic staff of York University shall be appointed or elected to be members of the Board under nomination and election/appointment procedures to be determined and administered by the Board Executive Committee". This Protocol was originally adopted by the Executive Committee on March 30, 1999, and reported to the Board on April 12, 1999, and subsequently amended in March 2000.

placed on the ballot, nominations shall be supported by the signatures of 10 nominators, all of whom shall themselves be members of the full-time non-academic staff. The names of the nominees will be published on the University Secretariat's web site and in the Y-File. Election will be by mailed ballot, sent to every full-time staff member at their University address. The candidate receiving the most votes will be nominated for appointment to the Board of Governors. Full-time non-academic staff members are eligible for re-appointment to the Board of Governors in accordance with the General By-laws of the Board, but subject to their being re-nominated by election as is set out above.

YORK
UNIVERSITÉ
UNIVERSITY

INVESTMENT COMMITTEE

Report to the Board of Governors

at its meeting of April 30, 2024

The Investment Committee met on March 19, 2024, and makes this report to the Board for information.

1. Private Assets Review

The committee received and discussed an overview of the Endowment Fund's private assets allocation as of December 31, 2023. With the approval of the strategic asset allocation mix in September 2023, the Fund's exposure to private assets is expected to grow. The initial report covered real estate and infrastructure, summarized the Fund's asset mix against target allocations, and highlighted actual assets where capital has been deployed. Future reports will include private credit (debt) and private equity assets.

2. Annual Investment Review

The committee received the performance monitoring review of the Endowment Fund as of December 31, 2023, which assessed the performance of total fund from the perspective of the contribution of each asset class and investment manager to total investment return. The report provided an analysis of the risk generated by each manager and asset class, and a status of managers mandates. The committee noted that the comprehensive report provides a significant amount of analysis that York administration uses in its analytical review of the various investment managers.

3. Review of Committee Terms of Reference

The committee received proposed recommendations to update the committee Terms of Reference, which was last reviewed in 2016. The committee provided feedback and an updated Terms will be brought forward at the next meeting.

4. York University Student Investment Fund (YUSIF) and Banking Update

The committee received for information an update on the York University Student Investment Fund (YUSIF) which was created in 2016 to provide experiential learning opportunities for undergraduate students across York's faculties to gain real-time portfolio management and investment experience. While the Committee has no

oversight on the investment of assets in the fund, updates have been provided with respect to the governance and operations of the fund.

YUSIF has developed a governance structure and operational procedures for the fund with the consultation of the Treasurer and AVP Finance & CFO and all trades requested by YUSIF have been executed with the broker through either the AVP Finance & CFO or the Treasurer. Plans are underway to develop an institutional setup.

5. Consent Items

The Committee received under consent the Investment Performance Summary Report as of 31 January 2024, the Endowment Fund Dashboard as of 31 December 2023, and the Treasury Report as at 31 January 2024.

Mary Traversy
Chair

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of April 30, 2024

The Land and Property Committee met on April 15, 2024 and makes this report to the Board for information.

1. Capital Construction Report

a. Keele and Glendon Campuses

The Committee received an updated report on approved capital projects as of March 31, 2024 detailing milestone dates and the status of financial commitments and expenditures. The report noted the impact of market factors on construction projects and based on Statistics Canada's Building Construction Cost Index, the inflationary material cost volatility and material delivery schedules have stabilized, however, electrical equipment continues to be a long lead time item. The Building Construction Cost Index shows a significant year-over-year cost increase, with the average quarterly cost index increase was 3.9 in 2022, 1.7 in 2023, and in the most recent quarter a 1.1 cost index increase.

The table below highlights two major capital projects currently under construction at Keele:

Project	Target Completion	Approved Budget
Neuroscience Facility at Sherman Science Research Centre	2025	$54.50 M
Goldfarb Gallery	August 2024	$13.50 M

b. Markham Campus

The delivery of the Markham campus continues to track well towards the targeted completion date of Spring 2024.

Following the Board's approval of the total budget adjustment in February 27, 2024, the project continues to track well against the revised total project budget amount of $280.5M. As noted in previous meetings, challenges in the construction market related

to skilled-trades labour shortages, increased materials cost and supply-chain delays have affected University capital projects. The project team has focused its efforts to actively develop and implement mitigation strategies to avoid delays to the planned occupancy and substantial completion dates. While the report noted that the construction manager continues to report significant risks due to labour shortages across multiple trades, these have been managed and have not been a major contributor to cost escalation. As new issues arise, the team continues to proactively identify and address them.

In terms of social procurement, the project continues to significantly exceeded the University's social procurement goals where there are now 20 equity-deserving apprentices hired (over the original target of 10-apprentices and 18 as of the last report); and in terms of social procurement spending, the construction manager and its subtrades is now at $7.7 M of spending within York Region, exceeding the $3M target and $7.4 M as of the last report. The committee also noted that a tour of the Markham campus is being planned.

Ken Silver
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Ken Silver, Chair, Land and Property Committee

Date: 30 April 2024

Subject: Glendon Campus Space Audit – Vision and Strategy for Viability

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Recommendation:

The Land and Property Committee recommends that the Board of Governors approve that the University Administration develop a campus vision and strategy for the Glendon campus that would support the financial sustainability of the campus and report back by the end of 2024 with potential options and a recommendation to significantly improve the financial sustainability of the campus and the contribution of the campus to the University's overall operations.

Background and Rationale:

A space audit at the Glendon Campus was completed in the Fall of 2023 to facilitate the University's effective management of space as a finite and valuable resource. The audit aimed to provide recommendations on short- and long-term measures to enhance the campus experience for students and the community and improve campus space utilization.

The space audit also provides important information to assess the utilization of the campus assets and assess the potential for improving the financial contribution or impact. This assessment is consistent with the University's approach to the Campus Vision & Strategy at the Keele campus, and Action Plan projects underway to diversify revenue sources, including new forms of asset monetization, to support the University's overall vision and financial sustainability.

The Glendon Campus Space Audit examined approximately 15,000 net assignable square meters of space across ten buildings or 161,459 net assignable square feet. It excluded all maintenance, security, and ancillary uses (e.g., food services, parking, and housing) except where ancillary facilities were used to deliver the academic curriculum. The audit also included non-housing-related offices and administration uses in the residences.

The Audit, previously shared with Land and Property in November, 2023 (attached as Appendix A) recommends consolidating instructional, administrative, and academic functions in centralized locations, using surplus space, and incurring no large renovation costs.

Key Audit Observations

- The Glendon Faculty has seen a 44% decrease in enrollment over the last ten years, with no new major programs added, and the same available space.

  The table below shows the projected Glendon Campus enrolment data as at April 08, 2024.

Preliminary Fall Headcount Projection - April 2024 based on early March estimate of FW 2024 UG intakes

	Historical									Projected		
Fall Headcount	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Undergraduate	2,636	2,645	2,468	2,314	2,085	1,794	1,607	1,469	1,453	1,375	1,474	1,582
Masters	109	103	101	96	75	102	80	85	83	100	114	118
Doctoral	17	15	16	13	11	10	10	15	13	11	12	15
Total	**2,762**	**2,763**	**2,585**	**2,423**	**2,171**	**1,906**	**1,697**	**1,569**	**1,549**	**1,486**	**1,600**	**1,715**

- Among the Audit key findings were extremely low utilization of all classrooms with peak use at 33% and non-peak use ranging from 4-50%. (The sector recommended target is 70%). Overall, York is aiming for utilization rates of 80 to 85%. Glendon has ~1400 nsm (15,070 nsf) or 172.6% more classroom space than required per the standard.

- Research space is very low, only 20% of the standard. This indicates that faculty require little to no specialized space to conduct research, often using their offices/workspaces for research needs.

- Overall, there is an average of 61% more space per student in those COU Space categories that enhance the student academic experience. These categories include classrooms, teaching labs, study spaces, libraries, recreational facilities, and dining facilities.

- Approximately 20% or 2,887 sq. m (31,075 sq. ft.) of the Glendon space inventory resides in Academic and Administrative workspaces. Of that, approximately 56% of the area is allocated to 188 offices. A hypothetical model transforming the offices to a modern standard of 8.3nsm (90nsf) would reduce the total office space allocation by 46% or 1,579 sq. m (16,996 sq. ft.)

  Note: The average existing Glendon office area is 15.3nsm (165 nsf) and ~90% are larger than a modern University standard office of 8.4nsm (90nsf).

Financial Implications of Continuing Operations

As of 2023-24, the annual cost of operating the Glendon campus is approximately $3.1M, inclusive of maintenance, custodial, security and parking. The deferred maintenance backlog at April 01, 2024 is estimated to be $50M.

A key interim action of the Audit recommendations focuses on divesting aging infrastructure, including decanting offices and classrooms at Glendon Hall (aka “The Manor”) and demolishing the Greenhouse. A preliminary estimate of $3.5M has been developed to carry out these initiatives. In their current state, both facilities do not meet student and staff expectations regarding accessibility, inclusivity, or pedagogical requirements.

If the recommendation were implemented, although Glendon Hall would not be wholly decommissioned, operational costs would be reduced. Glendon Hall would maintain a high FCI (Facility Condition Index) of 34.5% and $3.76M in Deferred Maintenance (DM) costs, but would not be in use, and academic and administrative activities would be relocated to space intended and built for purpose, resulting in significant qualitative gains.

The complete removal of the Greenhouse would avoid a $400,000 expense in water main replacements and remove the property from inventory. The property shows an FCI of 26.8% and a DM value of $555,000 with a 10-year projected FCI of 48% and DM value of $1M. The demolition of this building would also realize minor custodial and ongoing utility savings.

Next Steps

The Glendon Campus Space Audit has provided valuable information to the University regarding effectively managing space. If implemented, the report's recommendations

on enhancing space utilization will improve the overall campus experience for students and the community while reducing operational costs. The proposed costs of divesting aging infrastructure and demolition of the Greenhouse would be outweighed by the qualitative improvements to the campus.

While the implementation of the recommendations arising from the Audit would mitigate operating costs and reduce deferred maintenance, the University would need to incur some costs to decommission buildings.

Administration believes that the Glendon campus is a valuable asset of the University that is significantly underperforming in its potential utility and financial performance. Administration is therefore recommending that the University undertake a study of options to develop a campus vision and strategy to improve both utilization and financial performance, and report back to the Board through Land and Property by the end of 2024, with an analysis of options examined and analyzed, and a recommendation for a path forward. As noted earlier, this assessment is consistent with the University's approach to the Campus Vision & Strategy at the Keele campus, and the Alternative Revenue Stream/Asset Monetization project within the overall Action Plan to Advance Vision and Financial Sustainability.

York University

Glendon Campus | Space Audit

2023-10-27 - FINAL REPORT

Acknowledgements

Land Acknowledgement

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.

Creating a welcoming environment that recognizes the dignity of indigenous people is an undertaking that goes beyond the classroom. It must encompass the campus space, to which indigenous people have a special relationship, as well as extracurricular and social activities that create a sense of community and belonging.

Figure 1. York University Glendon campus is located on the traditional lands of several Indigenous nations, and Toronto remains the enduring home of many Indigenous peoples. We acknowledge this and pay tribute to them for safeguarding this territory, and we commit daily to continue to preserve it."

Project Working Team

This Glendon Campus Space Audit was guided by a Project Working Team with representatives from York University's Campus Planning, Design and Construction as listed below: The purpose of this working team was to provide oversight to the development of the Space Audit for the Glendon campus, including direction and feedback on key developing themes for the School throughout the duration of the project.

Office of the Principal, Glendon College

• Marco Fiola	Principal
• Audrey Pyee	Vice-Principal, Academic
• Swann Paradis	Vice-Principal, Research and Graduate Studies
• Patrick Banville	Executive Officer
• Pascal Arseneau	ED, Strategic Marketing & Community Engagement

Academic Chairs, Languages & Humanities

Marie-Élaine Lebel	Director, Lang. Training Centre
Igor Djordjevic	Chair, English
Marie Hélène Larochelle	Chair, French Studies
María Constanza Guzmán	Chair, Hispanic Studies
Gillian McGillivray	Chair, History
Louis-Philippe Hodgson	Chair, Philosophy
Julie McDonough-Dolmaya	Chair, Translation

Academic Chairs, Social Sciences

Hossam Ali-Hassan	Chair, International Studies
Mario Roy	Chair, Mathematics
Ellen Gutterman	Chair, Political Science
Josée Rivest	Chair, Psychology
Andrew Dawson	Chair, Sociology
Laura Mckinnon	Chair, Multidisciplinary Studies

Academic Graduate Studies, Labs, Theatre

Andrew Clifford	Director, Conference Interpreting
Sylvie Rosienski-Pellerin	Director, French Studies
Francis Garon	Director, Public & International Affairs
Radu Guiasu	Coordinator, Biology
Gabriel Levine	Coordinator, Drama Studies

Student Services, ITS, Athletic Club

• Eric Mezin	Exec Director, Student Services
• Raiman V Dilag	Director of ITS, Glendon
• Gilles Thibodeau	Director Academic Services
• Mireille Abou-Hanna	Director, Recruitment, Admis & App. Rel
• Mireille R. Millette	Director Advancement
• Yuko Sorano	Director, Student Affairs
• Aaron Rodrigues	Interim Director, Glendon Athletics

York University Facilities Services / Campus Planning, Design & Construction

• Helen Psathas	Director, Campus Planning & Development
• Johanna Classon	Campus Space Planner
• Edward Secnik	Academic Space Planning Officer
• Rachel Housser Guy	Space Data Coordinator

Project Consultants – Resource Planning Group Inc.

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Executive Summary

Purpose & Objective

The purpose of this space audit is to enable Glendon Campus and York University leadership to plan, allocate, use and manage campus building space as a valuable and finite resource using transparent processes and procedures consistent with best practices in higher-education facilities management.

The Glendon Campus' space audit encompasses approximately 15,000 net assignable square meters of space across 10 buildings including Glendon Hall, York Hall, Leslie Frost Library, Proctor Field House, Central Administration Services, and Greenhouse and the first floor of the Hilliard Residence (non-student housing space) currently used for office and club space.

The audit excluded all maintenance, security and ancillary uses (i.e., food services, parking and housing), except where ancillary facilities are used for the delivery of academic curriculum, and included non-housing related offices and administration uses in the residences will be examined.

The existing spaces at Glendon represent uses and utilization as per 2023 and were considered the baseline for this review, analysis and assessment. Historical scheduling data from Fall 2019--2021 was reviewed – the period more reflective of typical trending campus use than the past 3 years of the global covid-19 pandemic.

Analysis

Glendon Campus Built space utilization was reviewed and analyzed in several areas including the following:

- Comparison of existing inventory with targets set in the Council of Ontario Universities (COU) space standards[1]
- Comparison to the available square meters per students at Keele
- Comparison of space allocation with existing and projected enrolment
- Assessment of teaching space room utilization
- Assessment of teaching space seat utilization
- Review of private office space allocations
- Evaluation of space for use for other purposes and activities that better align with their intended purpose or increase overall utilization

Where data was readily available including space inventory and scheduling data, it was collected by the consultant team and filtered as required to identify trends and patterns of allocation and use.

[1] The Council of Ontario Universities releases a space standards report on a 3- to 4-year cycle, with 2019 being the most recently published version.

Key Takeaways

Unlike York University's Faculties at Keele Campus, Glendon Faculty is unique in that it currently holds a role as both a "Campus" and a "Faculty" with respect to use of space and the associated structural and operational responsibilities. Accordingly, Glendon is burdened with responsibilities tied to common, support or ancillary spaces that Keele Faculties defer centrally to York University.

Space at Glendon Campus is currently underutilized when compared to industry standards, notably those of the Council of Ontario Universities (COU) where metrics are comparable. Accordingly, Glendon has the capacity to explore and act on one or more of a combination of the following opportunities:

- Glendon is currently operating with 44% fewer student headcount than it did in 2015, with little to no adjustments to the available amount of space. Accordingly, to make better use of space, leadership should consider significantly increasing enrolment through the addition of new programs, expanding existing Glendon programs, or relocating existing established program(s) or portions thereof from Keele (or Markham) campuses to Glendon campus that would be well-served by the surrounding context, existing facilities and physical infrastructure, and complimentary academic programming.
- Similarly, York leadership could consider the relocation back-of-house administrative services from its Keele to Glendon.
- There are significant discrepancies both in terms of surplus area, and shortages in area when evaluating across the various COU space categories. Notable surpluses exist in Classrooms space and administrative offices and related space including double the amount of space recommended by COU standards for various space types on campus while shortages exist in non-library (informal) study space. Leadership should consider reallocating spaces from one purpose (space category) to another that is underserved. Adjustments should be made mindful of the cost of renovation, targeting recommendations with minimal intervention required where possible.
- With the existing excess capacity, leadership should consider leasing out or divesting of infrastructure that has high on-going maintenance costs, does not meet a modern student and staff standard of expectation in terms of accessibility, inclusivity, or pedagogy. Glendon Hall, the "Manor" is such a facility that, along with its serene grounds and large rooms, could be a valuable asset as a meeting or conference facility. Leadership should explore possibilities with external part(ies) complimentary to the post-secondary experience to lease and occupy such spaces on campus – or off-load them.

Space Use Modifications for Consideration

In alignment with the space audit conclusions, the consultant team has developed a series of space use modifications for consideration as means of reducing footprint, increasing space utilization, and balancing surplus space with shortfalls.

SPACE CATEGORY	IMPACTED BUILDING(s)	SPACE CONSIDERATIONS	PRIORITY	TERM	RENOVATIONS
01 Classroom Facilities	York Hall	• Absorb classroom activity from Glendon Hall and Leslie Frost Library	Low	Short	None - Minimal
		• Increase active learning classroom inventory	Medium	Short	Moderate: FF&E
		• Reduce classroom portfolio by repurposing underutilized classrooms	Medium	Short	Moderate - High
		• Encourage AMPD use of Theatre and support spaces (from Keele campus)	Low	Medium-Long	Minimal
02 Laboratory - Undergraduate	York Hall	• Relocate the Physics Lab and Physics Lab storage to the York Hall Media Lab (and neighbouring IT storage.)	High	Short	Minimal
03 Research Laboratory Space	York Hall / Leslie Frost	• Consider increases to graduate student activity and corelating graduate research space	Low	Long	Minimal
04 Academic Dept. Offices and Related Space	York Hall	• Absorb Administrative office spaces from Glendon Hall and Hilliard Residence • All Academic offices from Glendon Hall relocate to York Hall Third Level in the current faculty lounge area.	High	Short	High - Moderate

		• Relocate Faculty club lounge:
		  • York Hall A300,
		  • Renovate existing York Hall Offices to accommodate more within smaller footprint space
		  • *(Glendon Hall)*
			High	Short	High - Moderate

SPACE CATEGORY	IMPACTED BUILDING(s)	SPACE CONSIDERATIONS	PRIORITY	TERM	RENOVATIONS

05 Library Facilities & Campus Study Space	Leslie Frost Library	• Apply modern library trends to the basement and ground level:
		  • Flexible multi-purpose spaces
		  • Greater proportion of interactive spaces and less space for collection storage
		  • Information and innovative technologies
			High	Short	Moderate

		• Expand Collaborative study spaces into upper floor classrooms	High	Medium	Moderate - High
10 Central Administrative Office and Related	York Hall	• Absorb office spaces from Glendon Hall and Hilliard Residence • All Administrative offices from Glendon Hall relocate to York Hall	High	Short	Low - Moderate
		• Modernize Workspaces • Renovate office workspaces to modern University standard and current COU guidelines	Medium	Medium	Moderate - FFE
11 Non-Library Study Space	York Hall	• Create informal learning spaces throughout York Hall by repurposing classrooms, underutilized spaces.	Medium	Medium	Moderate
12 Central Services	*(Portables / Greenhouse)* Central Services / York Hall / Gendon / Hilliard	• Consolidate Supporting Services including Parking & Transportation, Security and Student Housing services into Central Services Building or other location (York Hall? / Gendon Hall? Hilliard Residence) • Remove portables from premises	High	Medium	Moderate

SPACE CATEGORY	IMPACTED BUILDING(s)	SPACE CONSIDERATIONS	PRIORITY	TERM	RENOVATIONS
14 Common Use and Student Activity Space	Glendon Hall	• Renovate and Repurpose Glendon Hall as a conference / event facility or a mixed-use facility for non-academic, non-curricular activity space.	Medium - High	Short - Medium	Extensive w/ Heritage & Accessibility Implications
	York Hall	• Renovate student club spaces in basement.	Low	Medium	Low - Moderate

	Hilliard Residence	• Relocate / Consolidate student club spaces.
		  • York Hall underutilized classrooms / spaces
		  • Glendon Hall Ground Level
			Low	Short	Low - Moderate

		• Renovate basement as the new Lunik co-operative
		  • The basement space at Hilliard Residence is accessible and has an existing kitchen area.
		  • Create separate entrance from exterior.
			Medium	Short - Medium	Moderate - High

15 Assembly and Exhibition Facilities	Glendon Hall	• Relocate Canadian Language Museum from Glendon Hall to other campus location to be determined. *(Minimize to office space for a virtual museum.)*	Medium	Medium	Low
17 Residences	Hilliard	• Restore spaces to student residence rooms	High	Short	High - Moderate

Campus Context

Background

The Glendon campus is York University's founding campus opened in 1959 and was inaugurated in 1966.

Glendon prides itself in its mission of providing education in both of Canada's official languages as the only bilingual university campus in Toronto. Glendon offers 23 majors, 17 minors and 9 certificates offering programs in International Law, Business, Finance, Translation, Education, Communications, Health and Environmental Sciences and Social Studies.

Undergraduate and graduate degree programs are primarily taught in English and French. All students are required to meet a language requirement involving them taking courses in their second official language. This requirement is met either through language or discipline courses, depending on their level upon admission.

Glendon programs offer majors, minors and certificates offering programs in in liberal arts, social sciences, natural sciences, humanities, and languages. Professional programs are also offered such as translation and conference interpretation.

Glendon is a dynamic, changing campus constantly renewing its programs and courses while holding firm to their own brand of liberal arts, which has given them a strong reputation for over half a century.

Glendon is a scientific, research-oriented community with fertile ground to nurture innovative ideas that inspire leaders for tomorrow.

The Campus is comprised of approximately 1,258 undergraduate and graduate students[2], 180 faculty[3], contract faculty and Teaching Assistants, and 89 staff. Currently, the headcount for undergraduate students stands at 1486 students, and the number of graduate students at 111, for a total of 1597. Glendon also has Continuing Education students, who are not included in the headcount total, in addition to a few hundred students who participate in our summer programs.

[2] FTE Students per 2022 Council of Ontario Universities Space Inventory Submission

[3] FTE per 2022 Council of Ontario Universities Space Inventory Submission

Physical Campus

Set on the historic Wood family estate, the campus is situated on 35 hectares of protected parkland and gardens in Midtown Toronto, Ontario. The Glendon campus is located approximately 15 kilometers southeast of the primary York University Keele campus, or a half-drive by car, or 1-hour commute by transit, depending on traffic.

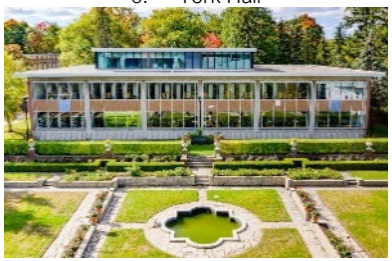
Glendon's built form consists of 10 buildings[4] depicted below. The weighted average age of the facilities is 59.5 years with 90% being constructed 50+ years ago, and the remaining 10% constructed 20-29 years ago with the exception of the Centre of Excellence that opened in 2012.[5]

10. Glendon Centre of Excellence

6. York Hall

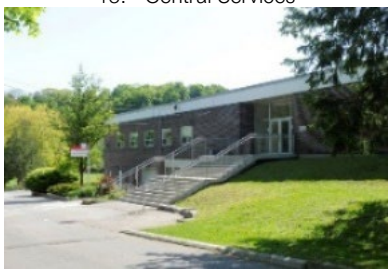
16. Glendon Hall

13. Central Services



18. Leslie Frost Library

12. Greenhouse



3. Proctor Field House

17. Wood Residence

11. Hilliard Residence

Figure 2. Collage of exterior views of York University Glendon Campus buildings

[4] The Wood Residence and Historic Gate Cottage (not shown above) are not included in the space audit.

[5] Council of Ontario Universities Inventory of Physical Facilities of Ontario Universities

York University Glendon Campus Aerial Photo

- Glendon Campus occupies scenic grounds naturally separated by topography into an upper and lower campus with academic facilities on the upper campus, and the athletic facilities and fields are located on the lower campus.

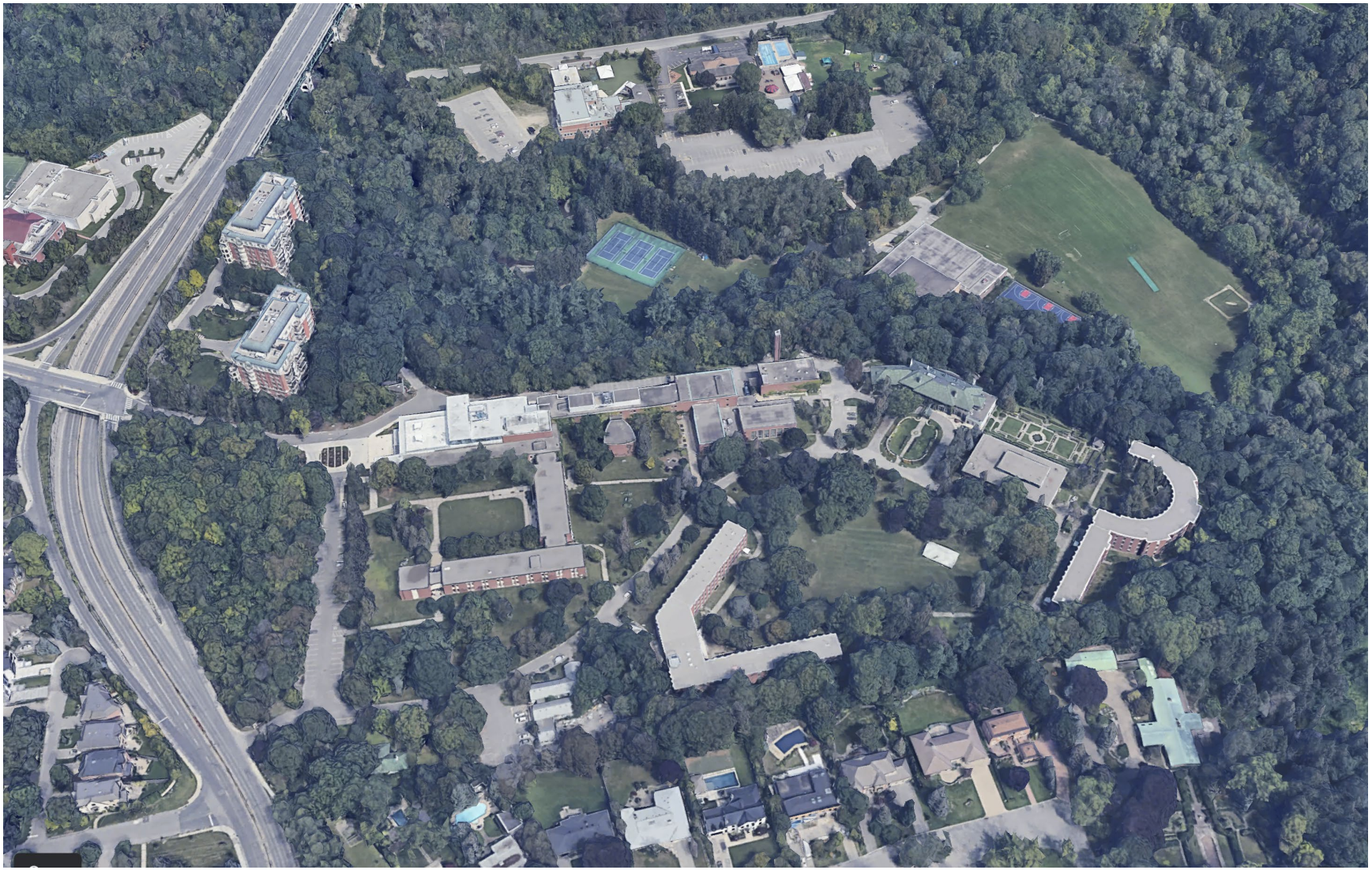


Figure 3 - Arial view of the Glendon Campus (Source: Google Earth, 2023)

York University Glendon Campus Map

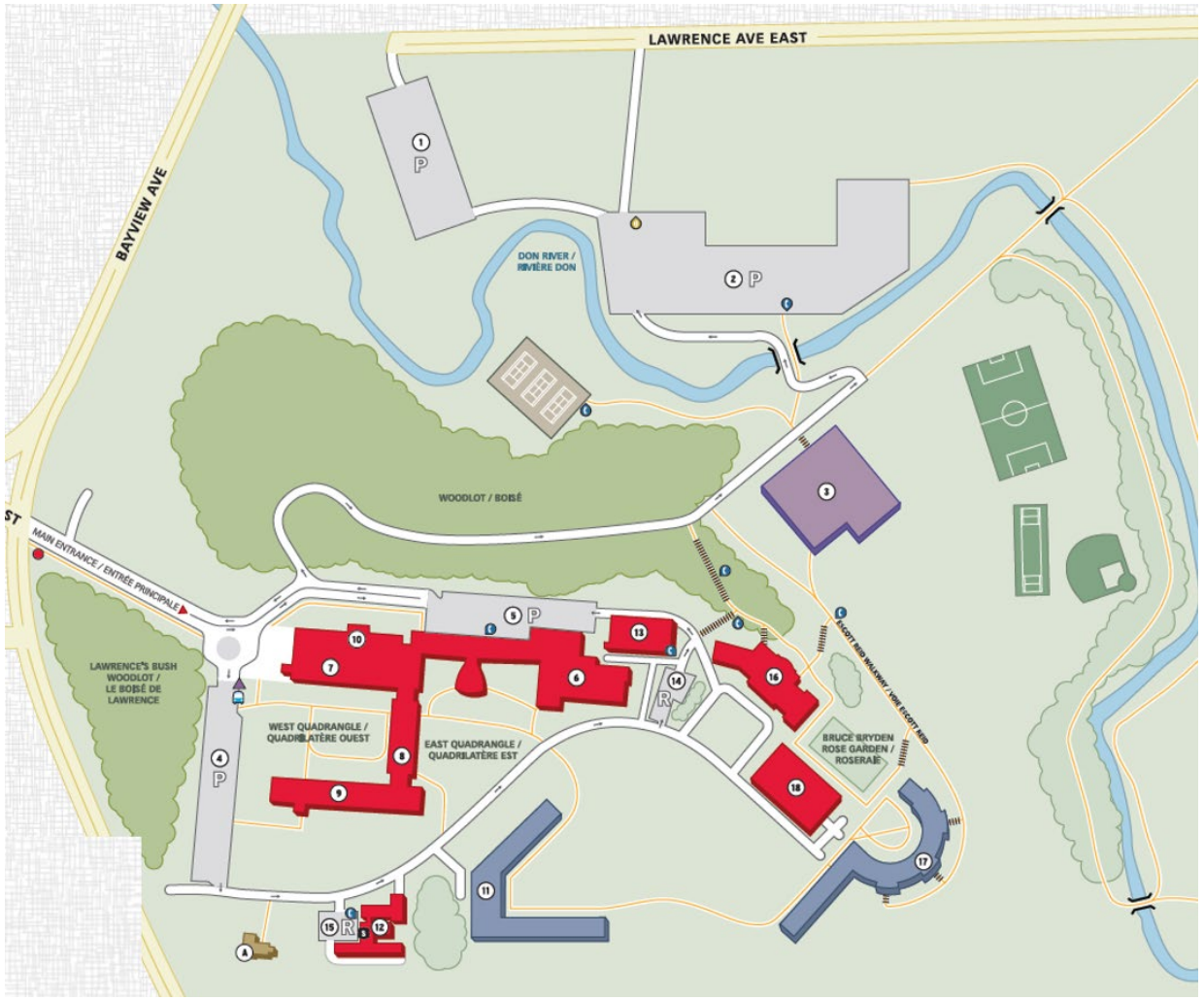


Figure 4. York University Glendon campus map. (For an up-to-date interactive 3D Glendon campus map, please follow the following link: yorku.ca/mapglendon The Glendon Campus Space Audit consists of the highlighted Academic Buildings and Student Residences. The Glendon Centre of Excellence is located in the York Hall building. The Wood residence is not part of the space audit as it only contains student residence spaces, whereas Hilliard residence has Academic offices and Student Life Community Offices

Campus Space Categorization

Context

An often-employed tool for assessing University space is the direct comparison of the campus' existing space inventory with the Council of Ontario Universities (COU) Space Classification scheme and standards.

They consist of three components:

1. a space classification scheme that describes the wide range of facilities that make up a university's physical plant
2. a series of input measures to serve as proxies for space demand and which are sensitive to changes in enrollments, numbers of faculty and staff and academic programs
3. space utilization factors that predict space requirements based on assumptions regarding target use and size of facilities.

Beyond simple comparison with peers, their use as a tool can further be employed as follows:

- classifying space by user and type of use for an inventory of facilities
- projecting overall space needs for a campus or a unit based on established space and utilization criteria
- measuring efficiency of use of existing classrooms, teaching labs, offices, etc.
- space programming standards for the planning of new or renovated facilities
- planning standards for strategic and capital budget planning
- benchmarks for comparing the physical resources of peer groups

The COU conducts a survey of the physical facilities of Ontario Universities once every three years using this classification scheme and space formulae. The first triennial survey was published in 1978. Thirteen have been published since then with the most recent release for 2019/20. A revised version is expected later in 2023.

COU categorizes campus space into a series of twenty categories through space-type definitions that are intended to be mutually exclusive. Definitions of COU Space Categories and a detailed complete room by room space inventory for the Glendon campus can be found in the Appendices.

- Of the twenty categories, categories 1.0 through 15.0 identify the usable or assignable spaces in an institution for which space standards could normally be developed through use of formulas – and most useful when comparing one campus to another.
- Conversely, Category 16.0 is Non-Assignable space which includes common circulation space, janitorial, mechanical and electrical spaces, public washrooms, parking structures and inactive unassignable space and is not relevant when considering space use.
- Categories 17.0 through 20.0 are highly specialized facilities generally of a unique nature that cannot be derived through a common formula – and not useful for comparison.

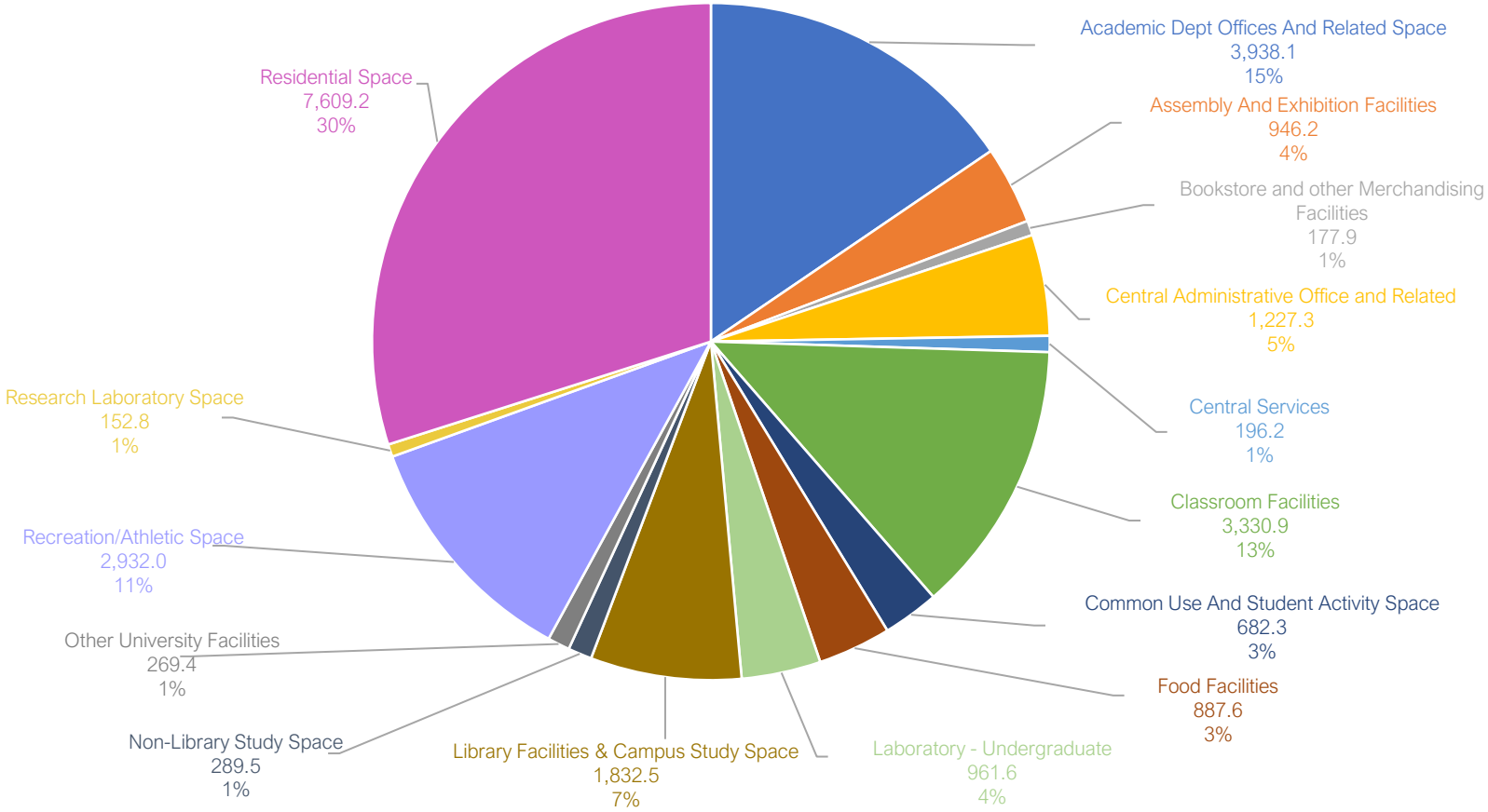
Glendon Space Categorization

The following pages depict Glendon space classified by COU category.

Campus Space Classification by COU Category

Context

The following pie chart depicts the categorization of the existing Glendon Campus space inventory by COU space category.[6]



[6] Note. Category 9 - Plant Maintenance and Category 16 - Non-Assignable Space are not represented in the above chart

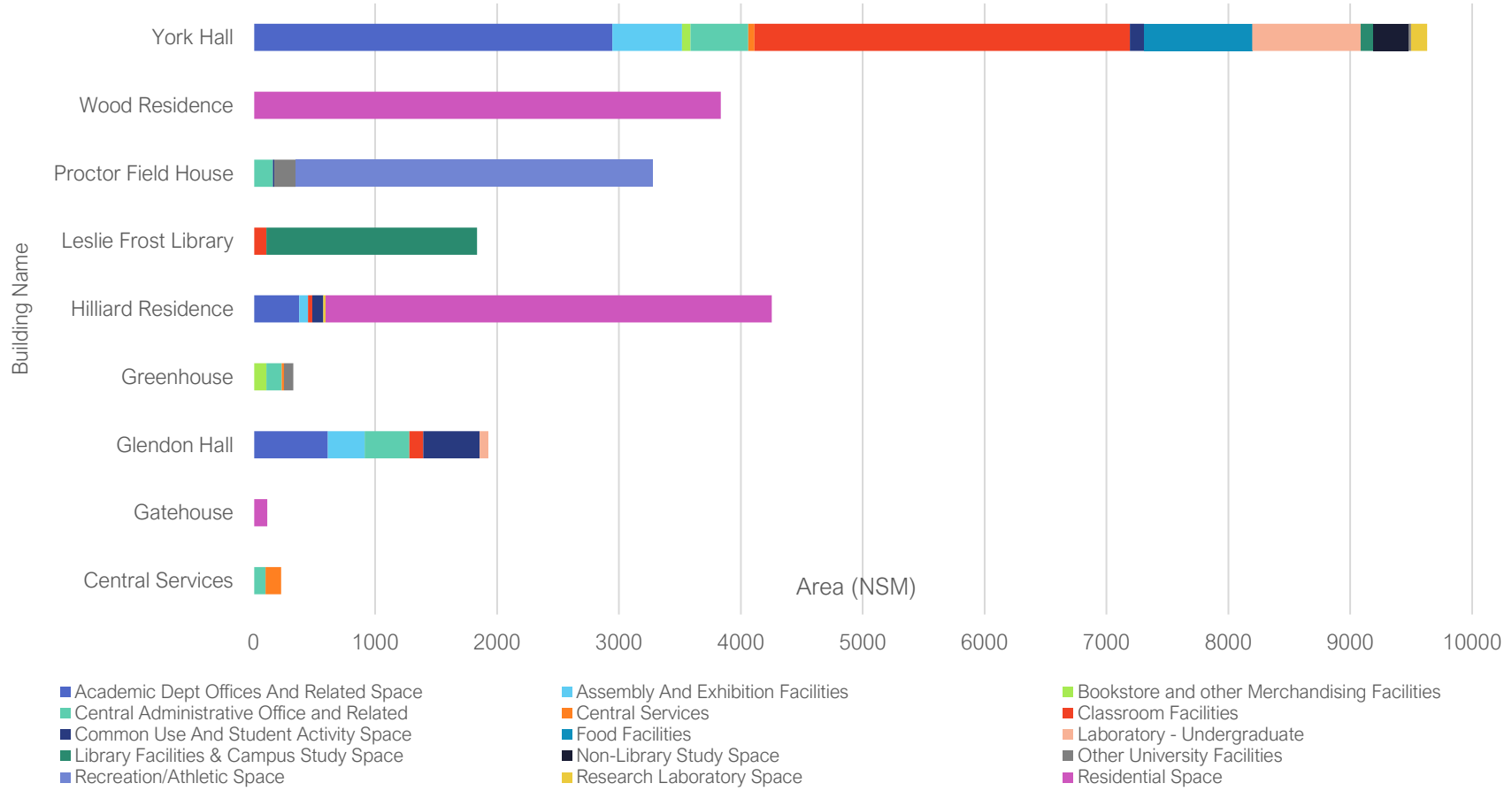
Existing Space Allocation by Building

Context

The following chart depicts the allocation of area in net square meters by COU space category for each building on the Glendon campus.

Takeaways

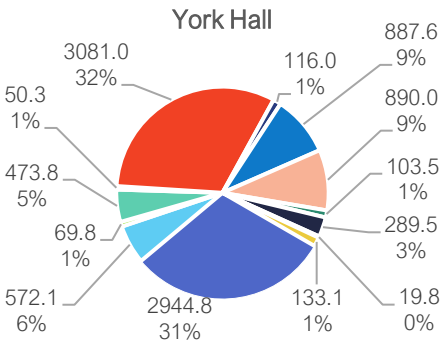
- The majority of campus space resides within York Hall.
- The Field House, Library and residences are purpose built.
- The Greenhouse, Central Services and Gatehouse hold a fraction of the campus space needs.
- Glendon Hall, encumbered by accessibility and maintenance challenges, accommodates a relatively small amount of campus space.

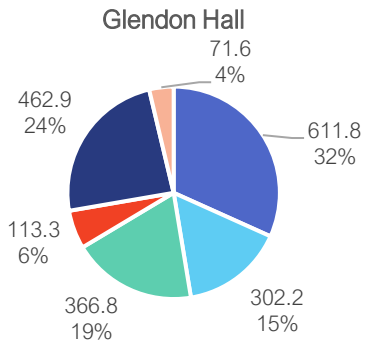


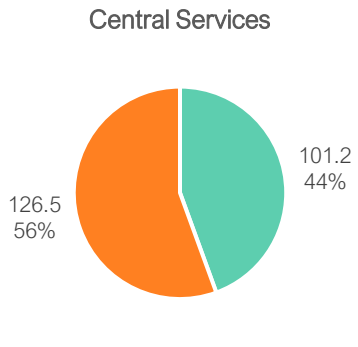
Space by building by COU Category

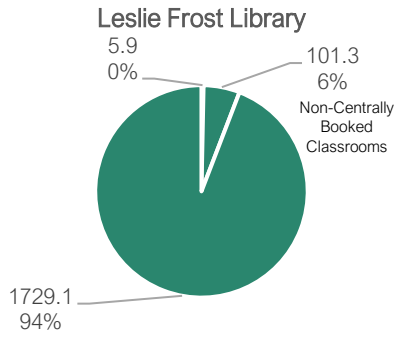
For reference, the following charts depict the classification of space by percentage across the Campus' buildings, reinforcing the notion of select purpose-built buildings.

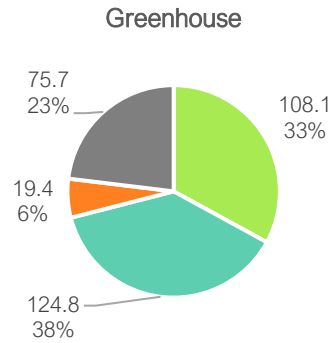
Legend
Academic Dept. Offices and Related Space
Assembly and Exhibition Facilities
Bookstore and other Merchandising Facilities
Central Administrative Office and Related
Central Services
Classroom Facilities
Common Use and Student Activity Space
Food Facilities
Laboratory - Undergraduate
Library Facilities & Campus Study Space
Non-Library Study Space
Other University Facilities
Recreation/Athletic Space
Research Laboratory Space
Residential Space

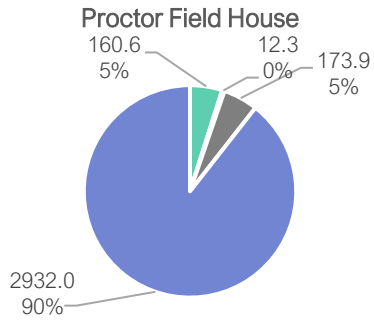


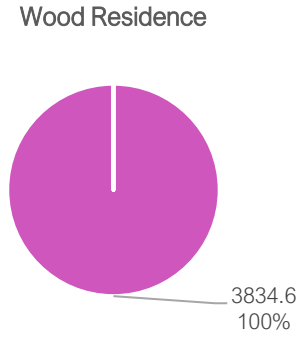


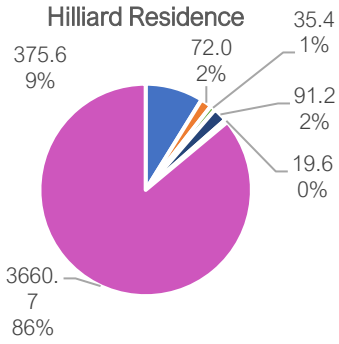


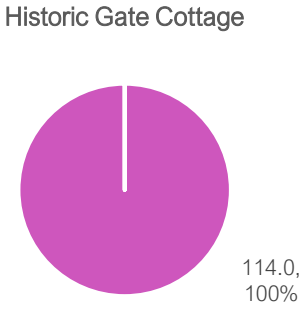












Takeaways

- Of the twenty COU categories, categories are typically attributable to a specific Faculty or School and its Departments / programs, including:
  - 1.0 - Classrooms
  - 2.0 - Teaching Labs
  - 3.0 - Research
  - 4.0 - Academic Departmental Office and Related Space

  Allocating space to specific Faculties/Schools or Departments results in a siloed campus, with little sharing of physical resources including space. As such, this siloed approach can have a negative effect on utilization and generates the perception of a lack of space on campus.

  Accordingly, many post-secondary institutions, with an eye to making better use of existing space and providing greater access, are reviewing and reclaiming siloed spaces and instituting them as common multi-disciplinary resources – increasing space utilization while simultaneously cultivating cross-collaborations between Departments.

On review of the exiting space inventory, Glendon is relatively unique in that very little space is allocated to specific Departments.

- Classrooms are already noted as central resources under the direction of the University Registrar (Central to Glendon campus only)
- There are very few specialized teaching labs except for 370 nsm attributed to the Department of Multi-Disciplinary Studies representing only 4% of space under COU Categories1.0-4.0.
- Computer labs are common, under the direction of Information Technology Services, Glendon College.
- There is only 152 nsm of research space, or 2% of space under COU Categories1.0-4.0.

As a result, the Campus doesn't have the opportunity to take advantage of gaining space utilization by de-siloing space. Glendon Campus for the most part, already operates with an allocation model that breaks down siloing in these categories.

Inventory vs COU Generated Space Requirements

Context

The table at right is extracted from the 2022-23 COU Space Standards and compares Glendon Campus' Space Inventory with the 'industry standard' formula generated space needs.

Definitions

- **Input Measure** are used in the calculation of space requirements for the first 15 of the categories, for which quantitative space factors have been determined. Input Measures include student enrolment, faculty, research appointments, and non-academic staff full-time equivalent positions, laboratory contact hours, and equivalent volumes in the library calculations.
- Space Factor
- **Generated Space** is the 'standard' amount of space that a university should have according to the COU formulas and standards.
- **Inventory** is the actual amount of space that Glendon has.
- **% I / G** represents the ratio of actual Inventory (I) and the inventory Generated (G) by COU space factors represented as a percentage.
    - Values less than 100% indicate that the Campus falls short of the COU standard for that particular spa category, or subcategory thereof. (i.e., a value of 50% indicates 50% indicates that the campus has only half-as much space is required per COU the standard.)
    - Values greater than 100% indicate that the Campus falls short of the COU standard for that particular spa category, or subcategory thereof. (i.e., a value of 200% indicates that the campus has double the amount of space required per the COU standard.
- **System Average** reflects the average across all Ontario Universities
- **'16-17 % I / G** shows Glendon's values as assessed in 2016-17

Legend

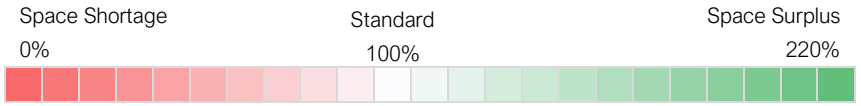


Table 1 - Glendon's Existing Space inventory as compared to COU Generated Space.

		Input Measure	Space Factor	Generated Space (G)	Existing Inventory (I)	'22-'23 % I/G	ON. System Average	*'19-20 % I/G*
	TEACHING / RESEARCH / ACADEMIC SUPPORT							
1	CLASSROOMS	1,258	1.11	1,396	3,331	239%	84%	141%
2	CLASS LABS	775		233	962	414%	76%	208%
	Lab Contact Hours W	-	0.8	-	-			
	Lab Contact Hours X	-	0.6	-	-			
	Lab Contact Hours Y	-	0.5	-	469			
	Lab Contact Hours Z	775	0.3	233	493			
	Unclassified	-			-			
3	RESEARCH LABS	127		737	153	21%	70%	27%
	Research Disciplines A	-	45.0	-	-			
	Research Disciplines B	4	30.0	120	59			
	Research Disciplines C	-	20.0	-	-			
	Research Disciplines D	-	10.0	-	-			
	Research Disciplines E	123	5.0	617	93			
	Research Disciplines F	-	2.0	-	-			
	Unclassified	-			-			
4	OFFICE - ACADEMIC			4,489	3,938	88%	95%	93%
	Total FTE Faculty	181	12.0	2,167	2,436	112%	114%	105%
	Research Appointments	-	12.0	-	152	100%		
	Total FTE Grads	103	3.0	308	19	6%	67%	0%
	Total FTE Non-Academic Staff	93	12.0	1,116	626	56%	104%	87%
	Office Service	3,591	0.25	898	705	79%	109%	83%
5	OFFICE - ADMINISTRATIVE			6,307	5,165	82%	98%	96%
	Total FTE Non-Academic Staff	101	12.0	1,212	872	72%	103%	118%
	Office Service	1,212	0.5	606	355	59%	120%	74%
	Total Admin. Office			1,818	1,227	68%	109%	103%
6	LIBRARY FACILITIES & LIBRARY STUDY SPACE			786	1,833	233%	65%	55%
	Study (Total FTE Students)	1,258	0.5	629	452	72%	51%	41%
	Traditional Static Shelving Space	-	0.005	-				
	Mobile Compact Shelving	-	0.004	-				
	Super High Density	-	0.0035	-				
	Total Stack	-		-	1,072	100%	80%	70%
	Library Support	629	0.25	157	309	196%	70%	43%
7	NON-LIBRARY STUDY SPACE	1,258	0.4	503	290	58%	77%	34%
	SUB-TOTAL: TEACHING / RESEARCH / ACAD SUPPORT			**9,961**	**11,733**	118%	81%	90%
	OTHER SPACE (8, 9, 10):			**3,406**	**6,206**	**182%**	**66%**	**111%**
8	RECREATION / ATHLETICS	1,258	0.9	1,132	2,932	259%	71%	146%
9	MAINTENANCE SHOPS	25,817	0.015	387	384	99%	81%	88%
10	STUDENT AND CENTRAL SERVICES	1,258	1.5	1,887	2,890	153%	60%	93%
	TOTAL FORMULA AREAS			**13,368**	**17,939**	**134%**	**77%**	

Takeaways

Comparing Glendon to the formula generated values, there are notable discrepancies at Glendon both in terms of surpluses and shortcomings:

- Classrooms:
  - Glendon has ~1400 nsm, or 172.6% more Classroom space than required per the standard.
  - Between 2016-17 and 2019-20, the surplus increased by ~32% which, with no additional space added to the campus, is rationalized by the sharp decline in student enrolments, the input factor for this space category.
- Teaching Lab Space:
  - Glendon has ~435 nsm, or 218.2% more Teaching Lab space than the standard.
  - This surplus is rationalized in that there is an order of magnitude required to create the specialized lab spaces required by certain programs in order for the space to be viable (i.e., science lab, interpreting lab.
  - Further, there is capacity to accommodate increased enrolments in programs utilizing the specialized labs.
  - Renovations or modifications to specialized labs and supporting spaces should be considered to allow for use by other programs, though not at the expense of jeopardizing the quality of education for their original intended purpose. (i.e., using the biology lab as an interdisciplinary science lab accommodating physics courses among others.)
- Research space:
  - Research space is very low, only 20% of the standard, indicative of faculty that require little to know specialized space to conduct research, often using their own offices/workspaces for research needs.
  - Consideration should be given to creating additional shared 'dry lab' / meeting/interview / project spaces that can meet the needs of Glendon's faculty, reducing the reliance on private office space for such activities.
- Academic and Administrative Office space:
  - The amount of Academic Offices Space and Administrative Office space, inclusive of offices workstations in open areas, meeting rooms and other support spaces, are 76% and 84% of the standard – indicating a space shortage. However, one should note that the employed standard was established pre-pandemic and is based on larger private office allocations.
  - This standard is currently being revised for the upcoming 2023 COU Space Standards report and will address modern workspace allocation models including shared allocations, open-office, and hoteling, hybrid or work-from-home models.
  - The new standard will also incorporate a smaller standard footprint for offices that aligns with modern planning, targeting 9-10 nsm, rather than 12nsm employed in the 2019 report.
  - Under the upcoming standard, it is anticipated that Glendon's perceived shortfall in office space will be significantly reduced, if not translated into a surplus.
- Athletic Space:
  - Glendon students have 187% more Athletic space than the standard, rationalizing the University's opportunity to lease out space for third-party use. The topographical separation of the into upper- and lower- campus is aligned with leasing out to 3rd parties.
- Library and Non-Library Study space:
  - Although on par with other universities in terms of space per student, Glendon only reaches 52% and 41% of the standards respectively.
  - There is opportunity to transform some of the Campus' classroom space into other space types where there is a shortfall, including Library and Non-Library Study space in line with modern campus planning and the emphasis on the learning experience outside of the classroom.

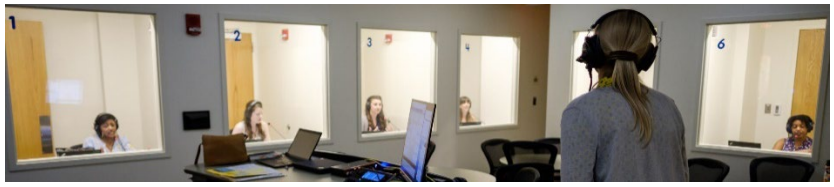


Figure 5 – Glendon's specialized Interpreting Lab with multiple sound booths

Glendon Enrolments (Headcounts) Historical and Projected

Context

The chart at right, and table below, depict historical and projected Glendon campus enrolments, represented as headcounts for each of undergraduate, masters and doctoral students. On the following page, historical enrolments are shown by program.

- Undergraduate student enrolments at Glendon have declined by 44% over the past 8 years and are only projected for a marginal increase of 5% over the next 4 years.
- Masters and Doctoral student enrolments at Glendon have remained relatively stable over the past 8 years, with Masters students projected to increase by 41% and Doctoral students decreasing by 3% from 2022 headcounts. A modest adjustment of +37 and -1 headcount respectively, relative to the entire Glendon campus student population of 1,579.

Takeaways

- Campus enrolments were on a steady the decline prior to the pandemic.
- Campus is currently operating with 44% fewer student headcount than it did in 2015 (with the same amount of space)
- At the projected rate of increase, enrolments would take another 50 years before achieving 2015 enrolments.
- International Studies was an outlier with significantly increasing enrolment growth prior to the pandemic.

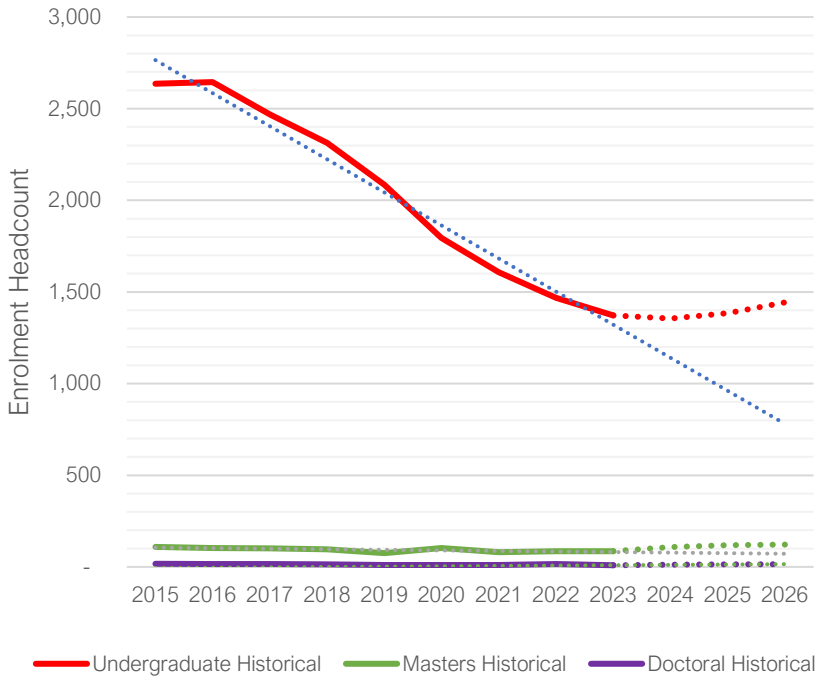


Figure 6 – OIPA projected Glendon Campus Enrolments (2023-07-13).

Table 2 – Projected Glendon Campus Enrolments from the Office of Institutional Planning and Analysis (OIPA) (2023-07-13.)

	Historical								Projected			
Fall Headcount	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Undergraduate	2,636	2,645	2,468	2,314	2,085	1,794	1,607	1,469	1,372	1,355	1,385	1,443
Masters	109	103	101	96	75	102	80	85	86	108	118	122
Doctoral	17	15	16	13	11	10	10	15	9	11	13	14
Total Headcount	2,762	2,763	2,585	2,423	2,171	1,906	1,697	1,569	1,466	1,474	1,517	1,579

Glendon Undergraduate Enrolments by Department / Program

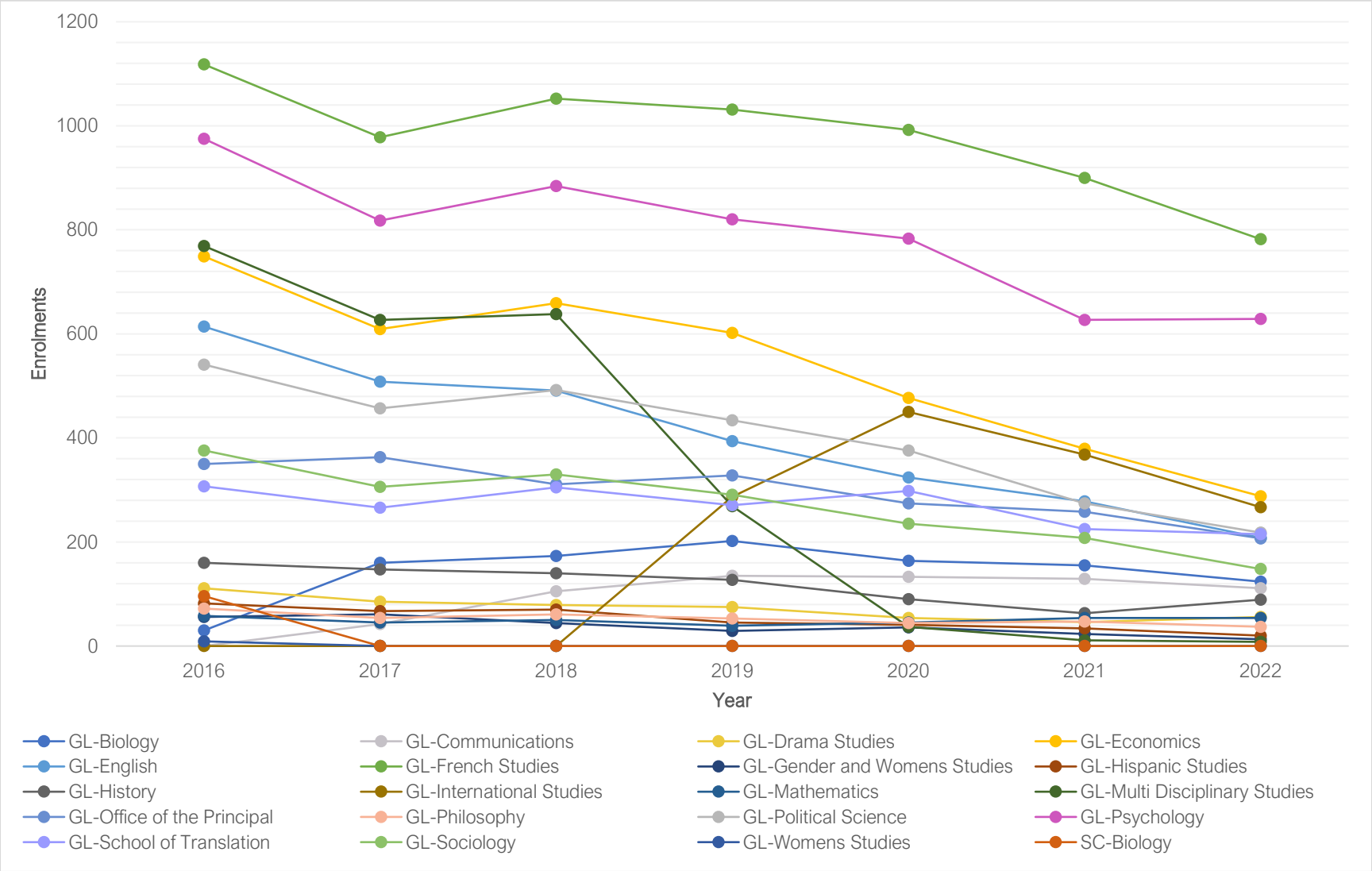


Figure 7 – Glendon Campus historical enrolments by Program of Study

Space Allocation per Student at Glendon and Keele Campuses

Context

The following table *(split over 3 pages)* illustrates the actual space inventory area in Net Assignable Square Meters (NASM) and the NASM per FTE Student (Undergraduate + Graduate) based on 2019 (pre-pandemic enrolments) at Glendon and Keele and then compares Glendon as a % of Keele.

		GLENDON CAMPUS *(1,738.6 FTE Students)*		KEELE CAMPUS *(41,774.6 FTE Students)*		% NASM / FTES Glendon : Keele
		Area (NASM)	NASM / FTES	Area (NASM)	NASM / FTES	
1.0	**CLASSROOM FACILITIES**	**3,331.7**	**1.92**	**36,291.5**	**0.87**	**121%**
1.1	*Tiered classroom*	*1,301.4*	*0.75*	*16,406.1*	*0.39*	*91%*
1.2	*Non-tiered classroom*	*1,920.2*	*1.10*	*18,053.4*	*0.43*	*156%*
1.3	*Active Learning classroom space*	*0.0*	*0.00*	*713.3*	*0.02*	*-100%*
	a) tiered space					
	b) non-tiered space					
1.4	*Classroom service space*	*110.1*	*0.06*	*1,118.7*	*0.03*	*137%*
2.0	**LABORATORY - UNDERGRADUATE** [1]	**803.9**	**0.46**	**35,230.2**	**0.84**	**-45%**
2.1	*Scheduled class laboratory*	*711.9*	*0.41*	*23,102.1*	*0.55*	*-26%*
2.2	*Unscheduled class laboratory*	*0.0*	*0.00*	*6,145.7*	*0.15*	*-100%*
2.3	*Laboratory (undergraduate) support*	*92.0*	*0.05*	*5,982.4*	*0.14*	*-63%*
3.0	**RESEARCH LABORATORY SPACE** [2]	**152.8**	**0.09**	**27,669.8**	**0.66**	**-87%**
3.1	*Research laboratory space*	*152.8*	*0.09*	*22,018.9*	*0.53*	*-83%*
3.2	*Research (graduate & faculty) support space*	*0.0*	*0.00*	*5,650.9*	*0.14*	*-100%*
4.0	**ACADEMIC DEPARTMENTAL OFFICE AND RELATED**	**4,146.9**	**2.39**	**69,005.6**	**1.65**	**44%**
4.1	*Academic offices*	*2,558.1*	*1.47*	*25,487.4*	*0.61*	*141%*
4.2	*Research Office / Project space*	*209.3*	*0.12*	*5,931.3*	*0.14*	*-15%*
4.3	*Graduate student offices*	*19.1*	*0.01*	*8,583.7*	*0.21*	*-95%*
4.4	*Departmental administrative & Support staff offices*	*604.0*	*0.35*	*11,515.3*	*0.28*	*26%*
4.5	*Office support space*	*756.4*	*0.44*	*17,487.8*	*0.42*	*4%*
5.0	**LIBRARY FACILITIES & LIBRARY STUDY SPACE**	**1,832.5**	**1.05**	**23,106.7**	**0.55**	**91%**
5.1	*Library collection space*	*1,071.7*	*0.62*	*10,715.2*	*0.26*	*140%*
5.2	*Library/Office space*	*198.4*	*0.11*	*4,034.8*	*0.10*	*18%*
5.3	*Library Support space*	*110.2*	*0.06*	*1,133.3*	*0.03*	*134%*
5.4	*Study Space under the Jurisdiction of the Univ Lib System*	*452.2*	*0.26*	*7,223.4*	*0.17*	*50%*
6.0	**ATHLETIC / RECREATION SPACE**	**2,932.0**	**1.69**	**10,709.2**	**0.26**	**558%**
6.1	*Athletic activity areas*	*2,279.0*	*1.31*	*6,239.7*	*0.15*	*778%*
6.2	*Athletic seating areas*	*73.5*	*0.04*	*283.3*	*0.01*	*524%*
6.3	*Athletic service space*	*579.5*	*0.33*	*4,186.1*	*0.10*	*233%*
7.0	**FOOD SERVICE**	**887.6**	**0.51**	**9,559.0**	**0.23**	**123%**
7.1	*Food facilities*	*367.8*	*0.21*	*5,286.9*	*0.13*	*67%*
7.2	*Food facilities services*	*519.8*	*0.30*	*4,272.1*	*0.10*	*192%*
8.0	**BOOKSTORE AND OTHER MERCHANDISING FACILITIES**	**177.9**	**0.10**	**2,647.7**	**0.06**	**61%**
8.1	*Bookstore/Merchandising*					
9.0	**PLANT MAINTENANCE**	**383.6**	**0.22**	**4,745.6**	**0.11**	**94%**

		GLENDON CAMPUS (1,738.6 FTE Students)		KEELE CAMPUS (41,774.6 FTE Students)		% NASM / FTES Glendon : Keele
		Area (NASM)	NASM / FTES	Area (NASM)	NASM / FTES	
10.0	**CENTRAL ADMINISTRATIVE OFFICE AND RELATED**	**1,176.1**	**0.68**	**20,757.3**	**0.50**	**36%**
10.1	*Administrative office areas*	*872.3*	*0.50*	*12,411.3*	*0.30*	*69%*
10.2	*Administrative office support space*	*303.8*	*0.17*	*8,346.0*	*0.20*	*-13%*
11.0	**NON-LIBRARY STUDY SPACE**	**289.5**	**0.17**	**9,271.9**	**0.22**	**-25%**
11.1	Formal study space (formerly 5.5)	0.0	0.00	2,127.3	0.05	-100%
11.2	Informal study space (formerly 14.3)	289.5	0.17	7,144.6	0.17	-3%
12.0	**CENTRAL SERVICES**	**196.2**	**0.11**	**4,331.8**	**0.10**	**9%**
12.1	*Computing facilities*	*0.0*	*0.00*	*1,180.9*	*0.03*	*-100%*
12.2	*Other central services*	*196.2*	*0.11*	*2,755.6*	*0.07*	*71%*
12.3	*Central student and student support services*	*0.0*	*0.00*	*395.3*	*0.01*	*-100%*
13.0	**HEALTH SERVICE FACILITIES**	**0.0**	**0.00**	**632.8**	**0.02**	**-100%**
14.0	**COMMON USE AND STUDENT ACTIVITY SPACE**	**682.3**	**0.39**	**8,027.8**	**0.19**	**104%**
14.1	*Student offices and support space*	*404.1*	*0.23*	*6,728.5*	*0.16*	*44%*
14.2	*Recreational facilities and service*	*278.2*	*0.16*	*1,299.3*	*0.03*	*414%*
15.0	**ASSEMBLY AND EXHIBITION FACILITIES**	**946.2**	**0.54**	**6,262.7**	**0.15**	**263%**
15.1	*Assembly facilities*	*793.1*	*0.46*	*4,742.3*	*0.11*	*302%*
15.2	*Exhibition facilities*	*153.1*	*0.09*	*1,520.4*	*0.04*	*142%*
	SUBTOTAL - CATEGORIES 1.0 - 15.0	**17,939.2**	**10.32**	**268,249.4**	**6.42**	**61%**
16.0	**NET NON-ASSIGNABLE (NNASM)**	**14,785.5**	**8.50**	**310,784.4**	**7.44**	**14%**
16.1	Central utility plant	794.4	0.46	3,858.8	0.09	395%
16.2	Other non-assignable areas	13,864.3	7.97	234,124.2	5.60	42%
16.3	Inactive unassignable (see classification notes)	126.8	0.07	1,947.4	0.05	56%
16.4	Parking Structures	0.0	0.00	70,853.9	1.70	-100%
17.0	**RESIDENTIAL SPACE**	**7,609.2**	**4.38**	**97,114.1**	**2.32**	**88%**
17.1	Residence living space	6,110.8	3.51	88,458.3	2.12	66%
17.2	Residence service space	1,498.4	0.6	8,655.7	0.21	316%
19.0	**OTHER UNIVERSITY FACILITIES**	**269.4**	**0.15**	**11,309.0**	**0.27**	**-43%**
19.1	Day care facilities	0.0	0.00	922.4	0.02	-100%
19.2	Rifle ranges and military training	0.0	0.00	0.0	0.00	
19.3	Extra-university merchandising facilities	0.0	0.00	4,741.8	0.11	-100%
19.4	Demonstration schools	0.0	0.00	0.0	0.00	
19.5	Inactive assignable (see classification notes)	75.7	0.04	770.5	0.02	136%
19.6	Non-institutional agencies occupying university space	173.9	0.10	1,168.3	0.03	258%
19.7	Instructional service activities to external community	19.8	0.01	3,706.0	0.09	-87%
20.0	**HEALTH SCIENCE CLINICAL FACILTIES**	**0.0**	**0.00**	**0.0**	**0.00**	
20.1	Health Science clinical facilities	0.0	0.00	0.0	0.00	
	TOTAL - ALL CATEGORIES	**40,603.3**	**23.35**	**687,456.8**	**16.46**	**42%**

Takeaways

- Overall:
  - Overall, there is an average of 61% more space per student when looking at those COU Space categories (1.0-15.0) that enhance the student academic experience. This is a significant amount of space and provides a different 'lived experience' lens to assess campus space. While the Keele campus is shy of its overall COU targets (69% per the 2019 report), the campus is fully operational (with some space challenges too.)
  - York has an opportunity to shift Faculties, Departments or programs from Keele to Glendon that would be mutually beneficial to stakeholders of each campus. Consideration should be given to programs that would benefit from the campus context, and colocation with existing programs and infrastructure (i.e. Environmental Sciences may be considered due to the surrounding ravine context.)
- Classrooms:
  - Looking specifically at Classrooms, the is 121% more classroom space per student at Glendon, indicative of significant capacity to increase the loading on the classrooms with the additional of new programs course and students, or to offload or transform general classroom space into other uses.
- Teaching Laboratories:
  - The NASM per student is significantly lower at Glendon than Keele, however this is not of a concern and is indicative of a campus that house programs and disciplines with little reliance on specialized laboratory space infrastructure as compared to Keele. However, one should assess the experience that students in the sciences are getting from their limited exposure to the array of labs and equipment that they would benefit from at Keel campus.
- Non-Library Study Space:
  - Students at Glendon have access to 25% less non-library study space. Modern planning is increasingly augmenting the amount of space outside of the classroom for student use for independent study and collaborative group work or socialization.
- Library / Athletic & Recreation / Common Use and Student Activity Spaces:
  - The NASM per student for each of these Categories indicates 91%-558% increase when comparing Glendon to Keele, indicating that there is significant additional capacity to increase the student population at Glendon, or alternatively, to allocate space to, or divest of space to other groups.
- Assembly and Exhibition Facilities:
  - There is almost triple the amount of assembly and exhibition space per student at Glendon than there is Keele. York should consider leveraging the Glendon facilities, including those in the Manor (in addition to the auditorium and theatre in York Hall and the main gymnasium,) to relieve some of the pressure experienced at Keele campus where is there a demand for such spaces. At Keele, the campus is 50% of the COU standard for Student and Central Services, as compared to Glendon which is 110% of the COU Standard.
  - The nsm per student and the surplus relative to the COU target noted in the previous section highlight the opportunity for Glendon to lease out the Glendon Hall (the Manor) and its inherent assembly spaces as a meeting or conference venue with minimal impact on the student experience.
-

Teaching Space Utilization

Context

The pre-pandemic Fall 2017-2021 utilization data summarized below and detailed on the following page highlight Glendon Campus' **teaching space utilization**. The colour coding compares utilization to the industry standard room utilization target of ~70%[7] for a typical week with between 45 to 57 hours[8] a target daytime utilization rate for classroom-type facilities, is approximately 70% (and nighttime utilization rate is 30%.) For comparison, York's Keele Campus is targeting 85% utilization.

Analysis

- Glendon teaching space utilization during standard week hours[9] ranges from 50% down to 4% with an average of 20%, significantly lower than the industry standard target.
- Filtering for prime week hours[10] the teaching space utilization ranges from 65% down to 2%, with an average of 28 %.

Room Type	Average of Standard Week Utilization2	Min of Standard Week Utilization	Max of Standard Week Utilization	Average of Prime Week Utilization	Min of Prime Week Utilization	Max of Prime Week Utilization
Art Studio	9%	9%	9%	17%	17%	17%
Auditorium	13%	13%	13%	5%	5%	5%
Classroom	23%	4%	50%	33%	2%	65%
Computer Lab	13%	12%	13%	13%	10%	15%
Gym	4%	4%	4%	8%	8%	8%
Seminar Room	15%	4%	40%	21%	2%	52%
Spanish Resource Centre	44%	44%	44%	60%	60%	60%
Theatre	22%	22%	22%	37%	37%	37%
Unknown	9%	9%	9%	3%	3%	3%
Campus Average	**20%**	**4%**	**50%**	**28%**	**2%**	**65%**

LEGEND

<< Low Utilization — Target — High Utilization >>

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

[7] Industry standard used by the Council of Ontario Universities space standards planning guidelines.

[8] Range includes 4 three-hour evening sessions per week (45 daytime hours per week and 12 nighttime hours per week = 57 hours per week.)

[9] York University Standard week hours are Monday – Friday 8:30AM – 10:00PM.

[10] York University Standard week hours are Monday – Friday 11:30AM – 5:00PM

Table 3 – Glendon Campus Room Utilization[11]

Building	Room	Room Code	Room Type	Room Capacity	Standard Week Hours	Standard Week Utilization	Prime Week Hours	Prime Week Utilization
Glendon Hall	Classroom	102	Classroom	69	15.0	22%	9.0	30%
		115	Classroom	10	3.0	4%	0.5	2%
Proctor Field House	Main Gym	MNGYM	Gym	240	3.0	4%	2.5	8%
York Hall	Art Studio	A004	Art Studio	35	6.0	9%	5.0	17%
	Auditorium	A100	Auditorium	249	9.0	13%	1.5	5%
	Classroom	172	Classroom	82	21.0	31%	14.5	48%
		190	Classroom	28	4.0	6%	1.0	3%
		227	Classroom	48	10.0	15%	9.5	32%
		245	Classroom	41	17.50	26%	11.0	37%
		247	Classroom	70	23.0	34%	19.5	65%
		A110	Classroom	39	7.0	10%	4.5	15%
		A202	Classroom	40	22.0	33%	13.5	45%
		A204	Classroom	40	24.0	36%	12.5	42%
		A214	Classroom	36	15.0	22%	12.5	42%
		A216	Classroom	36	13.0	19%	9.0	30%
		A302	Classroom	40	16.0	24%	12.0	40%
		B211	Classroom	47	3.0	4%	3.0	10%
	Computer Lab	220	Computer Lab	28	8.0	12%	3.0	10%
	La Cite Collegiate	A218	Classroom	36	9.0	13%	8.5	28%
	Lecture Hall	129	Classroom	91	12.0	18%	11.5	38%
		204	Classroom	147	6.0	9%	3.5	12%
		A002	Classroom	125	17.0	25%	13.5	45%
		A101	Classroom	72	34.0	50%	19.0	63%
		A102	Classroom	50	21.0	31%	11.5	38%
		A104	Classroom	50	18.0	27%	7.5	25%
		A201	Classroom	72	25.50	38%	16.0	53%
		A301	Classroom	72	16.0	24%	7.5	25%
	Seminar Room	170	Seminar Room	40	27.0	40%	15.5	52%
		A304	Seminar Room	40	12.0	18%	8.5	28%
		B202	Seminar Room	25	3.0	4%	0.5	2%
		B204	Seminar Room	35	6.0	9%	6.0	20%
		B206	Seminar Room	35	7.0	10%	4.0	13%
		B213	Seminar Room	35	4.0	6%	4.0	13%
	Spanish Classroom	45	Spanish Classroom	35	30.0	44%	18.0	60%
	Theatre	188A	Theatre	50	15.0	22%	11.0	37%
	Unknown	343	Unknown	1	6.0	9%	1.0	3%
	Computer Lab	030A	Computer Lab	46	9.0	13%	4.5	15%

[11] Summary data provided York University for Fall 2017-2021 semesters for Ad Astra February 2023 Scheduling Report.

Teaching Space Seat Utilization

Context

The pre-pandemic Fall 2017-2021 utilization data summarized below and detailed on the following page highlight Glendon Campus' teaching space **seat utilization,** or *seat fill*.

In the summary table below is percentage seat utilization measured first as the average actual course enrolment over the spaces' designed capacity, and secondly the average course enrolment cap (as set by the registrar) over the spaces' designed capacity. The colour coding compares utilization to the industry standard seat utilization target of ~70%[12].

The final column denotes Course Enrolments of Enrolment Caps, which ideally would be at 100%.

Table 4 – Glendon Teaching Space Seat Utilization Summary by Room Type

Row Labels	Average of % Seat Use (Enrolment / Capacity)	Average of % Seat Use (Enrolment Cap / Capacity)	Average of Enrolment Ratio (Enrolment / Cap)
Art Studio	63%	71%	88%
Auditorium	19%	41%	45%
Classroom	35%	67%	54%
Computer Lab	36%	88%	40%
Gym	9%	11%	81%
Seminar Room	43%	80%	55%
Theatre	30%	50%	60%
Spanish Resource Centre	45%	74%	61%
Campus Average	**36%**	**68%**	**55%**

LEGEND

<< Low Utilization — Target — High Utilization >>

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Analysis

- Glendon's actual enrolment to capacity seat utilization is significantly lower than 70% target ranging from 63% to 9%, with a campus average of 36%. On average, during regularly scheduled classes, 64% of the campus seats are unfilled, or 34% below the industry target. This doesn't include seat use , assumed to be 0%, during unscheduled times as these periods are assessed teaching space utilization.
- Glendon teaching space enrolment cap to room capacity seat ranges from 88% to 11%, with a campus average of 68% in-line with the target of 70%. The close alignment of the average with the target, and specifically for classrooms, (67%), seminar rooms(80%) and computer labs (88%) indicates that from a planning perspective the campus scheduler is allocating classes to appropriately size rooms. Where the seat use % drops is in specialized space (i.e., auditorium, gym, and theatre) which require a larger capacity due to their roles as performance venues – and can be overlooked for not hitting the target.
- The enrolment ratios range from 88% to 40% with an average of 55%, indicative that course enrolment caps have not been updated to align with current enrolments and projections.
- Considering the minimally increasing projected enrolments, there is capacity on campus to transform built spaces for other purposes.

Takeaways

The following are some considerations with respect to increasing seat use:

- Teaching spaces should be reviewed for their ability to be renovated and right-sized downward to meet the campus' smaller course enrolments (i.e., dividing teaching spaces in half with moveable partitions, or constructing dividing walls).
- Courses with multiple sections, should be reviewed to determine if sections could be consolidated, increasing reducing the number of sections and increasing section enrolment.
- Course enrolment capacities should be reviewed for alignment with trending program enrolments and future projections and refreshed accordingly – aligning section caps with room design capacities.

[12] Industry standard used by the Council of Ontario Universities space standards planning guidelines.

Table 5 – Glendon Campus Detailed Room Utilization

					[A]	[B]	[C]	[C]/[A]	[D]	[D]/[A]
Building	Room	Room Id	Room Type	Room Size Category	Room Capacity	Number of Sections Scheduled	Average Enrolment	Seat Fill Enrolment	Average Enrolment Cap	Seat Fill Enrolment Cap
Glendon Hall	Classroom	102	Classroom	51 - 100	69	5	17	24%	45	65%
		115	Classroom	0 - 15	10	1	7	70%	18	180%
Proctor Field House	Main Gym	GYM	Gym	100+	240	1	21	9%	26	11%
York Hall	Art Studio	A004	Art Studio	26 - 50	35	2	22	63%	25	71%
	Auditorium	A100	Auditorium	100+	249	3	47	19%	103	41%
	Classroom	172	Classroom	51 - 100	82	8	26	32%	47	57%
		190	Classroom	26 - 50	28	2	23	82%	26	91%
		227	Classroom	26 - 50	48	5	13	27%	28	58%
		245	Classroom	26 - 50	41	7	12	30%	33	81%
		247	Classroom	51 - 100	70	7	21	29%	30	42%
		A110	Classroom	26 - 50	39	2	10	26%	30	77%
		A202	Classroom	26 - 50	40	7	21	54%	27	68%
		A204	Classroom	26 - 50	40	8	17	41%	27	67%
		A214	Classroom	26 - 50	36	5	8	23%	20	57%
		A216	Classroom	26 - 50	36	6	10	27%	20	55%
		A302	Classroom	26 - 50	40	5	17	44%	29	72%
		B211	Classroom	26 - 50	47	1	22	47%	25	53%
	Computer Lab	220	Computer Lab	26 - 50	28	3	10	37%	27	96%
	La Cite Collegiate	A218	Classroom	26 - 50	36	3	11	30%	23	63%
	Lecture Hall	129	Classroom	51 - 100	91	7	35	38%	64	70%
		204	Classroom	100+	147	3	17	12%	30	20%
		A002	Classroom	100+	125	8	36	29%	47	38%
		A101	Classroom	51 - 100	72	11	21	29%	42	58%
		A102	Classroom	26 - 50	50	9	21	41%	36	73%
		A104	Classroom	26 - 50	50	6	9	18%	32	63%
		A201	Classroom	51 - 100	72	9	20	27%	41	56%
		A301	Classroom	51 - 100	72	4	20	28%	51	71%
	Seminar Room	170	Seminar Room	26 - 50	40	10	19	47%	35	88%
		A304	Seminar Room	26 - 50	40	4	11	26%	27	68%
		B202	Seminar Room	16 - 25	25	1	10	40%	25	100%
		B204	Seminar Room	26 - 50	35	2	13	36%	30	86%
		B206	Seminar Room	26 - 50	35	3	20	58%	24	70%
		B213	Seminar Room	26 - 50	35	2	18	50%	25	71%
	Spanish Classroom	45	Spanish Classroom	26 - 50	35	10	16	45%	26	74%
	Theatre	188A	Theatre	26 - 50	50	5	15	30%	25	50%
	Computer Lab	030A	Computer Lab	26 - 50	46	4	16	34%	37	80%

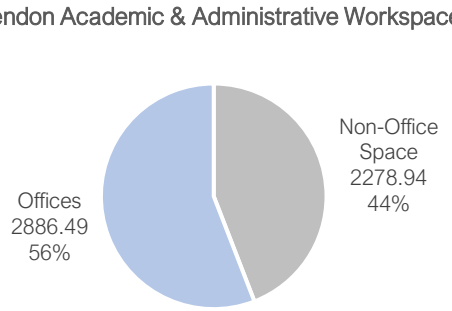
Academic and Administrative Workspace

Context - Office Sizes

- As noted under the space classification, approximately 20% of the Glendon space inventory resides in Academic and Administrative workspace. Of that, approximately 56% of the area is allocated to 188 offices.
- The average existing Glendon office area is 15.3nsm (165 nsf) and ~90% are larger than a modern University standard office of 8.3nsm (90nsf).
- COU is in the process of updating its space standard to reflect a smaller office size, reducing the office size from 12nsm down to ~9nsm. The revised standard is expected to be released in 2023.

Context - Office Use

- At the time of this report, a self-reporting survey of office use was not pursued. However, anecdotal commentary during consultations and a random visual inspection of a number of offices revealed little activity.
- A University-wide hybrid work policy at York would be helpful as where implemented, it has further decreased the need for individual designated private offices (at a minimum for administrative positions.)



Analysis

A hypothetical model transforming the offices down to a modern standard of 8.3nsm (90nsf) would reduce the total office space allocation by 46%. Alternatively, this reduction reveals that almost twice as many individuals could be accommodated with private offices, considering office space.

Row Labels	Count	Average Area (nsm)	Total Area (nsm)	Total Area @ 8.4 sqm (nsm)	Area Savings	% Reduction
Academic Offices	**158**	**15.4**	**2435.8**	**1327.2**	**1,109**	**54%**
Director	2	28.0	55.99	16.8	39	30%
Faculty	103	15.6	1610.6	865.2	745	53%
Office	1	19.0	18.97	8.4	11	44%
Part Time Faculty	38	12.1	460.75	319.2	142	69%
Professional/Managerial	2	13.4	26.85	16.8	10	62%
Retired Faculty	12	21.9	262.64	100.8	162	38%
Central Administrative Offices	**30**	**15.0**	**450.69**	**252**	**199**	**56%**
Admin Assistant	1	13.8	13.78	8.4	5	61%
Assoc/Asst Director	1	11.7	11.71	8.4	3	71%
Clerk	1	11.2	11.18	8.4	3	75%
Counseling Staff	4	11.7	46.68	33.6	13	72%
Director	2	21.0	41.96	16.8	25	40%
Faculty	1	18.8	18.84	8.4	10	44%
Instructor (Staff)	1	18.9	18.88	8.4	10	44%
Merchandising Office	1	19.9	19.89	8.4	11	42%
Office	6	13.0	77.76	50.4	27	65%
Professional/Managerial	9	16.0	144	75.6	68	52%
Supervisor	1	10.8	10.83	8.4	2	77%
Technician	2	17.6	35.18	16.8	18	48%
Campus Total	188	15.4	2,886.49	1579.2	1,307	54%

Table 6 – Sample of a modern Post-secondary institution's Workspace Types and Criteria for Allocation.

Takeaways

The following are some considerations with respect to academic and administrative office to improve space use:

- Add office space to York Hall in order to relocate offices out from Hilliard Residence
- As a means of reducing costs, it is not recommended that Glendon undertake renovations to offices simply to reduce to standard. even though existing offices may be larger than a modern standard. Rather, wait until a larger more substantial renovation is planned or there is intention to renovate or reconfigure a component.
- Similarly, target replacing workspace when looking for more or new program space and in return create new smaller offices and repurpose older space for other use meeting shortfalls in other categories of space
- Broaden the definitive of workspace beyond private offices to include a multitude of accommodations. For each workspace type, develop criteria for allocation
- Consider incentive-based office allocations where individuals decide to either to have a dedicated office or get a benefit for using shared space (i.e. a preferred location on the perimeter of the building with direct access to natural light)
- Employ an accommodation model that provides a spectrum of allocation from dedicated private offices, to dedicated shared private offices, to hotelling offices, to dedicated and hotelling open workstations based on the amount of time that a faculty or staff member spends on campus on a typical week. For example, a staff member who works more than 2 days remotely may be subject to sharing or hoteling, based on the campus space needs and availability, or alternatively, employees who have been approved for a hybrid work modality that is mostly remote will be allocated a hoteling space, or a shared workstation in a shared office, when working on-site.

Table 7- Sample modern office allocation matrix developed by a Canadian University noting the considerable amount of time that Faculty members spend out in the community:

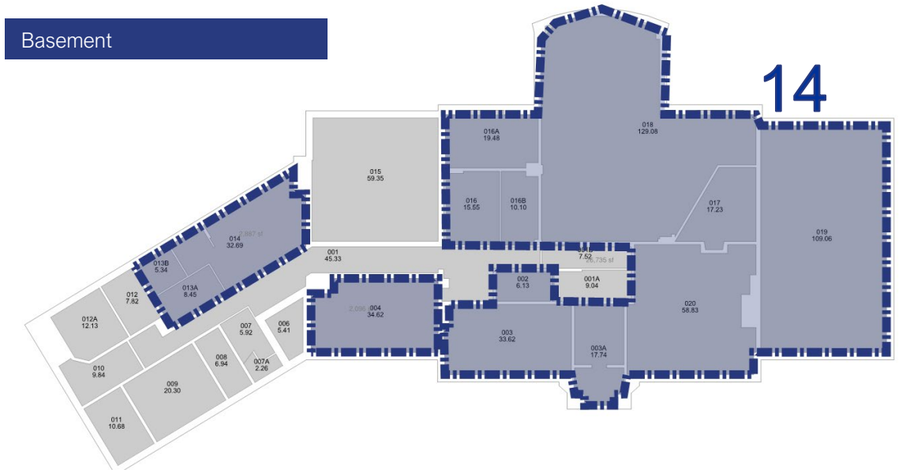
Type	Description	Criteria for Allocation
Dedicated Workspace	• Intended for the dedicated use of specific users.	Faculty and staff that spend at least 70% of a typical work week (or 3.5 days/week) on-site.
Shared Workspace	• Workspaces shared by 2 or more allocated users. • Schedules are coordinated to maximize utilization.	Faculty and staff that spend at least 40% of a typical work week (or 2 days/week) on-site.
Swing Space	• Workspaces that are shared between multiple users and/or groups and are intended for use by the allocated users/groups. • Schedules are coordinated to maximize utilization.	Faculty and staff that spend at least 20% of a typical work week (or 1 day/week) on-site.
Touchdown Space	• Typically smaller workspaces not allocated to any particular user/s. • Space cannot be claimed for long-term or repetitive use.	Visitors or faculty/staff requiring interim space during a short visit, layover or temporary transition.

Space Use Considerations

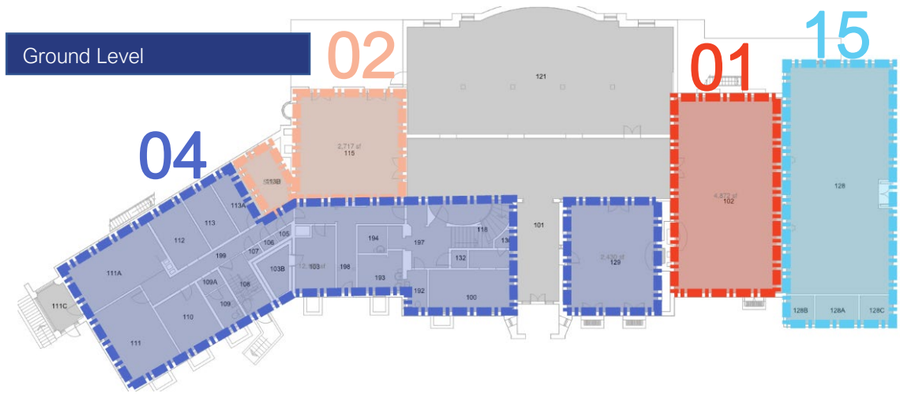
In alignment with the space audit conclusions, the consultant team has developed a series of space use modifications for consideration as means of reducing footprint, increasing space utilization, and balancing surplus space with shortfalls. These considerations are graphically depicted on the following pages, and summarized by Priority (Low, Medium, High), Term of Implementation (Short-, Medium-, Long-), and Extent of Renovations (Estimated Cost – None, Minimal, Moderate, High) in the Executive Summary.

Space Use Considerations – Glendon Hall

Basement

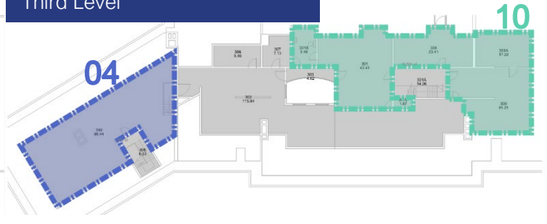


Ground Level



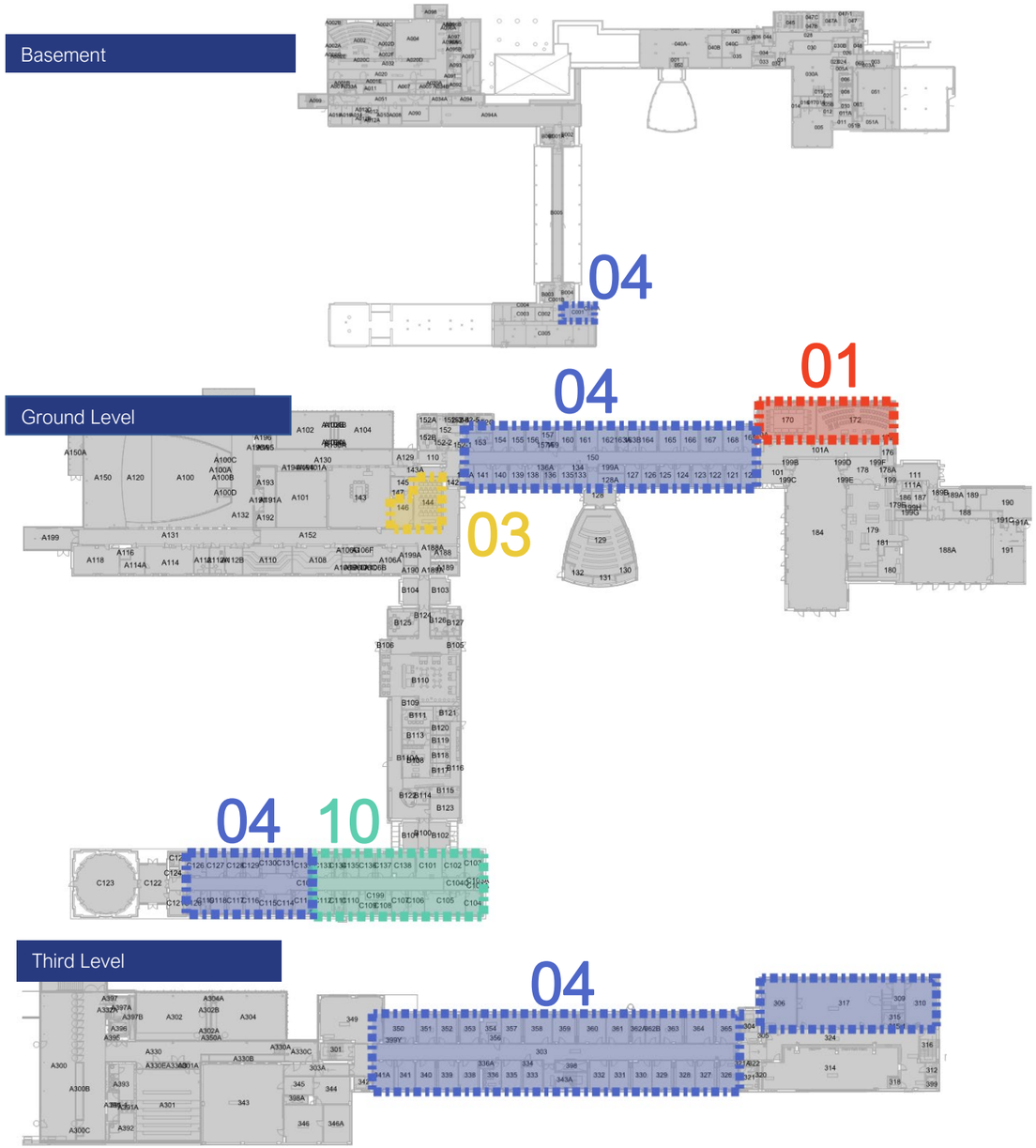
Second Level

Third Level



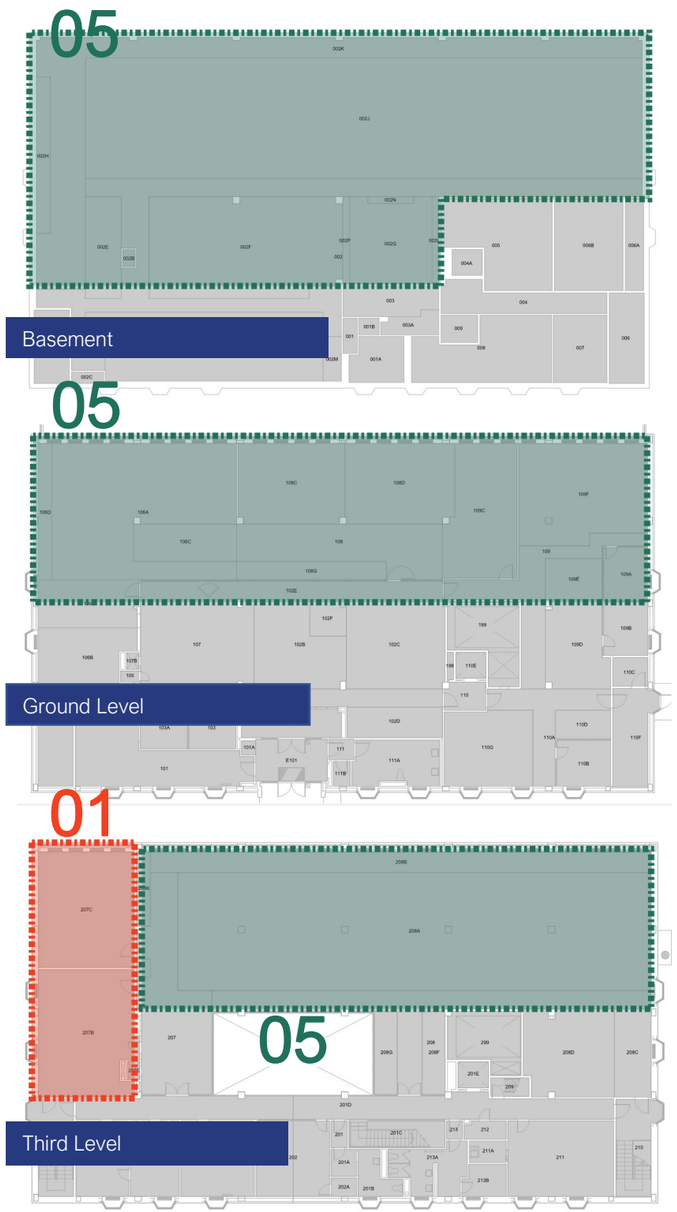
COU #	COU Space Category	Space Considerations
01	*Classroom Facilities*	1) Relocate classroom activity in other campus classrooms (York Hall).
02	*Laboratory - Undergraduate*	2) Relocate the Physics Lab and Physics Lab storage to the York Hall Media Lab and neighbouring IT storage.
04	*Academic Dept. Offices and Related Space*	3) Relocate all academic offices to York Hall. a) Option to relocate offices on the 3rd level in the existing faculty club space. b) Relocate Faculty Club to Glendon Hall.
10	*Central Administrative Office and Related*	1) Relocate administrative functions to York Hall (location TBD). 1) Free up administrative office space by doubling office assignments or creating open office environments,
14	*Common Use and Student Activity Space*	1) Relocate Lunik Co-operative to the basement level of Hilliard Building or on the ground floor of Glendon Hall. 2) Relocate student activity space located in the basement level and third level to the ground level (on the West side).
15	*Assembly and Exhibition Facilities*	3) Relocate Canadian Language Museum from Glendon Hall to other campus location to be determined.

Space Use Considerations – York Hall

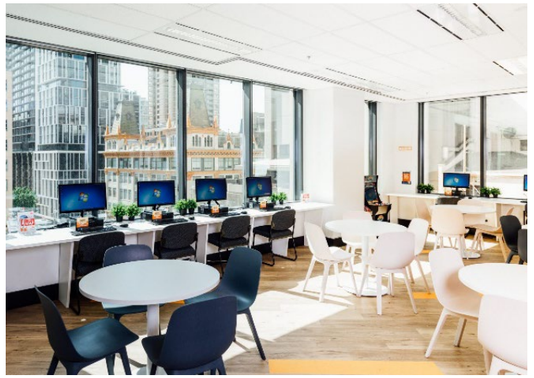


COU #	*COU Space Category*	1) *Space Considerations*
01	*Classroom Facilities*	2) Absorb classroom activity from Glendon Hall and training activity from Leslie Frost Library. 3) Increase active learning classroom inventory 1) Encourage AMPD use of Theatre and support spaces (from Keele campus)
03	*Research Laboratory Space*	1) Convert Media Lab to teaching lab/classroom 2) Accommodate the Physics lab activity and storage needs from Glendon Hall
04	*Academic Dept. Offices and Related Space*	3) Absorb office spaces from Glendon Hall and Hilliard Residence a) All Academic offices from Glendon Hall relocate to York Hall. One option is the Third Level in the current faculty lounge area, alternative areas may exist upon updates of the faculty office allocation pending a renewed workplace strategy. b) Relocate faculty club lounge to Glendon Hall.
10	*Central Administrative Office and Related*	1) Absorb office spaces from Glendon Hall and Hilliard Residence a) All Administrative offices from Glendon Hall relocate to York Hall 2) Review academic office space inventory identifying large offices and allocate to multi-users 3) Modernize Workspaces a) Renovate office spaces to York University standards and sizes b) Create open workspaces
11	*Non-Library Study Space*	1) Create informal learning spaces throughout York Hall.
14	*Common Use and Student Activity Space*	2) Relocate student club spaces from York Hall basement to Hilliard Ground Level or Glendon Hall ground level.

Space Use Considerations - Leslie Frost Library

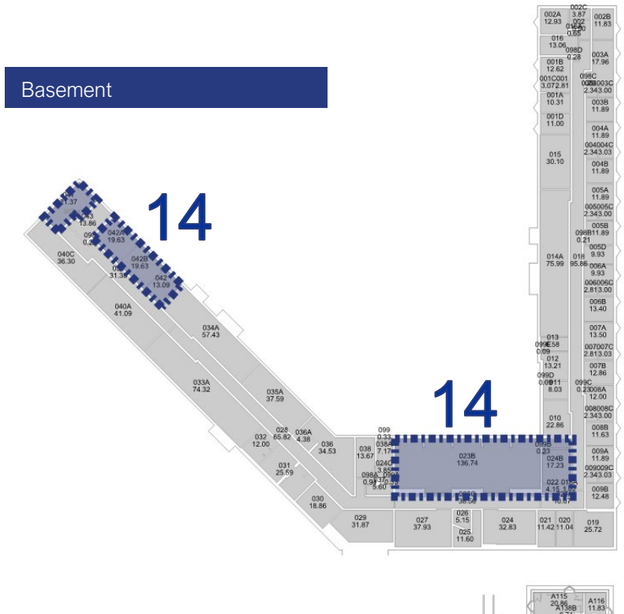


COU #	COU Space Category	1) Space Considerations
01	*Classroom Facilities*	2)
05	*Library Facilities & Campus Study Space*	1) Apply modern library trends to the basement and ground level: a) Flexible multi-purpose spaces b) Greater proportion of interactive spaces and less space for collection storage c) Information and innovative technologies d) Collaborative study spaces

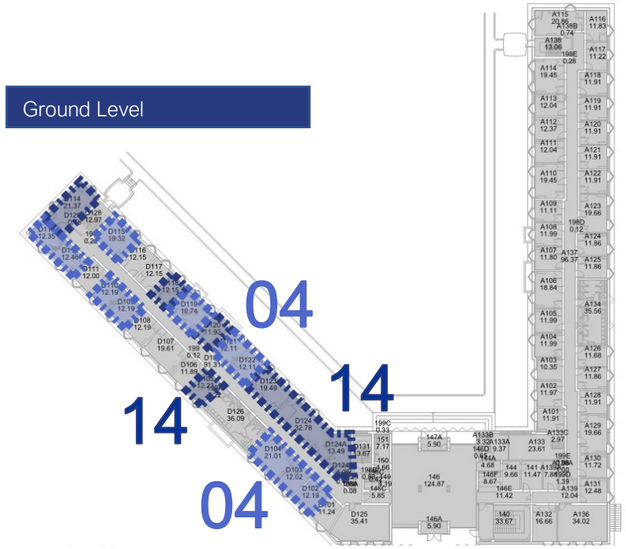


Space Use Considerations – Hilliard Residence

Basement

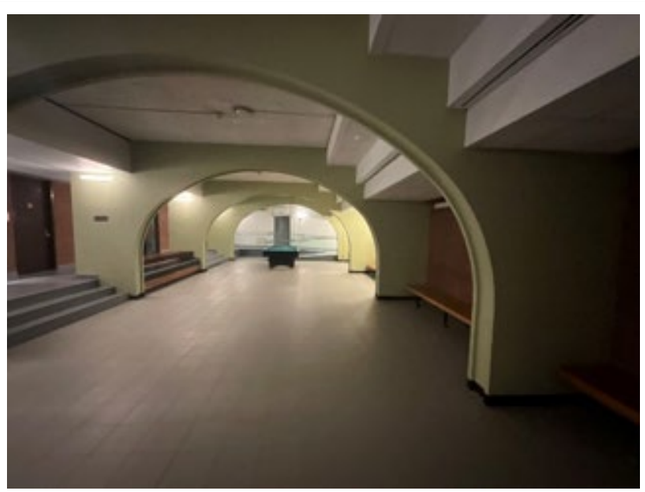


Ground Level



COU #	COU Space Category	1) Space Considerations	
04	*Academic Dept. Offices and Related Space*	2)	
14	*Common Use and Student Activity Space*	1) Consolidate and collocate student club spaces. a) Option 1 Hilliard Residence Ground Level b) Option 2 Glendon Hall Ground Level 2) Renovate basement as the new Lunik co-operative a) The basement space at Hilliard Residence is accessible and has an existing kitchen area. b) Separate entrance can be created.	

Lunik Co-operative`



Hilliard Residence - Basement

Appendices

Acronyms and Definitions

CS	Central Services
DE	Distance Education
Frequency	• The frequency rate measures the proportion of time that space is used compared to its availability. Recommended rate of 60-75%
FTE	Full Time Equivalent
FTE	Full-Time Equivalent • For faculty or staff, a term used to express the conversion of a number of annual paid hours into the number of individuals who, if they were working a complete shift on a regular schedule basis, would be required to accommodate that number of hours. For students, a term used to express the conversion of a number of student contact hours into the number of full-time equivalent individuals.
FTES / FTE-S	Full-Time Equivalent Student • For students, a term used to express the conversion of a number of student contact hours into the number of full-time equivalent individuals
G, Grad	Graduate
GCE	Glendon Centre of Excellence
GH	Glendon Hall
GRE	Greenhouse
Grossing Factors	• Multiplication factors applied (1) to net areas for each room or element within a component, and (2) to gross component areas.
HC	Headcount
HR	Hilliard Residence
Hyflex	• classroom that is equipped with technology that enables remote students to seamlessly participate in a course that is delivered on campus, ensuring the two-way engagement of all participants
LFL	Leslie Frost Library
MTCU	Ministry of Training, Colleges, and Universities
NASM NSM	Net Assignable Square Meters Net Square Meters • The horizontal area of space assignable to a specific function. The net areas of rooms are measured to the inside face of wall surfaces.
Occupancy	• The occupancy rate measures how full the space is compared to its capacity.
PFH	Proctor Field House
RAC room	York University centrally assigned and bookable room
SHARP	Shared Accountability and Resource Planning
UG	Undergraduate
Utilization	• The utilization rate is a function of a frequency rate and an occupancy rate.
WSLabCH	Weekly Student Laboratory Contact Hours • input measure for Instructional Labs computed as the product of the course enrolment and the hours of scheduled instruction in a laboratory (lab or practical hour) received by each student enrolled during a typical academic week
YH	York Hall

Definitions of COU Space Categories

Listed below are the twenty Council of Ontario University (COU) space guideline categories and their definitions.

01 - Classroom Facilities

- A room primarily used for scheduled teaching purposes which does not require special equipment of a kind that makes the room unsuitable for classroom instruction (i.e., laboratory benches), and rooms directly serving such facilities.
- *Primary Input:* student enrolment FTES and weekly student contact hours

02 - Teaching Laboratories

- A room used for instruction of undergraduate (or graduate) students that requires special purpose equipment or is so arranged that use is restricted to a particular field of study; and rooms directly serving these facilities. Activities in these facilities would include student participation, experimentation, observation, or practice in a field of study.
- *Primary Input:* student enrolment FFTEs and weekly student contact hours

03 - Research Laboratories

- A room used for laboratory applications, research or training in research methodology which requires special-purpose equipment for staff or graduate student experimentation or observation and preparation, service and other rooms directly serving these facilities.
- *Primary Input:* faculty and staffing FTES

04 - Academic Departmental Offices & Related Space

- A room usually assigned to one or more individuals on a permanent basis, containing office-type equipment and used by faculty, administrative and support staff and students, or a room directly serving these facilities. Also included are general purpose offices and project rooms used for the conducting of research.
- *Primary Input:* faculty and staffing FTEs

05 – Library Facilities and Library Study Space

- A room or group of rooms used for the acquisition, processing, storage, circulation, administration and management of books, periodicals, manuscripts and other media of published information under the administration of the university library system and rooms directly serving these facilities. Also included are rooms or group of rooms used for study whether or not under the administration of the university library system.

06 – Recreation/Athletic Space

- All indoor areas used by students, staff, or the public for athletic activities, either for recreational or competitive purposes, and rooms directly serving these facilities.
- *Primary Input:* student enrolment FTES

07 – Food Service

- A room or group of rooms used for preparing or eating food or which directly serve these facilities including central facilities located in residences and faculty clubs, whether operated by the University or an external company.
- *Primary Input:* student enrolment FTES

08 – Bookstore and Other Merchandising Facilities

- A room or group of rooms used to sell products or services, exclusively or primarily for the university population, and rooms directly serving these facilities.
- *Primary Input:* student enrolment FTES

09 – Plant Maintenance

- Space associated with the operation and maintenance of university buildings, grounds, vehicles and other elements of the physical plant.

10 – Central Administrative Office and Related Space

- A room usually assigned to one or more individuals on a permanent basis containing office-type equipment and used by central administrative and support staff in non-academic departments/faculties/divisions, or a room directly serving these facilities.

11 – Non-Library Study Space

- Non-traditional space located outside the library where students meet and study (either in groups or individually). Space includes formal study space (rooms available for students for study) and informal study space (lounge and study space).
- *Primary Input:* student enrolment FTES

12 – Central Services

- A room or group of rooms used to provide campus-wide services for both academic and non-academic sections of the university, and rooms directly serving these facilities. Includes server rooms and closets.
- *Primary Input:* student enrolment FTES

13 - Health Service Facilities

- A room or group of rooms intended to supply health services primarily to the general university population, and rooms directly serving these physical and wellness services facilities.
- *Primary Input:* student enrolment FTES

14 - Common Use and Student Activity Space

- A room or group of rooms accessible to the general university population intended for recreation, rest, or relaxation, or rooms directly serving these facilities.
- *Primary Input:* student enrolment FTES

15 - Assembly and Exhibition Facilities

- A room or group of rooms intended to serve the general university population and to be used for dramatic, musical, or devotional activities or for exhibition purposes, and rooms directly serving these facilities.
- *Primary Input:* student enrolment FTES

16 - Non-Assignable Space

- A room or area that is not available for assignment to the occupants of a building, but which is necessary for the general occupation or mechanical support of one or a number of buildings.

17 - Residential Space

- A room or rooms used to accommodate one or more individuals and the ancillary areas in direct support of such rooms.

18 - Animal Space

- Animal facilities in overall support of teaching or research and not normally integrated with or under the control of academic departments.

19 - Other University Facilities

- Any room or area not included in Categories 1 through 18.

20 - Health Science Clinical Facilities ("Z Formula")

- Space owned or operated by the university that is used in direct support of teaching and research related to clinical instruction, i.e., the clinical disciplines of Medicine and Veterinary Medicine.

COU Space Guidelines – Input Measures and Space Factors

CATEGORY	SPACE CATEGORY #	GROUP	SPACE FACTOR (nasm)	INPUT MEASURE
1	Classroom Facilities		1.11	• FTE Students
2	Laboratory - Instructional	W	0.8	• Scheduled Laboratory WSCH
		X	0.6	• Scheduled Laboratory WSCH
		Y	0.5	• Scheduled Laboratory WSCH
		X	0.3	• Scheduled Laboratory WSCH
3	Laboratory- Graduate & Faculty	A	45	• FTE Faculty + 0.5 FTE Other Research Appointments (Post-Doctoral Fellows and FTE Research Associates) + 0.5 FTE Graduates
		B	30	
		C	20	
		D	10	
		E	1	
4	Office - Academic		12	• FTE Faculty
			12	• PDFs + FTE Research Associates + FTE Research Funded Support Staff (requiring office type workspace)
			12	• FTE Departmental Non-Academic Staff, paid from operating fund (requiring offices)
			3	• FTE Graduate Students
		Office Service		• 25% of the total space generated for faculty, non-academic staff and graduate students
10	Central Administrative Offices	Office Service	12	• FTE Non-Academic Staff (requiring offices) • ·50% x total generated for FTE non- academic staff (for admin offices).
5	Library Facilities & Campus Study Space	Stack	0.005	• Traditional static shelving
			0.004	• Mobile compact storage
			0.0035	• Offsite/onsite high-density storage
			0.004	• Mobile compact storage
		Study Support	0.06	• FTE Students • 25% of stack and study
6	Recreation / Athletic Space		0.9	• FTE Students

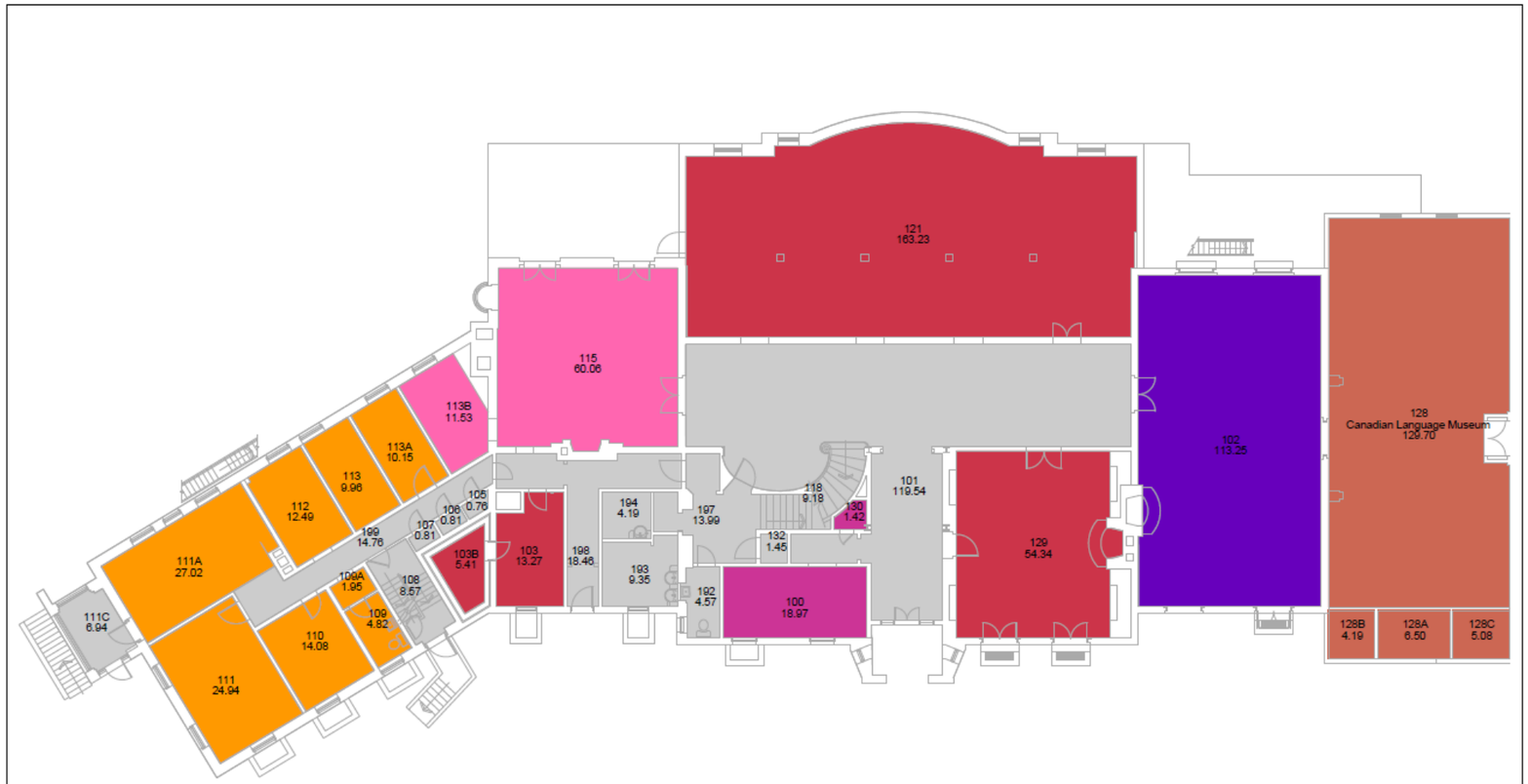
CATEGORY	SPACE CATEGORY #	GROUP	SPACE FACTOR (nasm)	INPUT MEASURE
9	Plant Maintenance			• 0.015 x Total NASM Inventory
	STUDENT & CENTRAL SERVICES		1.5	• FTE Students
7	Food Service		0.5-0.7	• FTE Students
8	Bookstore and Other Merch. Facilities		0.1-0.2	• FTE Students
12	Central Services		0.15-0.40	• FTE Students
13	Health Service Facilities		0.03-0.05	• FTE Students
14	Common Use and Student Activity Space		0.5-0.7	• FTE Students
15	Assembly and Exhibition		0.15-0.4	• FTE Students
	NON-FORMULA AREAS		TOTAL ON UNI's	
16	Non-Assignable		*75%*	• Percentage of (1-15) for all ON universities.
17	Residential Space		*36%*	• Percentage of (1-15) for all ON universities.
18	Animal Space		*1%*	• Percentage of (1-15) for all ON universities.
19	Other		*5%*	• Percentage of (1-15) for all ON universities.
20	Health Sci. Clinical Facilities		*2%*	• Percentage of (1-15) for all ON universities.

Detailed Space Inventory

Glendon Campus Existing (2023) Space Inventory by Building

(*To be included for final copy.)*

Existing Floor Plans by Building



Division	Department
Office of the Principal, Glendon College	Dept of Multi Disciplinary Studies, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
Office of the Principal, Glendon College	MA Program in French Studies, Glendon College
AVP Facilities Services	Glendon Facilities Services
Student Success	Glendon Counselling & Career Centre
Student Success	Student Affairs, Glendon College
AVP Enrolment Management & University Registrar	Systems & Communications, Univ Registrar

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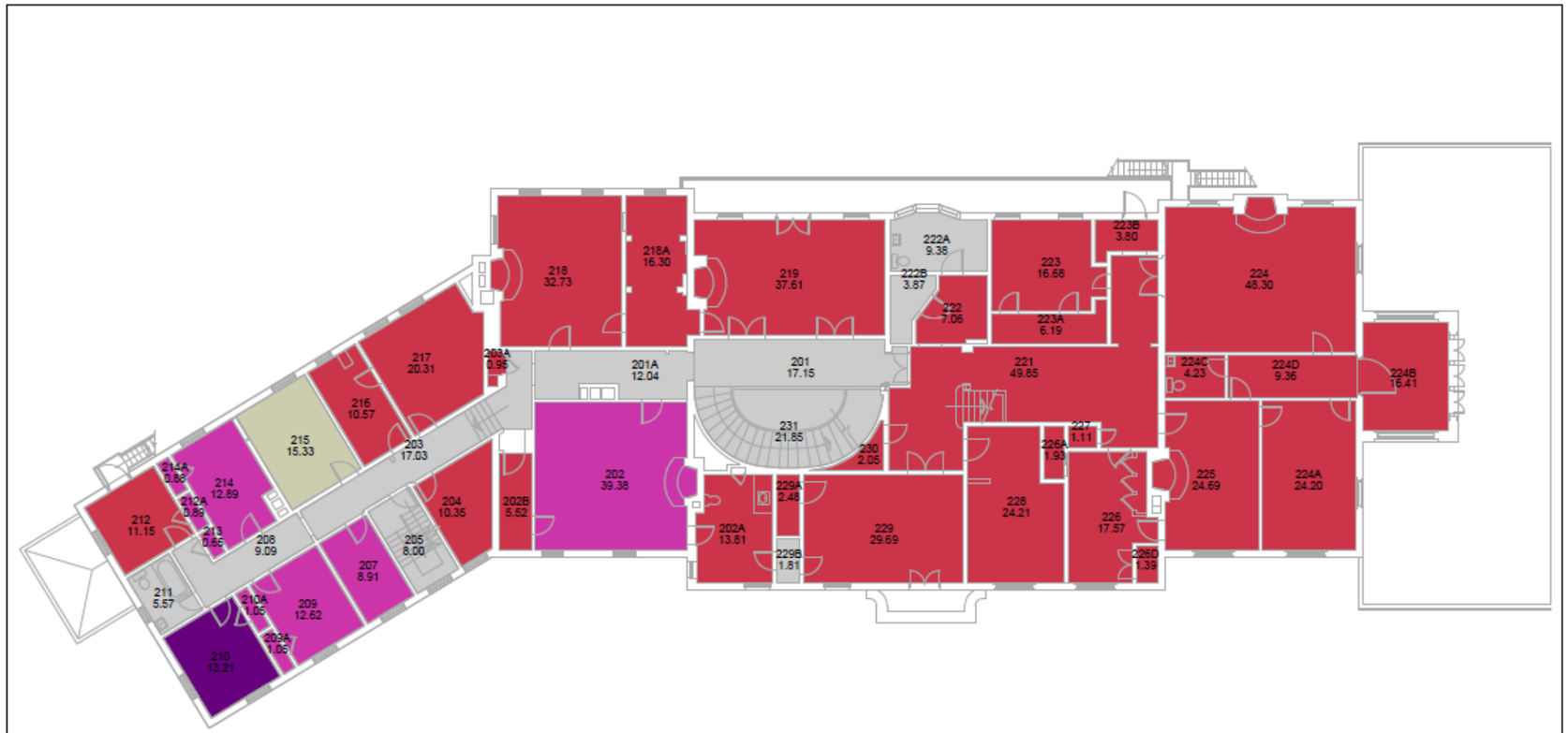

Division	Department
Office of the Principal, Glendon College	Dept of Economics, Glendon College
Office of the Principal, Glendon College	International Studies Program, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
Office of the Principal, Glendon College	School of Public Affairs, Glendon College
AVP Facilities Services	Glendon Facilities Services

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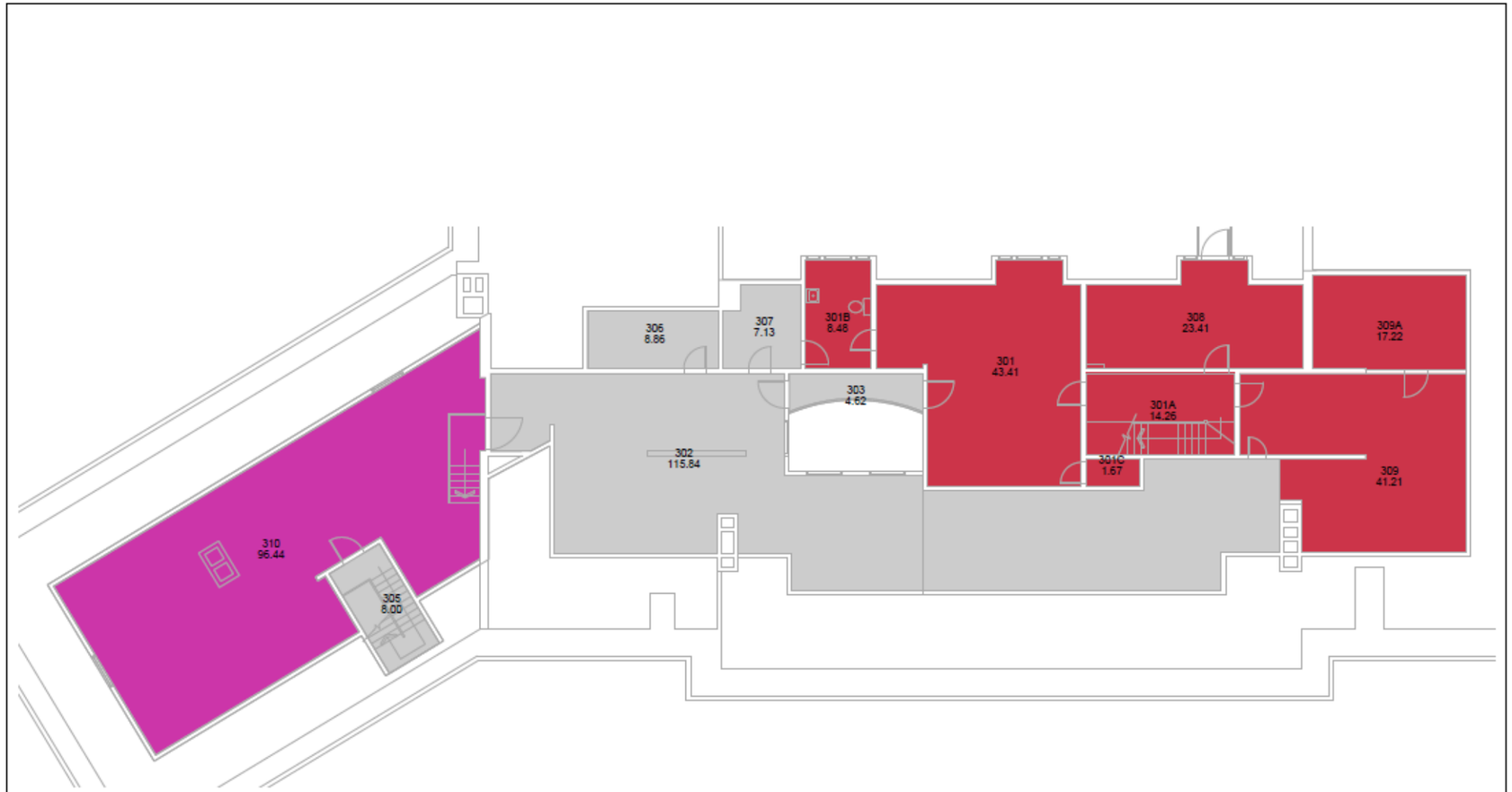

Division	Department
Office of the Principal, Glendon College	Office of the Principal, Glendon College
Office of the Principal, Glendon College	School of Public Affairs, Glendon College
AVP Facilities Services	Glendon Facilities Services

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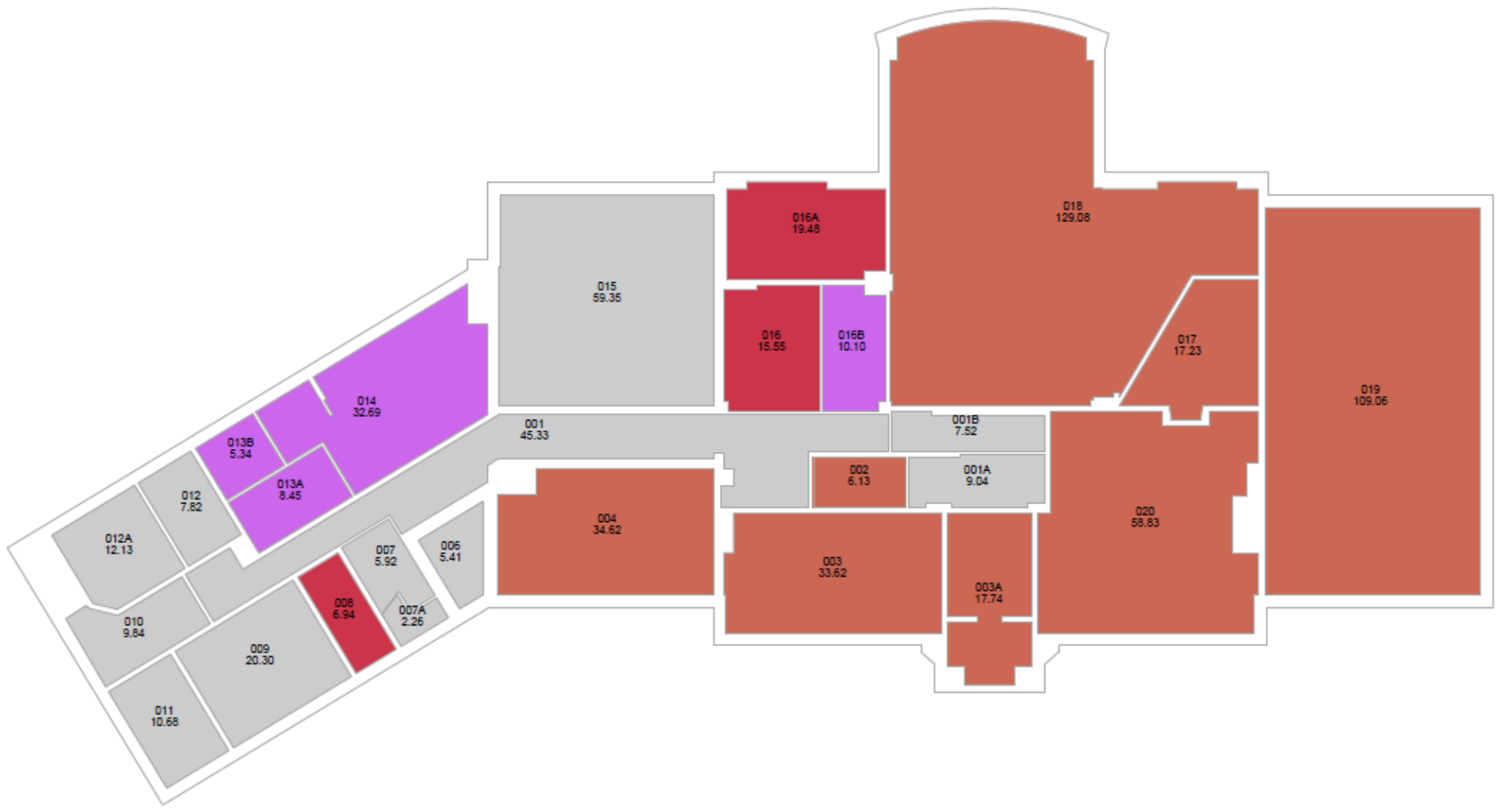

Division	Department
Office of the Principal, Glendon College	Office of the Principal, Glendon College
AVP Facilities Services	Glendon Facilities Services
Student Success	Student Affairs, Glendon College
Radio Glendon	Radio Glendon

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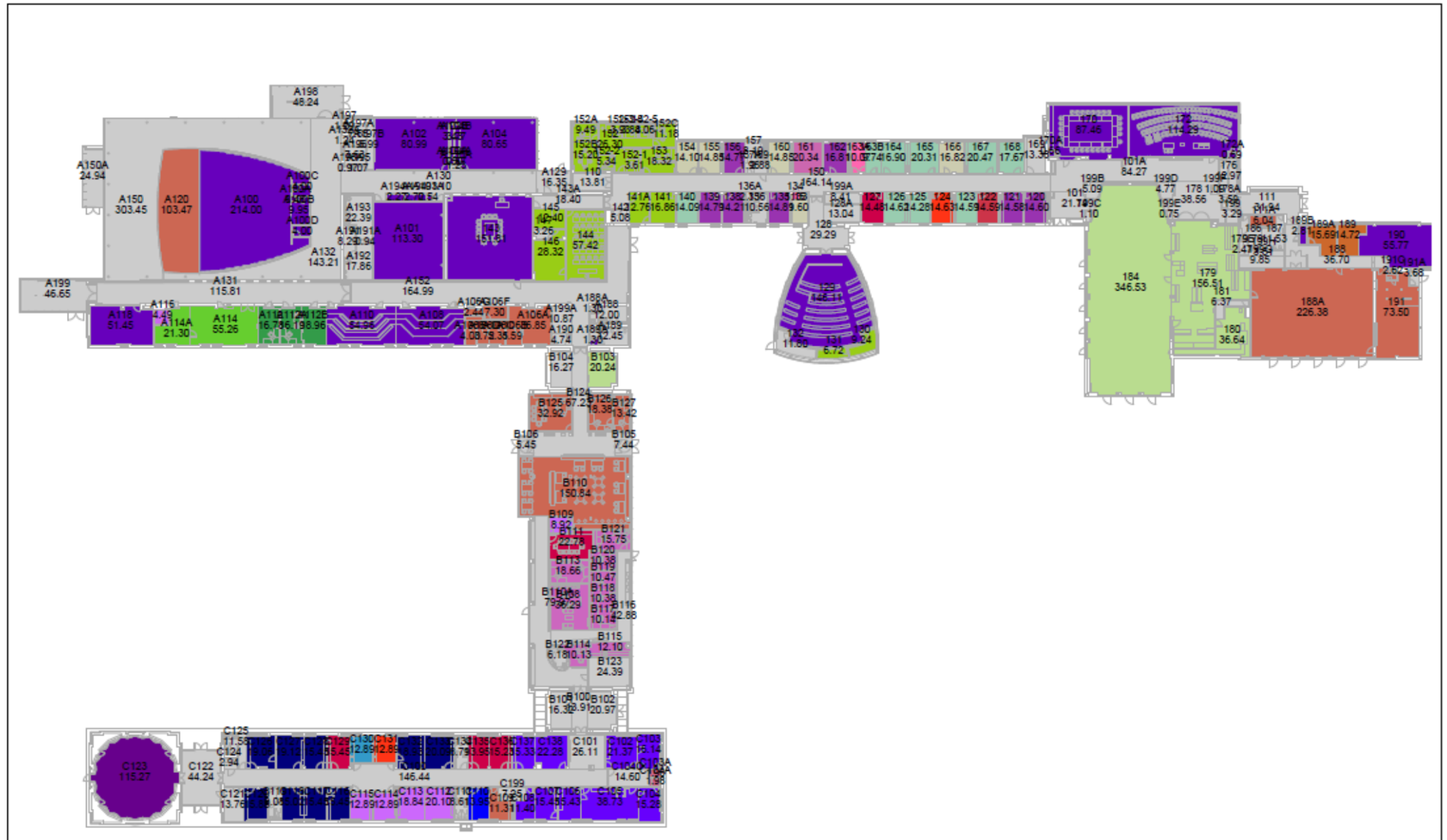

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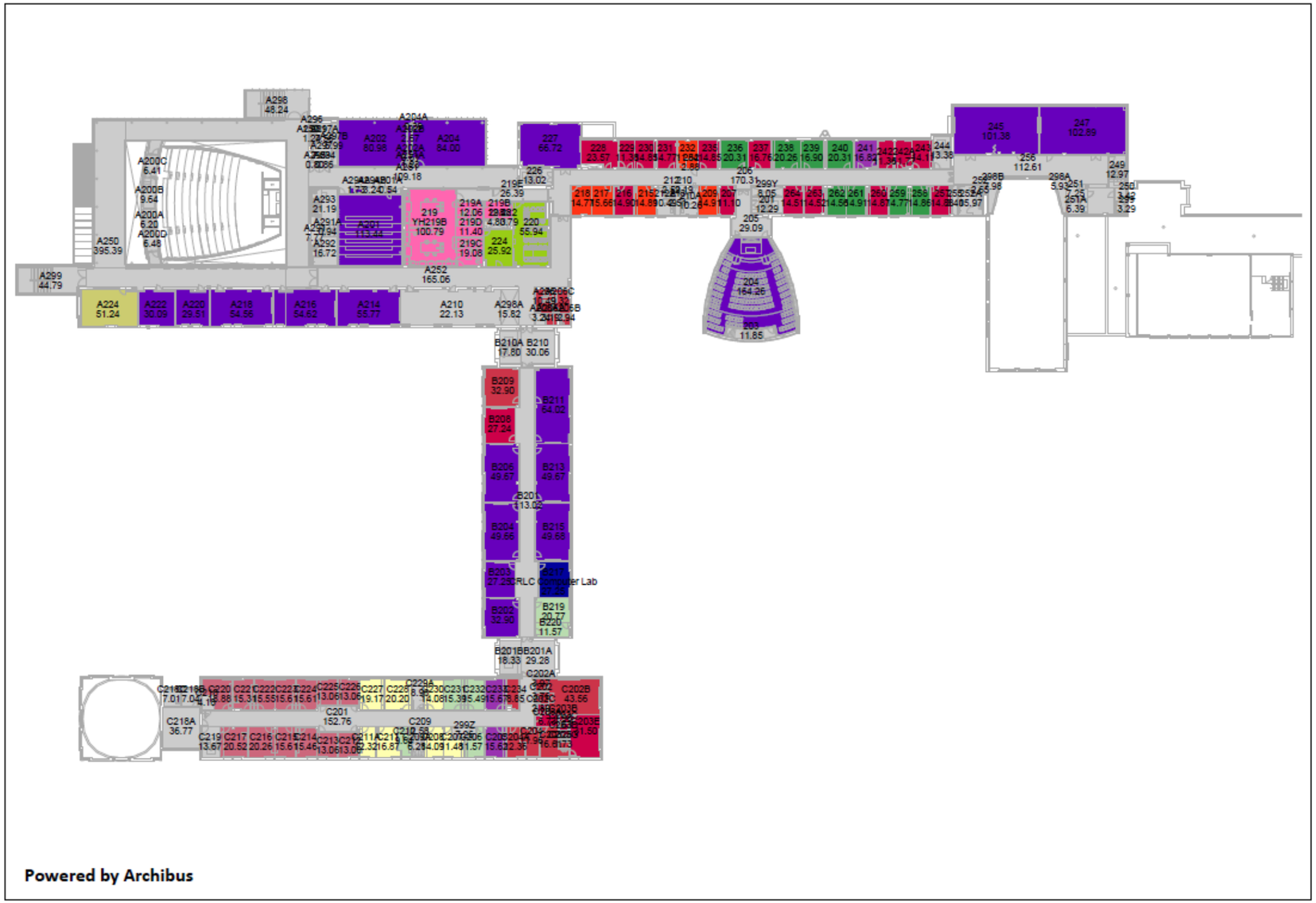
Division	Department
Office of the Principal, Glendon College	Dept of Canadian Studies, Glendon College
Office of the Principal, Glendon College	Dept of French Studies, Glendon College
Office of the Principal, Glendon College	Dept of Multi Disciplinary Studies, Glendon College
Office of the Principal, Glendon College	Dept of Psychology, Glendon College
Office of the Principal, Glendon College	Dept of Sociology, Glendon College
Office of the Principal, Glendon College	School of Translation, Glendon College
Office of the Principal, Glendon College	Dept of Hispanic Studies, Glendon College
Office of the Principal, Glendon College	International Studies Program, Glendon College
Office of the Principal, Glendon College	Womens Studies, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
Office of the Principal, Glendon College	Information Technology Services, Glendon

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**304.01**



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Division	Department
Vice-President Academic & Provost	Vice-President Academic & Provost
Office of the Principal, Glendon College	Dept of English, Glendon College
Office of the Principal, Glendon College	Dept of French Studies, Glendon College
Office of the Principal, Glendon College	Dept of History, Glendon College
Office of the Principal, Glendon College	Dept of Mathematics, Glendon College
Office of the Principal, Glendon College	Dept of Multi Disciplinary Studies, Glendon College
Office of the Principal, Glendon College	Dept of Philosophy, Glendon College
Office of the Principal, Glendon College	School of Translation, Glendon College
Office of the Principal, Glendon College	Dept of Hispanic Studies, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
Office of the Principal, Glendon College	Information Technology Services, Glendon

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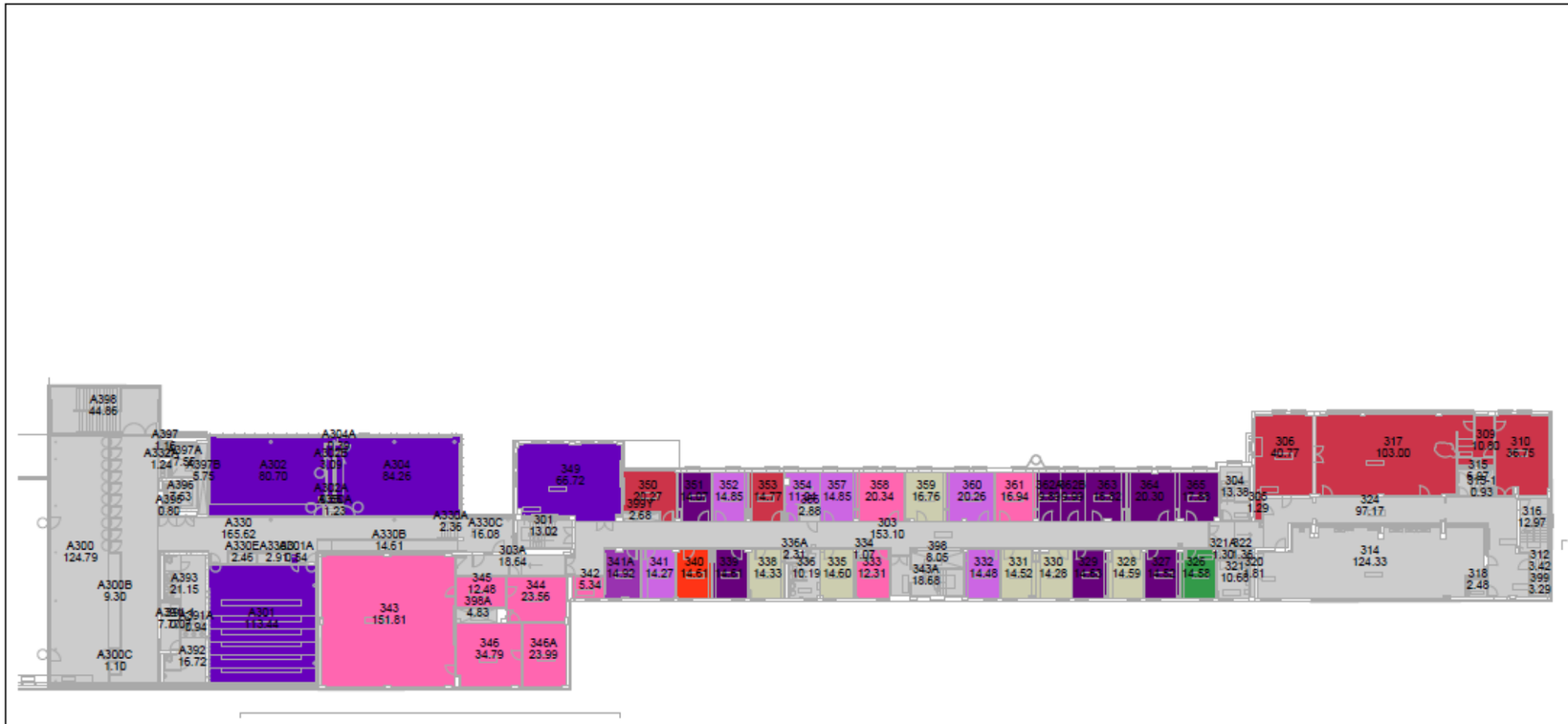

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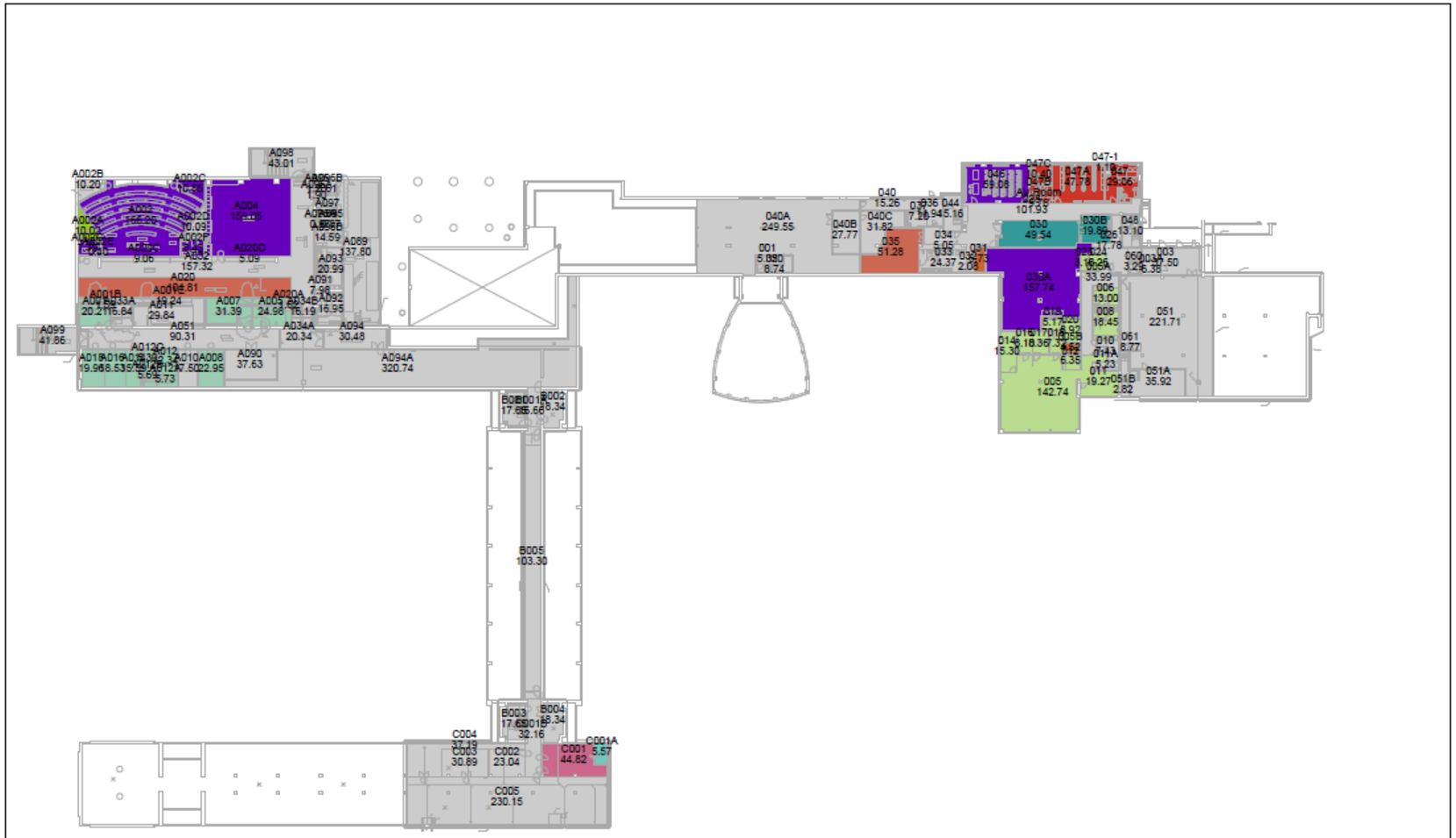
Division	Department
Office of the Principal, Glendon College	Dept of Economics, Glendon College
Office of the Principal, Glendon College	Dept of History, Glendon College
Office of the Principal, Glendon College	Dept of Multi Disciplinary Studies, Glendon College
Office of the Principal, Glendon College	Dept of Political Science, Glendon College
Office of the Principal, Glendon College	School of Translation, Glendon College
Office of the Principal, Glendon College	Dept of Hispanic Studies, Glendon College
Office of the Principal, Glendon College	International Studies Program, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
AVP Facilities Services	Glendon Facilities Services
AVP Enrolment Management & University Registrar	Systems & Communications, Univ Registrar

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**304.03**



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Division	Department
Office of the Principal, Glendon College	Dept of Psychology, Glendon College
Office of the Principal, Glendon College	Information Technology Services, Glendon College
Office of the Principal, Glendon College	Budget Office, Glendon College
Office of the Principal, Glendon College	Office of Student Programs, Glendon College
Office of the Principal, Glendon College	Spanish Resource Centre
AVP Facilities Services	Bookstore (Glendon), FS
AVP Facilities Services	Glendon Facilities Services
AVP Facilities Services	Custodial Services, FS
Student Success	Student Affairs, Glendon College
AVP Enrolment Management & University Registrar	Systems & Communications, Univ Registrar
Ancillary Services	Food & Vending Services, AS

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**304.B1**

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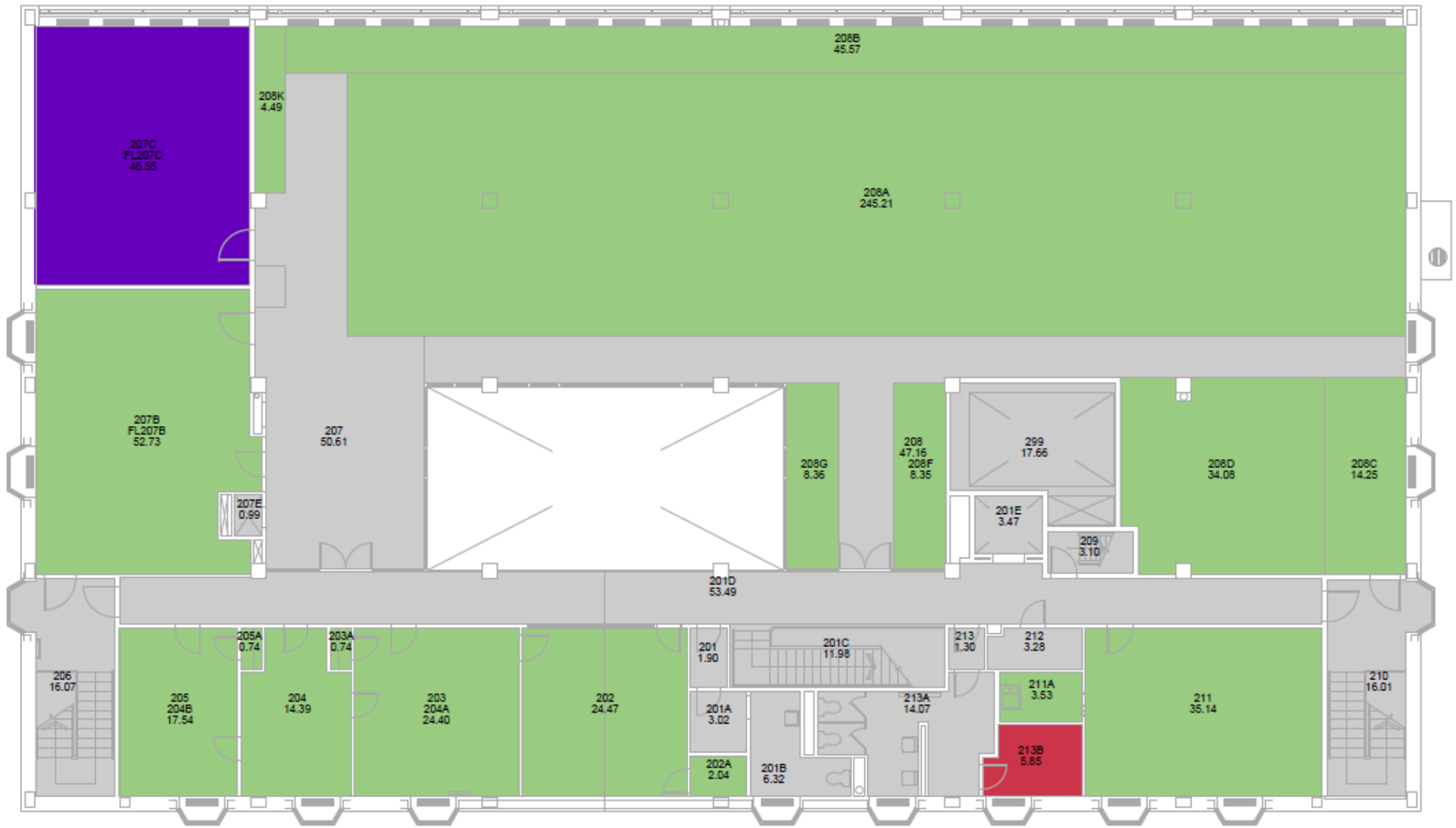
Division	Department
Office of University Librarian, Library	Leslie Frost Library, Glendon College
AVP Facilities Services	Glendon Facilities Services

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	SPACE ACCOUNTING FLOORPLAN	307.01



Division	Department
Office of University Librarian, Library	Leslie Frost Library, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
AVP Facilities Services	Glendon Facilities Services
AVP Enrolment Management & University Registrar	Systems & Communications, Univ Registrar

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DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**307.02**

Division	Department
Office of University Librarian, Library	Leslie Frost Library, Glendon College
AVP Facilities Services	Glendon Facilities Services

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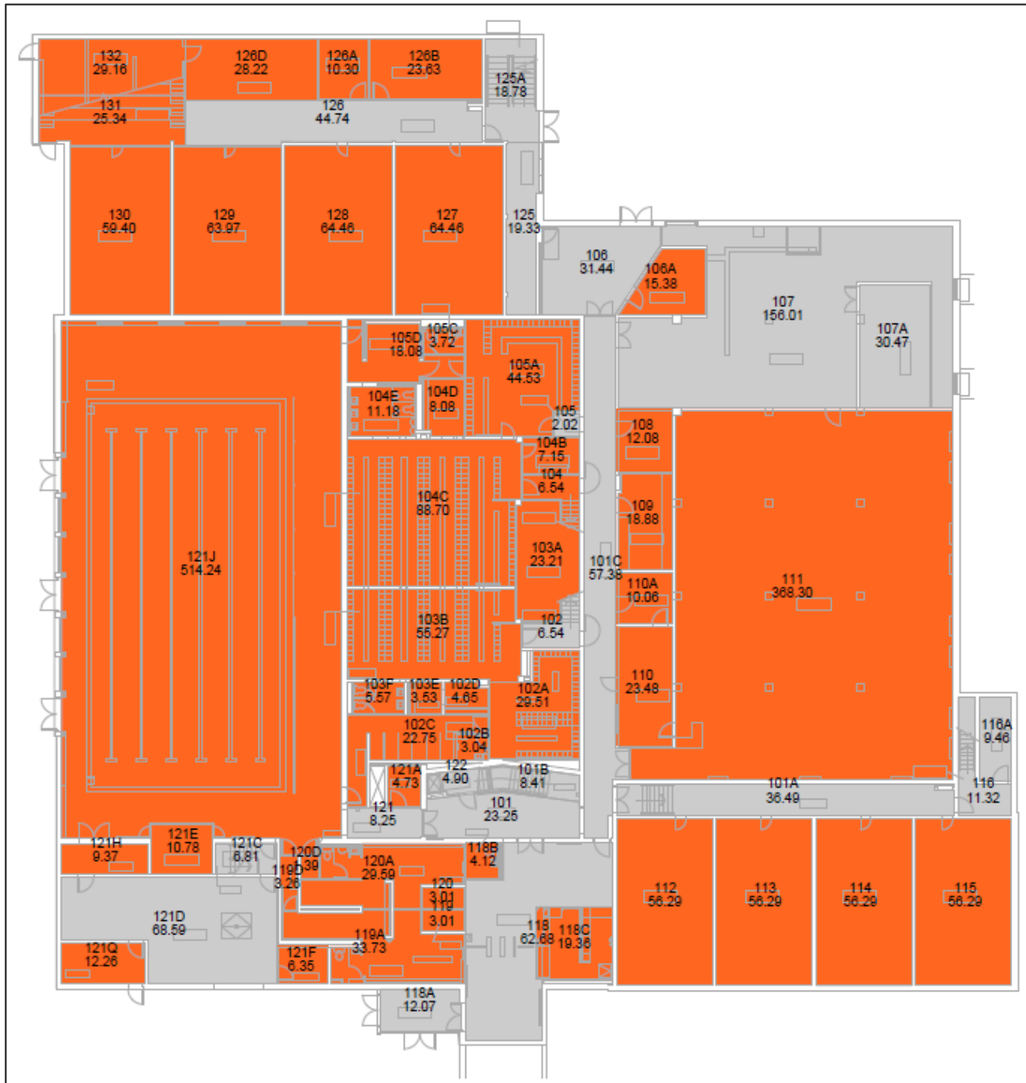

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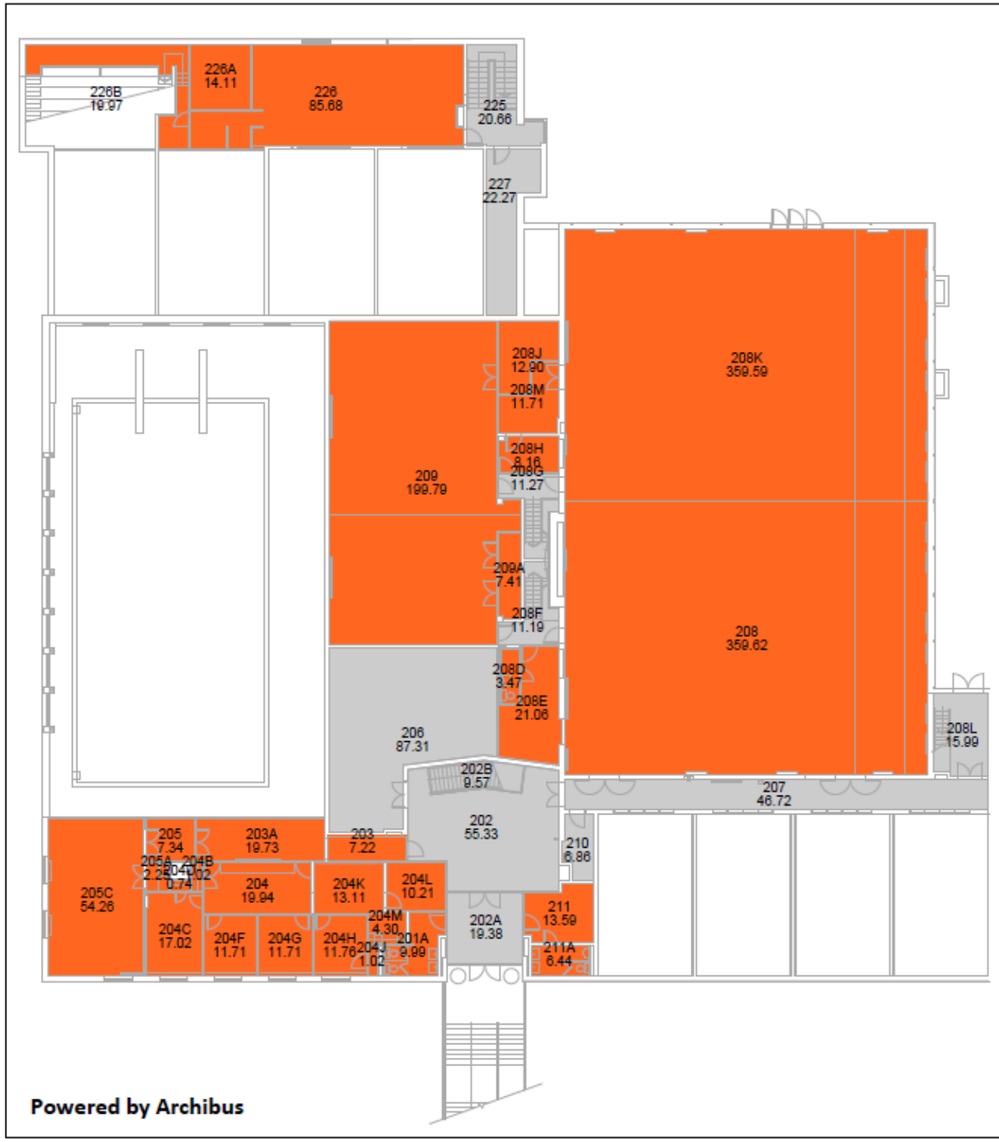
Division	Department
AVP Facilities Services	Glendon Facilities Services
Student Success	Glendon Athletics Club

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**309.01**



Division	Department
AVP Facilities Services	Glendon Facilities Services
Student Success	Glendon Athletics Club

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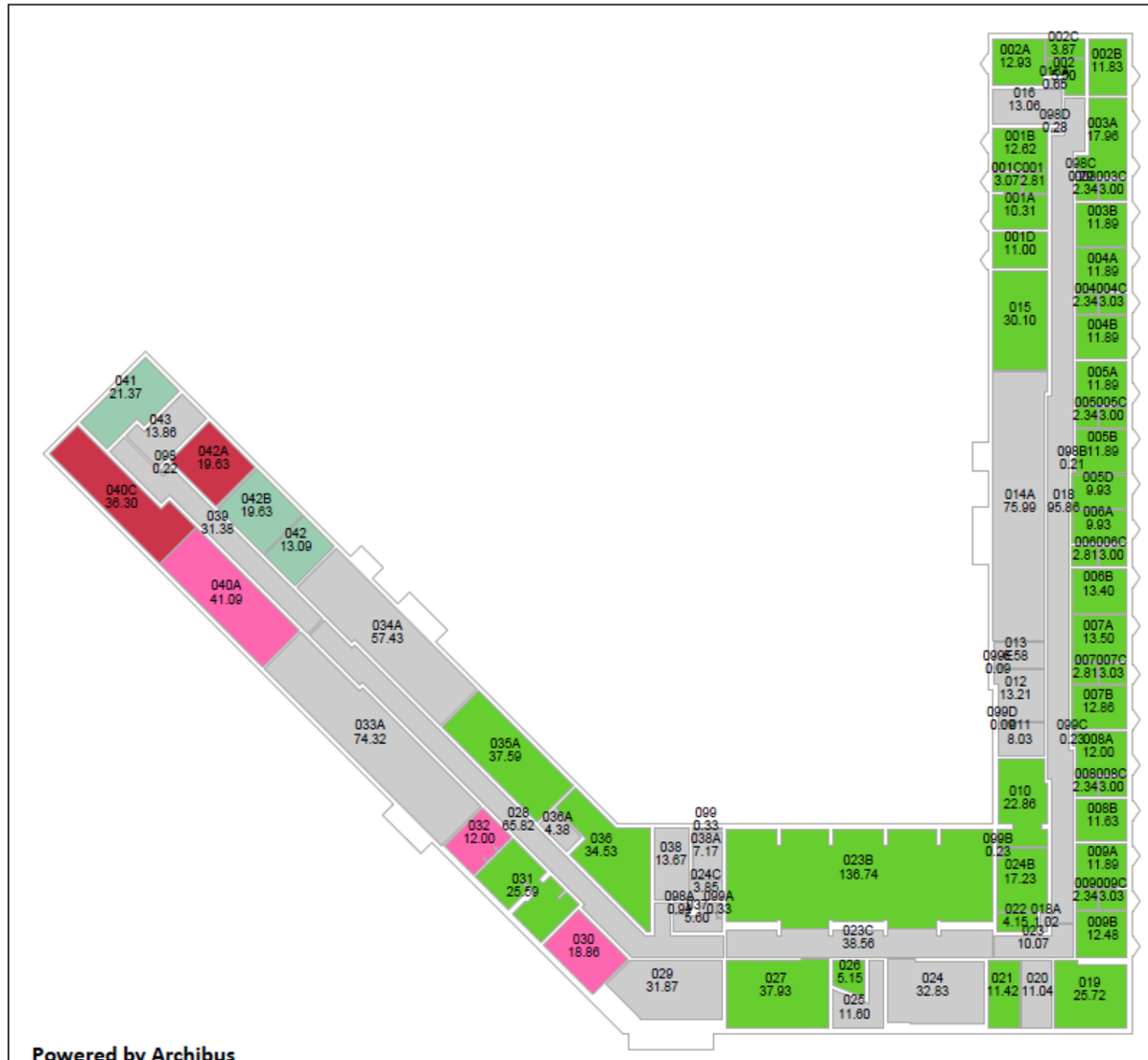

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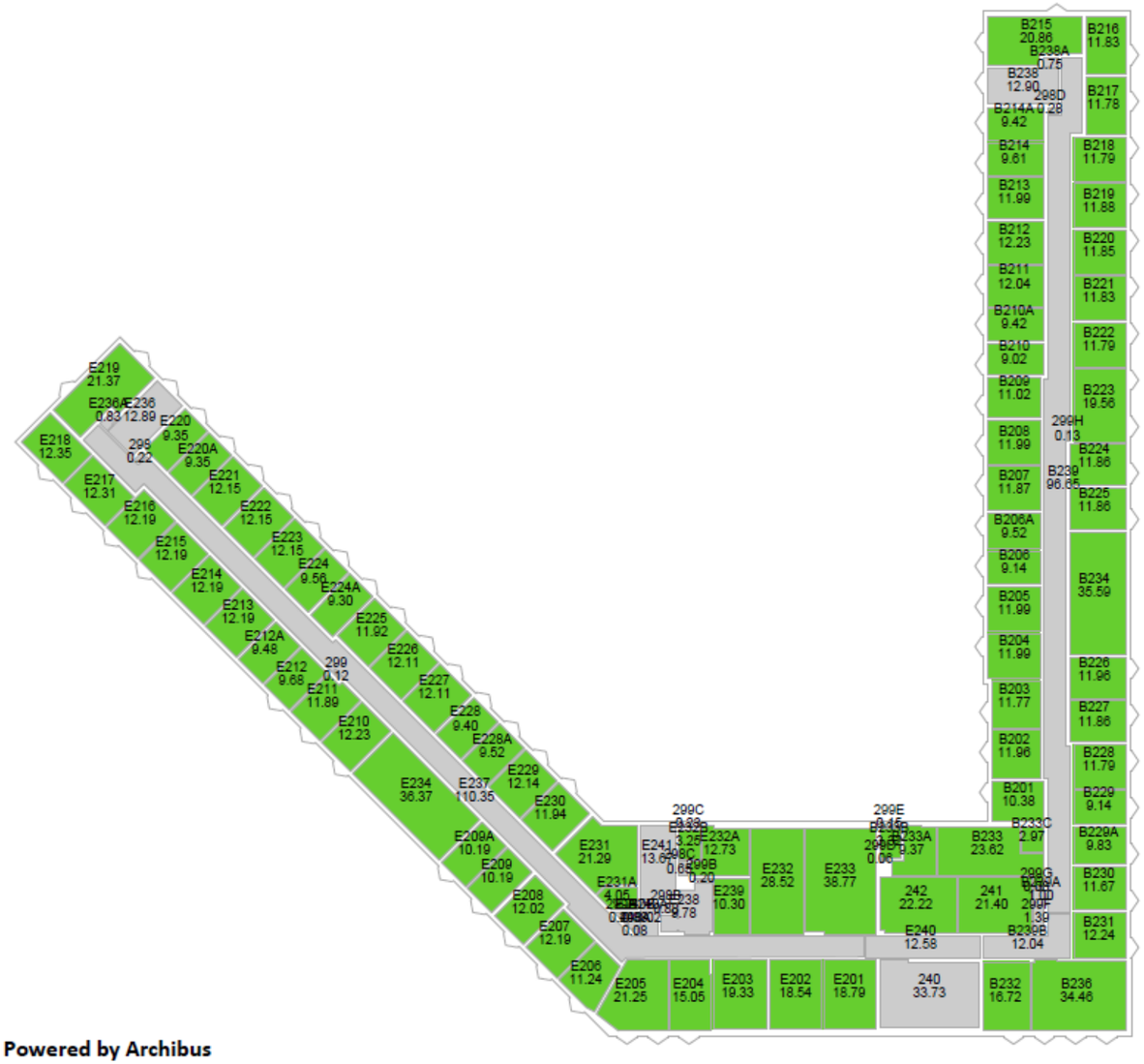
Division	Department
Office of the Principal, Glendon College	Dept of Multi Disciplinary Studies, Glendon College
Office of the Principal, Glendon College	Dept of Psychology, Glendon College
Office of the Principal, Glendon College	Office of the Principal, Glendon College
AVP Facilities Services	Glendon Facilities Services
AVP Facilities Services	Glendon Housing, Hospitality & Food Services, FS

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**321.B1**

Division	Department
Office of the Principal, Glendon College	Dept of English, Glendon College
Office of the Principal, Glendon College	Dept of French Studies, Glendon College
Office of the Principal, Glendon College	Dept of History, Glendon College
Office of the Principal, Glendon College	Dept of Multi Disciplinary Studies, Glendon College
Office of the Principal, Glendon College	Dept of Political Science, Glendon College
Office of the Principal, Glendon College	Dept of Hispanic Studies, Glendon College
Office of the Principal, Glendon College	International Studies Program, Glendon College
AVP Facilities Services	Glendon Facilities Services
AVP Facilities Services	Glendon Housing, Hospitality & Food Services, FS
Student Success	Student Affairs, Glendon College
Student Success	Glendon Student Services
AVP Enrolment Management &	Systems & Communications,

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSOI CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**321.01**



Division	Department
AVP Facilities Services	Glendon Facilities Services
AVP Facilities Services	Glendon Housing, Hospitality & Food Services, FS

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	**SPACE ACCOUNTING FLOORPLAN**	**321.02**

Division	Department
AVP Facilities Services	Glendon Facilities Services
AVP Facilities Services	Glendon Housing, Hospitality & Food Services, FS

DEPARTMENT OF FACILITIES	ARCHIBUS	PROJECT NO: DATE: 17/10/22 DRAWN: AMACPHERSON CHECKED: SCALE: {SCALE}	SPACE ACCOUNTING FLOORPLAN	321.03

Resource Planning Group Inc.

- Toronto
- Vancouver
- Ottawa

O 205-1525 West 8th Ave.,
Vancouver, BC V6J 1T5
T 604-736-6426 | 416-498-5205
F 604-736-4079
E info@rpg.ca
www.rpg.ca

York University Board of Governors
Minutes

Meeting: Open Session, 27 February 2024

Via Zoom

Present:	**Regrets:**	**Others:**
Paul Tsaparis, Chair Francesca Accinelli Marie-Hélène Budworth Joanie Cameron Pritchett Stefanie Lamonaca Caputo Antonio Di Domenico David Garg Ruth Green Konata Lake Loretta Lam Rhonda Lenton Sham Madhok Ariana Mah Carole Malo Kimberly Murray Dee Patterson Helen Polatajko Eugene Roman Ken Silver Narendra Singh Nadine Spencer Mary Traversy Bobbi White *Pascal Robichaud, Secretary* *Leikha M. Bisera, Assistant Secretary*	Sheraz Arshad Dee Patterson Kathleen Taylor	Marcia Annisette Amir Asif Anthony Barbisan Laina Bay-Cheng Christina Brooks-Cappadocia Krista Davidson Priyanka Debnath Ashley D'Souza Darran Fernandez Marco Fiola Susana Gajic-Bruyea Vinitha Gengatharan Jane Goodyer Philip Kelly Margaret Kierylo Weiling Li Kim Mclean Alice MacLachlan Mary Catherine Masciangelo Ijade Maxwell Rodriques Carol McAulay JJ McMurtry Wendy Miller Brad Parkes Lisa Philipps Michael Pogorzelski Audrey Pyee Christine Silversides Louise Spencer Darus Suharto Philippe Theophanidis Rui Wang Susan Webb Elaine MacRae, Governance Coordinator Michelle Roseman, Admin Assistant Alexander Munin, IT Tech for Open Session

II. Open Session

York University Board of Governors - Minutes

1. Chair's Items

The Chair welcomed Governors and community members to the 483rd meeting of the Board of Governors of York University and delivered the Land Acknowledgement.

The Chair began by welcoming Uma Gopinath to her first Board meeting since joining in January 2024 as an external Board member. The Chair extended congratulations to Francesca Accinelli on her appointment as Senior Vice President, Program Strategy and Industry Development at Telefilm, and Konata Lake on his appointment to the Business Development Bank of Canada's Board of Directors.

The Chair expressed condolences on the passing of former Board member Ed Broadbent, and Judith Loeb Cohen, wife of former Board member Marshall Cohen and a strong supporter of York.

The Chair reminded members that the next Board Education session is scheduled on March 22 on the UN Sustainable Development Goals.

a) Consent Agenda Approval

The Board approved the following items under consent:

- Minutes of the Meeting of November 27, 2023.
- Appointments to the Pension Fund Board of Trustees
- Updates to the Social Procurement Policy
- Updates to the Surplus Asset Disposal Policy

2. Executive Committee

The Chair reported that the Committee heard about key emerging risks from the President, received an update on labour relations matters and discussed the recommendations from the Auditor General of Ontario's Value for Money audit. The Committee then heard from Committee Chairs on key issues and action items from this Board cycle's meeting.

a) Action Taken on Behalf of the Board

The Chair reported that since the last meeting of the Board of Governors, the Executive Committee approved two items of business in accordance with the terms of Article VI, 4(c) of the By-laws related to the appointment of the Interim Vice-President, Equity, People and Culture and updates on the collective bargaining mandates.

3. President's Items

a. Appointment: Mid-Term Interim Officers of the University (For Information)

President Lenton reported on the appointment of mid-term interim officers of the University:

- Philip Kelly, Interim Dean, Faculty of Environmental & Urban Change, from 1 January, 2024 through 30 June, 2024
- Michael Darroch, Interim Dean, School of the Arts, Media, Performance & Design, from 1 April, 2024 through 30 June, 2024.

These interim appointments are made in accordance with the authority vested to the President on November 27, 2023, by resolution of the Board of Governors pursuant to Sections (13)(2)(d) and (10)(c) of the York University Act (1965).

b. Opportunities in the Emerging Landscape

President Lenton spoke to the university's Strategic Planning Framework, its guiding principles and how it aligns with the external context and the University Academic Plan and the importance of applying bold, strategic thinking to seize new and emerging revenue-generating growth opportunities. Emerging risks and inter-related risks were discussed, including the effect of the Middle East crisis, labour relations and talent management; the recent international cap announced by the Federal government and how this affects international enrolment levels and the implications on the University budget. The President also spoke to key messages of the province's funding announcement which provides for $1.3B in new funding to help colleges and universities.

In light of these, the President spoke to the need to look towards a growth mindset to enhance York's reputation, mitigate challenges and convert them into opportunities. President Lenton outlined an Action Plan to enhance excellence and innovation in Yorks programs, research and pedagogy which include developing a relational culture focused on people, a revised SEM focused on stronger programs and enrolment, and a revised business model for enhanced administrative efficiency. Key projects noted include the opening of the Markham campus, a community-based School of Medicine, pedagogical innovations being undertaken by the Task Force on the Future of Pedagogy, an evolving AI strategy, as well as continuing and expanding York's research strengths and impacts through projects such as the Connected Minds.

4. Academic Resources Committee

On behalf of the Committee, Mr. Di Domenico provided a summary of key items of business discussed, including the AGO Value-for-Money audit that directly relate the committee; the

Glendon revisioning process; an update on the Fall 2024 applications including Markham campus enrolment; and updates on Leadership transitions. The committee also reviewed key developments in research and innovation noting research outputs and honors received by York, the increase in the research revenue despite a challenging year for the Canadian research sector; and heard about the implementation plan, guiding principles and research and innovation priorities of the Strategic Research Plan.

5. External Relations Committee

Francesca Accinelli provided an update on items discussed at the committee which include recommendations from the AGO Value-for-Money that indirectly impact the committee on board operations, and discussions on the committee's terms of reference. The committee also heard updates on the Government Relations Strategic Plan 2024-27, key communication and public affairs initiatives and activities to elevate York's brand and strengthen its reputation, and updates from the Division of Advancement highlighting alumni engagement and fundraising activities.

6. Finance and Audit Committee

Bobbi-Jean White highlighted key items outlined in the Committee's report and spoke to updates on the Auditor General Value-for-Money Audit that directly relate to the committee's mandate, a review of the University's debt policy ratios, updates on York's Budget, the Third Quarter Operating Results, and the report of the Internal Auditor for the period of November 1, 2023 – January 31, 2024.

a. Markham Campus Budget Adjustment

Referring to the documentation distributed with the agenda, Ms. White spoke to the proposed recommendation for a budget increase as a result of cost escalation pressures. It was noted that cost pressures are in line with trends across all construction sectors, noting that the project was also brought before the Land and Property committee.

It was duly *agreed*, **that, the Board of Governors approve a project budget increase of $20.0M (from $260.5M to $280.5M), inclusive of a budget contingency amount of $5.6M and HST, to complete the construction of the Markham Campus building.**

b. Fees

- Tuition Fees - Approval

The Committee reviewed the 2024-2025 domestic and international tuition fees. Similar to the prior year, the recommendations include a request to align fees to a new Framework once available.

It was duly *agreed*, **that the Board of Governors approve the domestic and international tuition fees as outlined below and in Summary – 2024-25 Tuition Fee Rate Changes (Appendix A and B).**

Program	2024-25
Regular Arts & Science	
Domestic	Align to Tuition Fee Framework
International - New students[1]	6% - 13.84%
International - Continuing students	5%
Professional Programs	
Domestic[2]	Align to Tuition Fee Framework
International UG - New students[1]	6% - 10%
International UG - Continuing students	5%
International – Masters[1]	1% - 18.45%
Research-based Graduate Programs	
Domestic	0%
International	0%
Full Cost Recovery Programs (Domestic)	
Diploma in Law for Law Enforcement	3%
Graduate Diploma in Professional Accounting	5%

Note 1. Based on a comparison of similar programs at peer institutions in Ontario in the regular arts and science and professional categories, and for the Bachelor of Design program, the proposed increases for new students range from 5.74% to 18.45%.
Note 2. Tuition Framework allows for fee increase of 7.5% for students beginning with the 2023-24 cohort and after in tuition anomaly programs (BCOMM, BHRM & BBA/iBBA) until the approved MCU cap is reached.

- Centrally Collected Ancillary Fees 2024-2025

The Committee reviewed for recommendation to the Board the centrally collected ancillary fees. The fees align with the provisions delineated in the Ancillary Fee Agreement, underscoring its necessity in mitigating the impacts of inflation on operational expenses for the various areas and programs sustained through ancillary fees.

It was duly *agreed*, **that the Board of Governors approve a 5.0% escalation in centrally collected ancillary fees for the fiscal year 2024-2025, to take effect on May 1, 2024.**

For undergraduate students, the recommended increment is $1.27 per credit, transitioning from $25.33 to $26.60, resulting in a total increase from $759.90 to $798.00 ($38.10) for full-time students enrolled in 30 credits.

Graduate students in professional programs will observe an increase of $18.99, progressing from $379.82 to $398.81 for programs structured on a per-term fee basis. Part-time graduate students are obligated to pay 50% of the full-time fee.

c. Policy Updates

- Long-Term Debt Policy

The Committee reviewed the recommendation to the Board of Governors to approve amendments to the Long-Term Debt policy.

It was duly *agreed*, **that the Board of Governors approve amendments to the Long-Term Debt Policy (policy), attached as Appendix B.**

- Fraud, Theft and Misappropriation of Assets Policy Revision

The Committee reviewed for recommendation to the Board of Governors to approve the revised Fraud, Theft and Misappropriation of Assets Policy.

It was duly *agreed*, **that the Board of Governors approve the revised Fraud, Theft and Misappropriation of University Assets Policy attached as Appendix A.**

7. Governance and Human Resources Committee

Konata Lake reported on the key items of business discussed by the Committee including the governance process in response to the Auditor General's recommendations, discussions on the Protocol on the Recruitment and Appointment of members of the Board of Governor and the objective of Board education sessions. He also spoke to key updates from the division of Equity, People and Culture that focused on the importance of open and respectful dialogue, updates on the University's Decolonization, Equity, Diversity, and Inclusion (DEDI) strategy as well as initiatives under the Centre for Human Rights, Equity, and Inclusion (CHREI). In addition, the Chair noted that York has been recognized as Canada's Healthy Workplace Month Award – Great Employer for 2023 by Excellence Canada.

8. Investment Committee

Mary Traversy provided an update on key business discussed at the committee which include an overview on Private Debt following revisions to the Target Asset Mix policy, discussions on the committee's terms of reference, an update on the Sustainable Investing comprised of the Environmental, Social and Governance (ESG) scorecard for the University's Endowment Fund, as well as a new climate transition metric.

9. Land and Property Committee

Ken Silver spoke to the Committee's report to the Board which included the AGO Value-for-Money audit and discussions that directly relate the committees mandate, a presentation on York's sustainability journey which include the approval of the Sustainability policy, progress

towards a renewed Sustainability Strategy and the transition to a Sustainability Framework. Related to this, the committee received information on a potential decarbonization solution for Glendon campus as part of its efforts to achieve net zero emissions by 2024. The Chair also spoke to updates on capital construction at the Keele and Markham campuses.

a. Major Capital Priorities

The Committee received the annual update on the status of the University's Major Capital Priorities and noted that while the previous list included five projects, it is recommended that the School of Medicine/ Vaughan Healthcare Centre be the sole project on this list at this time.

It was duly *agreed* **that the Board of Governors approve of the Major Capital Priorities as set out in Appendix A.**

10. Other Business

There was no other business.

11. *In Camera* Session

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

Paul Tsaparis, Chair _____

Pascal Robichaud, Secretary_____

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 30 April 2024

Subject: Pension Fund Board of Trustees Appointment

Recommendation:

The Executive Committee recommends that the Board of Governors approve the following appointment to the Pension Fund Board of Trustees, effective May 1, 2024, for a three-year term.

1. Charmaine Mohamed, as a YUSA nominee

Charmaine Mohamed has been a dedicated member of the York community for over 25 years. Currently serving as the Coordinator of Student Organization Services within the Centre for Student Community and Development (SCLD), she oversees and facilitates services for over 300 clubs. This includes mentoring levy study organizations and diligently reviewing their annual financial statements before levy distribution.

In a prior role, she was Administrative and Budget Assistant, providing senior-level support to the Director and Managers. Her responsibilities encompassed managing schedules, contributing to budget preparations and analysis for forecasting annually, preparing payment requisitions, and overseeing the department Pcard.

These experiences have equipped her with well-developed, transferable skills, reflecting dedication and commitment.

This is Charmaine’s first term as a Pension Trustee.

Board of Governors

Rationale:

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

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

Executive Committee

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 30 April 2024

Subject: Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act Annual Report

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Recommendation:

The Executive Committee recommends that the Board of Governors approve:

> **The Annual Report pursuant to s. 11(1) of Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act (Appendix A).**

Background and Rationale:

As a result of Federal Bill S-211, the *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the "*Act*"), is now in force. The Act requires eligible entities to file an annual report of measures taken to prevent and reduce the risk that forced labour or child labour is used in their supply chains (the "Report"). Under the Act, the Report must be approved by the entity's governing body and submitted to Public Safety Canada by May 31 of each year. In addition, the reporting entities are required to publish the Report on their website.

The University is an entity subject to the annual reporting requirement under the Act and is required to submit its first Report, as approved by its Board of Governors, by May 31, 2024.

The University's Report, attached as Appendix A, is intended to provide information to Public Safety Canada regarding the University's activities and supply chains, and its policies and due diligence processes aimed at identifying and reducing the risk of

forced labour and child labour. The Report include a narrative section and an online questionnaire.

The *Act* does not require the University to certify that there is no forced labour or child labour in its supply chains, nor does it impose minimum standards beyond providing accurate information as required by the *Act*.

Board of Governors

APPENDIX A

2024 Annual Report and Questionnaire

Board of Governors

Fighting Against Forced Labour and Child Labour in Supply Chains Act

2024 Annual Report

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

Located in Toronto, Canada, York is empowered by a welcoming and diverse community with a uniquely global perspective, we are preparing our students for their long-term career and personal success. Together we are making things right for our communities, our planet, and our future.

Governance Structure at York University

York University was established with the proclamation by the Queen in Right of the Province of Ontario of the *York University Act* on March 26, 1959. The *York Act* was amended in 1965 and it is under the 1965 legislation that the University, as we now know it, is constituted.

York University is a not-for-profit charitable corporation, with an autonomous governance system. Notwithstanding its legal autonomy, it is publicly assisted by grants from the Ontario government and elsewhere and is responsible for reporting on a number of matters pertaining to its operation to both provincial and federal governments.

The system of governance established by the *York University Act* is bicameral, with two governing bodies: the Board of Governors and the Senate. The power to act on the university's behalf is divided among the Chancellor, the Board, the Senate and the President (who is also the Vice-Chancellor). But for the powers specifically given to Senate over academic policy, and to the President over student conduct and other matters, the government, conduct, management and control of the University and of its property, revenues, expenditures, business and affairs is vested in the Board by the *York Act*.

The Chancellor is the titular head of the University and has the power to confer all degrees.

Notwithstanding the independent powers given to the Chancellor, Board, Senate and President, the *York University Act* provides for interdependence by requiring consultation and approval among the governing bodies, the Chancellor and the

President in a number of areas. Below is a chart outlining the powers of the constituent elements under the *Act*.

The composition of both the Board of Governors and the Senate is established by the *York University Act*. The Board consists of the Chancellor, the President and up to thirty (30) other persons. The by-laws of the Board specify how the governors are appointed. The Senate is composed of *ex officio* members specified by the *Act,* as well as other elected and appointed members determined by Senate regulation. It is a legislative requirement that full-time members of the teaching staff must always constitute a majority of the members of Senate. There are places for two members of the Senate on the Board and for up to seven members of the Board on Senate (including the Chancellor, the President and the Chair of the Board, all of whom sit *ex officio* on the Senate). The Board of Governors conducts its business through committees that bring recommendations to the full Board at regularly-scheduled meetings. The Senate also conducts much of its business through a network of committees that bring business to the full Senate, through its Executive Committee.

UNIVERSITY SUPPLY CHAINS

The mission of York University is the pursuit, preservation, and dissemination of knowledge. The University's primary operations are to provide educational and research services. Its supply chains support and facilitate the University's ongoing research and education initiatives.

As it relates to the acquisition of goods, the material supply chain spend activity falls within the construction and space renovation categories. Other areas of major spend include:

- Information Technology,
- Consulting and Non-Consulting Services,
- Maintenance Repair and Operations,
- Specialized Research Equipment

The University conducts its supply chain management in accordance with various applicable procurement directives and trade treaties, such as the Broader Public Sector Procurement Directive, Canadian Free Trade Agreement, and the Comprehensive Canada-EU Trade Agreement. In addition, the University has a comprehensive policy and procedures ensuring that procurement of goods and services are conducted in accordance with the applicable laws and regulations.

Procurement of goods, and services above the applicable threshold are acquired using an open public tendering process. This process is led centrally by the University's Strategic Procurement Department.

The acquisition process involves the use of a variety of acquisition tools (RFP, RFT, RFQ) to select vendors for a contract award. Suppliers are thoroughly vetted through a combination of self-disclosure by the Vendor, and research and reference checks conduct by the University. These acquisition tools obligate suppliers to maintain compliance with the University's policies and with applicable laws, and these obligations are flowed through to the supplier's subcontractors where applicable.

To leverage its due diligence, Strategic Procurement Services also relies on a Vendor of Record model for the majority of purchases. Potential vendors and suppliers are vetted and selected through the issuance of an open public Request for Supplier Qualification to provide the University with optimal information about its suppliers in the ordinary course.

Strategic Procurement Services uses a central comprehensive check and balance system to manage vendor performance during the course of service delivery, through its Procurement Policy and supporting processes. This data is securely stored by the University.

In addition, the University is currently in the process of developing a Supplier Code of Conduct that is intended to assist in identifying, managing and reducing supply chain risk including those related to forced labour and child labour within the acquisition process.

POLICIES AND PROCEDURES AND DUE DILIGENCE

The University has a broad range of policies and procedures governing its activities and which operate to support the University's objects and purposes which include the betterment of society. Through these policies and procedures, the University will develop additional mechanisms beyond those already in place to reduce the risk of forced labour and child labour, to train its personnel and community on identifying those risks, and to require its suppliers, vendors and business partners to uphold the highest levels of ethical behaviour.

Procurement

Strategic Procurement Services ("SPS") at York University provides support to the University's departments and units to procure goods and services at fair prices. The Procurement of Goods and Services Policy and Procedure and Procurement Code of Ethics ensure that the University's personnel act in good faith, conduct appropriate due diligence and hold vendors and suppliers to the highest standards of honesty.

SPS follows the Province of Ontario's Broader Public Service Directives and trade treaties such as the Canada Free Trade Agreement and the Canada-EU Comprehensive Economic and Trade Agreement. These Directives and treaties promote fair and transparent dealings with bona fide vendors and suppliers in regions where the risks of forced labour and child labour are reduced.

Signing Authority Register

To maintain proper control over its activities, the University's Signing Authority Register governs the approval and execution of its agreements, contracts and other documents. The assignment of authority and responsibilities ensures that appropriately senior personnel are aware of transactions, including those that could engage the risk of forced labour and child labour, and will permit the University's administration to assess the effectiveness of the procedures and processes that it is developing.

Statement of Investment Policies and Procedures

The University's investment strategy requires it to consider environmental, social and governance (ESG) factors when managing its endowment portfolio. The University will continue to pursue investments that do not engage the risk of forced labour or child labour by upholding these ESG factors.

Human Resources

The majority of the University's employees are unionized and governed by collective agreements which include grievance mechanisms for employees. The University is beginning to develop training materials directly related to identifying and reducing the risks of forced labour and child labour.

Research

The University has a robust set of policies, procedures and due diligence in place to ensure that its research is conducted in an ethical and diligent manner, and that the equipment used in research is procured in a proper, ethical and legally compliant manner, including the Senate Policy on Responsible Conduct of Research and the Policy on Sources of Research Funds. These policies help ensure that research is conduct in accordance with the University's objects and purposes and the betterment of society.

The Vice-President Research & Innovation complies with Canada's controlled goods regime and leverages the export control systems already in place in both Canada and the United States.

Sustainability

The University's Sustainability Policy acknowledges that a critical challenge to sustainability is socio-economic inequality and commits the University to supporting values that will assist in identifying and reducing the risks of forced labour and child labour.

The University works with multiple external partners to champion these goals, including registering with the Fair Labor Association and requiring the same of its licensed manufacturers.

York University is a designated Fairtrade Campus.

LOOKING FORWARD

The University's Supplier Code of Conduct, which directly addresses the risks of forced labour and child labour, is expected to be enacted in the coming months, with more initiatives to follow. York University is committed to identifying and reducing the risks of forced labour and child labour and intends to develop a robust set of tools and requirements for its community to improve its effectiveness in doing so.

Board of Governors

ONLINE QUESTIONNAIRE

1. *This report is for which of the following? (Required)

- Entity
- Government institution

2. *Legal name of reporting entity or government institution (Required) York University

3. *Financial reporting year (Required) 2023/24

4. *Is this a revised version of a report already submitted this reporting year? (Required)

- Yes
- No

4.1 *If yes, identify the date the original report was submitted. (Required)

4.2 *Describe the changes made to the original report, including by listing the questions or sections that were revised (1,500 character limit). (Required)

5. For entities only: Business number(s) (if applicable): 119306736 RR 0001

6. For entities only: *Is this a joint report? (Required)

- Yes
- No

~~**6.1 *If yes, identify the legal name of each entity covered by this report. (Required)**~~

~~**6.2 Identify the business number(s) of each entity covered by this report (if applicable).**~~

7. For entities only: *Is the entity also subject to reporting requirements under supply chain legislation in another jurisdiction? (Required)

- Yes
- No

~~**7.1 *If yes, indicate the applicable law(s). Select all that apply. (Required)**~~

- ~~The United Kingdom's *Modern Slavery Act 2015*~~
- ~~Australia's *Modern Slavery Act 2018*~~
- ~~California's *Transparency in Supply Chains Act*~~
- ~~Other, please specify~~

8. For entities only: *Which of the following categorizations applies to the entity? Select all that apply. (Required)

- Listed on a stock exchange in Canada
- Canadian business presence (select all that apply):
  - Has a place of business in Canada
  - Does business in Canada
  - Has assets in Canada
- Meets size-related thresholds (select all that apply):
  - Has at least $20 million in assets for at least one of its two most recent financial years
  - Has generated at least $40 million in revenue for at least one of its two most recent financial years
  - Employs an average of at least 250 employees for at least one of its two most recent financial years

9. For entities only: *Which of the following sectors or industries does the entity operate in? Select all that apply. (Required)

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade

- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration
- Other, please specify:

10. For entities only: *In which country is the entity headquartered or principally located? (Required) Canada

10.1 If in Canada: *In which province or territory is the entity headquartered or principally located? (Required) Ontario

~~**11. For government institutions only: *Is this a report for a federal Crown corporation or a subsidiary of a federal Crown corporation? (Required)**~~

- ~~Yes~~
- ~~No~~

~~**11.1 *If yes, which of the following sectors or industries does the Crown corporation or subsidiary operate in? Select all that apply. (Required)**~~

- ~~Agriculture, forestry, fishing and hunting~~
- ~~Mining, quarrying, and oil and gas extraction~~
- ~~Utilities~~
- ~~Construction~~
- ~~Manufacturing~~
- ~~Wholesale trade~~
- ~~Retail trade~~
- ~~Transportation and warehousing~~

- ~~Information and cultural industries~~
- ~~Finance and insurance~~
- ~~Real estate and rental and leasing~~
- ~~Professional, scientific and technical services~~
- ~~Management of companies and enterprises~~
- ~~Administrative and support, waste management and remediation services~~
- ~~Educational services~~
- ~~Health care and social assistance~~
- ~~Arts, entertainment and recreation~~
- ~~Accommodation and food services~~
- ~~Other services (except public administration)~~
- ~~Public administration~~
- ~~Other, please specify:~~

~~**11.2 *If yes, in which province or territory is the Crown corporation or subsidiary headquartered or principally located? (Required)**~~

Annual Report

Reporting for entities

1. *What steps has the entity taken in the previous financial year to prevent and reduce the risk that forced labour or child labour is used at any step of the production of goods in Canada or elsewhere by the entity or of goods imported into Canada by the entity? Select all that apply. (Required)

- Mapping activities
- Mapping supply chains
- Conducting an internal assessment of risks of forced labour and/or child labour in the organization's activities and supply chains
- Contracting an external assessment of risks of forced labour and/or child labour in the organization's activities and supply chains
- Developing and implementing an action plan for addressing forced labour and/or child labour
- Gathering information on worker recruitment and maintaining internal controls to ensure that all workers are recruited voluntarily
- Addressing practices in the organization's activities and supply chains that increase the risk of forced labour and/or child labour

- Developing and implementing due diligence policies and processes for identifying, addressing and prohibiting the use of forced labour and/or child labour in the organization's activities and supply chains
- Carrying out a prioritization exercise to focus due diligence efforts on the most severe risks of forced and child labour
- Requiring suppliers to have in place policies and procedures for identifying and prohibiting the use of forced labour and/or child labour in their activities and supply chains
- Developing and implementing child protection policies and processes
- Developing and implementing anti-forced labour and/or -child labour contractual clauses
- Developing and implementing anti-forced labour and/or -child labour standards, codes of conduct and/or compliance checklists
- Auditing suppliers
- Monitoring suppliers
- Enacting measures to provide for, or cooperate in, remediation of forced labour and/or child labour
- Developing and implementing grievance mechanisms
- Developing and implementing training and awareness materials on forced labour and/or child labour
- Developing and implementing procedures to track performance in addressing forced labour and/or child labour
- Engaging with supply chain partners on the issue of addressing forced labour and/or child labour
- Engaging with civil society groups, experts and other stakeholders on the issue of addressing forced labour and/or child labour
- Engaging directly with workers and families potentially affected by forced labour and/or child labour to assess and address risks
- Information not available for this reporting period
- Other, please specify:

2. Please provide additional information describing the steps taken (if applicable) (1,500 character limit).

- The University is currently developing a Supplier Code of Conduct that will address the risk of forced labour and child labour, expected to be enacted during FY2025.
- The University maintains registration with Fair Labor Association, and requires the same of all suppliers who manufacture University-licensed goods and apparel for sale in its Bookstore. The University has the right to audit such

manufacturers and to inspect their premises, and mandates compliance with applicable law including export control in order to leverage existing governmental regimes.

https://www.fairlabor.org/

The University is a designated Fairtrade Campus.

https://www.fairtrade.net/

3. *Which of the following accurately describes the entity's structure? (Required)

- Corporation
- Trust
- Partnership
- Other unincorporated organization

4. *Which of the following accurately describes the entity's activities? Select all that apply. (Required)

- Producing goods (including manufacturing, extracting, growing and processing)
  - in Canada
  - outside Canada
- Selling goods
  - in Canada
  - outside Canada
- Distributing goods
  - in Canada
  - outside Canada
- Importing into Canada goods produced outside Canada
- Controlling an entity engaged in producing goods in Canada or outside Canada, or importing into Canada goods produced outside Canada

5. Please provide additional information on the entity's structure, activities and supply chains (1,500 character limit).

The University's primary activities involve education and research and do not primarily involve buying, selling, manufacturing or distribution of goods. As a teaching and

research university its primary activities are the advancement of learning and the dissemination of knowledge; and the intellectual, spiritual, social, moral and physical development of its members and the betterment of society (s. 4 of the York University Act, 1965).

https://www.yorku.ca/secretariat/governance-documents/york-university-act-1965/

6. *Does the entity currently have policies and due diligence processes in place related to forced labour and/or child labour? (Required)

- Yes
- No

6.1 *If yes, which of the following elements of the due diligence process has the entity implemented in relation to forced labour and/or child labour? Select all that apply. (Required)

- Embedding responsible business conduct into policies and management systems
- Identifying and assessing adverse impacts in operations, supply chains and business relationships
- Ceasing, preventing or mitigating adverse impacts
- Tracking implementation and results
- Communicating how impacts are addressed
- Providing for or cooperating in remediation when appropriate

7. Please provide additional information on the entity's policies and due diligence processes in relation to forced labour and child labour (if applicable) (1,500 character limit).

  - Businesses and Programs Operating on York University Premises (Guidelines and Procedures)
  - Fraud, Theft and Misappropriation of University Assets (Policy and Procedure)
  - Organized Research Units (Policy, Guidelines and Procedures)
  - Procurement of Goods and Services (Policy and Procedure)
  - Procurement Code of Ethics

- Responsible Conduct of Research, Senate Policy on
- Risk Management Policy
- Signing Authority Register
- Social Procurement Policy
- Sources of Research Funds, Policy on
- Statement of Investment Policies and Procedures
- Sustainability Policy

https://www.yorku.ca/secretariat/policies/

8. *Has the entity identified parts of its activities and supply chains that carry a risk of forced labour or child labour being used? (Required)

- Yes, we have identified risks to the best of our knowledge and will continue to strive to identify emerging risks.
- Yes, we have started the process of identifying risks, but there are still gaps in our assessments.
- No, we have not started the process of identifying risks.

8.1 *If yes, has the entity identified forced labour or child labour risks related to any of the following aspects of its activities and supply chains? Select all that apply. (Required)

- The sector or industry it operates in
- The types of products it produces, purchases or distributes
- The locations of its activities, operations or factories
- The types of products it sources
- The raw materials or commodities used in its supply chains
- Tier one (direct) suppliers
- Tier two suppliers
- Tier three suppliers
- Suppliers further down the supply chain than tier three
- The use of outsourced, contracted or subcontracted labour
- The use of migrant labour
- The use of forced labour
- The use of child labour
- None of the above
- Other, please specify

9. *Has the entity identified forced labour or child labour risks in its activities and supply chains related to any of the following sectors and industries? Select all that apply. (Required)

- Agriculture, forestry, fishing and hunting
- Mining, quarrying, and oil and gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing
- Information and cultural industries
- Finance and insurance
- Real estate and rental and leasing
- Professional, scientific and technical services
- Management of companies and enterprises
- Administrative and support, waste management and remediation services
- Educational services
- Health care and social assistance
- Arts, entertainment and recreation
- Accommodation and food services
- Other services (except public administration)
- Public administration
- None of the above
- Other, please specify

10. Please provide additional information on the parts of the entity's activities and supply chains that carry a risk of forced labour or child labour being used, as well as the steps that the entity has taken to assess and manage that risk (if applicable) (1,500 character limit).

No material risk of forced labour or child labour has been identified. The University does engage in some construction-related activities and complies with trade treaty and procurement obligations, and maintains a Social Procurement Policy, all of which favour procurement from local vendors and those with strong enforcement regimes such as the United States and EU. The University is developing terms in its contractual documents to address the risk of forced and child labour. The University maintains compliance with Canadian and US export control regimes.

11. *Has the entity taken any measures to remediate any forced labour or child labour in its activities and supply chains? (Required)

- Yes, we have taken remediation measures and will continue to identify and address any gaps in our response.
- Yes, we have taken some remediation measures, but there are gaps in our response that still need to be addressed.
- No, we have not taken any remediation measures.
- Not applicable, we have not identified any forced labour or child labour in our activities and supply chains.

~~**11.1 *If yes, which remediation measures has the entity taken? Select all that apply. (Required)**~~

- ~~Actions to support victims of forced labour or child labour and/or their families, such as workforce reintegration and psychosocial support~~
- ~~Compensation for victims of forced labour or child labour and/or their families~~
- ~~Actions to prevent forced labour or child labour and associated harms from reoccurring~~
- ~~Grievance mechanisms~~
- ~~Formal apologies~~
- ~~Other, please specify.~~

~~**12. Please provide additional information on any measures the entity has taken to remediate any forced labour or child labour (if applicable) (1,500 character limit).**~~

13. *Has the entity taken any measures to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities and supply chains? (Required)

- Yes, we have taken substantial remediation measures and will continue to identify and address any gaps in our response.
- Yes, we have taken some remediation measures, but there are gaps in our response that still need to be addressed.
- No, we have not taken any remediation measures.
- Not applicable, we have not identified any loss of income to vulnerable families resulting from measures taken to eliminate the use of forced labour or child labour in our activities and supply chains.

14. Please provide additional information on any measures the entity has taken to remediate the loss of income to the most vulnerable families that results from any measure taken to eliminate the use of forced labour or child labour in its activities and supply chains (if applicable) (1,500 character limit).

15. *Does the entity currently provide training to employees on forced labour and/or child labour? (Required)

- Yes
- No

15.1 *If yes, is the training mandatory? (Required)

- Yes, the training is mandatory for all employees.
- Yes, the training is mandatory for employees making contracting or purchasing decisions.
- Yes, the training is mandatory for some employees.
- No, the training is voluntary.

16. Please provide additional information on the training the entity provides to employees on forced labour and child labour (if applicable). (1,500 character limit).

The University will begin to develop training material related to forced labour and child labour for employees during FY2025.

17. *Does the entity currently have policies and procedures in place to assess its effectiveness in ensuring that forced labour and child labour are not being used in its activities and supply chains? (Required)

- Yes
- No

17.1 *If yes, what method does the entity use to assess its effectiveness? Select all that apply. (Required)

- Setting up a regular review or audit of the organization's policies and procedures related to forced labour and child labour

- Tracking relevant performance indicators, such as levels of employee awareness, numbers of cases reported and solved through grievance mechanisms and numbers of contracts with anti-forced labour and -child labour clauses
- Partnering with an external organization to conduct an independent review or audit of the organization's actions
- Working with suppliers to measure the effectiveness of their actions to address forced labour and child labour, including by tracking relevant performance indicators
- Other, please specify.

18. Please provide additional information on how the entity assesses its effectiveness in ensuring that forced labour and child labour are not being used in its activities and supply chains (if applicable). (1,500 character limit).

As this is the first year of reporting, additional assessment tools will be developed during FY2024/25. New policies and procedures will include regular review in accordance with the University's governance requirements.

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Hospitality Policy Update

Recommendation:

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

Background, Rationale and Proposed Changes:

This policy establishes principles for, and the context within which, hospitality paid for by the University may occur.

The University's Hospitality Policy was last approved in June 2012. This review ensures that the University maintains the integrity of its operations and the safeguarding of its interests and those of its partners.

In reviewing this policy, the University conducted an environmental scan of other institutions' policies on the subject of hospitality, including McMaster University, Queen's University, University of Toronto, University of Ottawa, Western University, and Wilfrid Laurier University. In addition, consultations were undertaken with community partners including University Secretariat, Strategic Procurement, Vice-President Research and Innovation, Provost and Vice-President Academic, University Services Centre, Internal Audit and Office of the Comptroller.

The changes in the proposed policy draft are to update the current policy and to conform with the standard formats of the University policy documents.

The details of the proposed changes to the current policy are presented in the following table with summary below:

- **Purpose section**: A formal section has been introduced in the proposed policy to conform with the new policy template guidelines. The content surrounding the purpose of this policy has remained same.
- **Scope and Application section**: No material change.
- **Definitions section**: The proposed policy establishes definitions of key terms such as hospitality, reasonable cost, and eligible expense which are included to facilitate clarity of understanding and consistency.
- **Policy section**: The proposed policy emphasizes the importance of hospitality expenditures supporting the University mission and being incurred in accordance with associated procedures and guidelines. Specific provisions are added to ensure compliance with funding agreements for hospitality expenses from external sources.
- **Roles and Responsibilities section**: Content established under III. AUTHORITY of current policy is incorporated into proposed section to conform with the University policy format.
- **Review Section**: The proposed policy introduces a requirement for formal review timeline of every 5 years to ensure effectiveness and ongoing relevance of policy.

Current Policy	Proposed Policy	Revisions
Description Establishes the principles for and the context within which hospitality paid for by the University may occur. Has associated procedure.	**1. Purpose**	Section 1 included to update current policy and conform with standard formats of the University policy documents. **1. Purpose** The purpose of this policy is to establish principles for and the context within which hospitality paid for by the University may occur.
I. APPLICABILITY This Policy applies in respect of all hospitality expenditures incurred by the University, regardless of the source of funding.	**2. Scope and Application** **3. Definitions**	Content from I. APPLICABILITY moved into Section 2. **2. Scope and Application** Specifies application to all hospitality expenditures from all funding sources. **3. Definitions** Definition of hospitality added into the policy, previously included only in the related procedure. Reasonable Cost provides broad principles that cost should reflect appropriate accountability, business purpose, efficiency, and value for money. Eligible expense specifies that for an expense to be eligible it must meet the guidelines of the policy.

II. POLICY The University recognizes that hospitality expenses may be incurred in carrying out its educational, research, and service activities. Hospitality expenditures shall be appropriate, cost effective, support the institution's mission and incurred in accordance with the associated Procedure and Guidelines.	**4. Policy (4.1-4.2)**	**4. Policy** 4.1 "Cost effective" replaced with "Reasonable Cost" to enhance original policy language. General note to indicate that hospitality expenditures incurred must comply with other University policies and procedures that may be applicable in the circumstance. 4.2 Specifies that Hospitality may be incurred from external research funds if permissible according to the terms and conditions of the funding agreement, award or contract.
III. AUTHORITY The Vice-President Finance and Administration shall authorize procedures and guidelines pursuant to this policy.	**5. Roles and Responsibilities** **6. Review**	**5. Roles and Responsibilities** Content from current policy incorporated into section without any material changes in content. **6. Review** The proposed policy introduces a requirement for formal review timeline of every 5 years at a minimum.

Appendix A – Proposed Hospitality Policy

University Policy

Hospitality (Policy)

Topic:	Financial and Operations
Approval Authority:	Board of Governors
Approval Date:	June 25, 2012
Effective Date:	June 25, 2012
Last Revised:	April 30, 2024

1. Purpose

The purpose of this policy is to establish principles for and the context within which hospitality paid for by the University may occur.

2. Scope and Application

This policy applies in respect of all hospitality expenses incurred by the University, regardless of the source of funding.

3. Definitions

Hospitality is the provision of food and beverages, social or recreational activities, events and functions, and gifts which are purchased in support of the educational, research or activities of the University.

Reasonable Cost is determined based on sound judgment and moderation, reflecting consideration of accountability, business purpose, efficiency, and value for money.

Eligible Expense refers to a claim that meets the guidelines of this policy and may be eligible for reimbursement by the University.

4. Policy

4.1 The University recognizes that Hospitality expenses may be incurred in carrying out its educational, research, and activities. Hospitality expenses

must be of Reasonable Cost and must comply with all other applicable University policies and procedures.

4.2 Hospitality expenses paid from externally established research accounts or other external sources may only be reimbursed if they are permitted by the terms and conditions of the funding agreement, award, or contract.

5. Roles and Responsibilities

Vice-President Finance and Administration shall authorize procedures and guidelines pursuant to this policy.

6. Review

The Vice-President Finance and Administration will review this policy every 5 years at a minimum. During the review, the policy will remain in full force and effect.

Legislative history:	Reviewed by the President and Vice-Presidents, May 2012. Approved by the Board Finance and Audit Committee, May 28, 2012, and the Board of Governors, June 25, 2012. Approved by the Board Finance and Audit Committee April 15, 2024, and the Board of Governors April 30, 2024.
Date of next review:	May 2029
Policies superseded by this policy:	
Related policies, procedures and guidelines:	Hospitality Procedure Reimbursement of Expenses Policy Reimbursement of Expenses Procedure Fraud, Theft and the Misappropriation of University Assets Broader Public Sector Expenses Directive 2020

Appendix B – Current Hospitality Policy

Hospitality (Policy)

Topic:	**Financial and Operations**
Approval Authority:	**Board of Governors**

Description: Establishes the principles for and the context within which hospitality paid for by the University may occur. Has associated procedure.

I. APPLICABILITY

This Policy applies in respect of all hospitality expenditures incurred by the University, regardless of the source of funding.

II. POLICY

The University recognizes that hospitality expenses may be incurred in carrying out its educational, research, and service activities. Hospitality expenditures shall be appropriate, cost effective, support the institution's mission and incurred in accordance with the associated Procedure and Guidelines.

III. AUTHORITY

The Vice-President Finance and Administration shall authorize procedures and guidelines pursuant to this policy.

Legislative History:	Reviewed by the President and Vice-Presidents, May 2012. Approved by the Board Finance and Audit Committee, May 28, 2012, and the Board of Governors, June 25, 2012.

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Reimbursement of Expenses Policy Update

Recommendation:

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

Background, Rationale and Proposed Changes:

This policy establishes principles for, and the context within which, reimbursement of expenses may be processed by the University.

The University's Reimbursement of Expenses Policy was last approved in March 2008. This review ensures that the University maintains the integrity of its operations and the safeguarding of its interests and those of its partners.

In reviewing this policy, the University conducted an environmental scan of other institutions' policies on the subject of reimbursement of expenses, including McMaster University, Queen's University, University of Toronto, University of Ottawa, Western University, and Wilfrid Laurier University. In addition, consultations were undertaken with community partners including University Secretariat, Strategic Procurement, Vice-President Research and Innovation, Provost and Vice-President Academic, University Services Centre, Internal Audit and Office of the Comptroller.

The changes in the proposed policy draft are to update the current policy and to conform with the standard formats of the University policy documents.

The details of the proposed changes to the current policy are presented in the following table with summary below:

- **Purpose section**: a formal section has been introduced in the proposed policy to conform with the new policy template guidelines. The updated policy clarifies and emphasizes principles and stewardship obligations in comparison to the current policy.
- **Scope and Application section**: The revised policy expands the scope to include all University community members.
- **Definitions section**: The proposed policy establishes definitions of key terms such as reasonable cost and eligible expenses to facilitate clarity of understanding and consistency.
- **Policy section**: The proposed policy establishes University's duty to act as steward for use of assets and funds. It also stipulates expenses and cash advances will be reimbursed in accordance with prescribed procedures and guidelines. Section also formally reaffirms University's commitment towards conducting expense reimbursement in a transparent and accountable manner through audits.
- **Roles and Responsibilities section**: The proposed policy establishes clear responsibilities for University Community Members, Vice President Finance and Administration, and Vice President Research and Innovation regarding implementation and adherence of this policy. Content established under 'Authority Section' of current policy is incorporated into proposed section to conform with policy format.
- **Review Section**: The proposed policy introduces a requirement for formal review timeline of every 5 years to ensure effectiveness and ongoing relevance of policy.

Current Policy	Proposed Policy	Revisions
Description Applies to all expense reimbursements to employees; has associated Procedure.	**1. Purpose (1.1-1.2)**	Section 1 included to update current policy and conform with standard formats of the University policy documents. Content of Description section (from current policy) moved into Section 1. **1. Purpose** 1.1 establishes the purpose and principles for implementing the reimbursement of expense. 1.2 specifies reliance of policy implementation on judgement and discretion of community members through application and adherence.
Application This policy applies to all expense reimbursements to employees whether charged against University operating funds, research grants and contracts or any other funds administered by the University.	**2. Scope and Application** **3. Definitions**	Content from Application moved into Section 2. **2. Scope and Application** Introduces scope of application on University community members into policy. **3. Definitions** Eligible expense specifies that for an expense to be eligible it must meet the guidelines of the policy. Reasonable Cost is defined with emphasis on sound judgment. The definition includes broad principles that cost should reflect appropriate accountability, business purpose, efficiency, and value for money.
Policy	**4. Policy (4.1-4.4)**	Content from Policy moved into Section 4.1-4.3

York University shall reimburse its employees for reasonable expenses incurred by them on behalf of the University or in the course of University academic or administrative business. Expenses will be allowed when incurred in accordance with the Expense Guidelines in effect from time to time and may be claimed in accordance with the prescribed Procedures for Reimbursement of Expenses, in effect from time to time. All expense claims are subject to audit.		**4. Policy** 4.1. Establishes York University with steward governance responsibility. 4.2. Confirms York University's commitment to reimburse reasonable expenses. 4.3. Reaffirms expenses and cash advances will be reimbursed in accordance with procedures. 4.4. Reiterates expense claims and cash advances are subject to audit.
Authority The Vice-President Finance and Administration shall authorize procedures and guidelines pursuant to this policy. This responsibility will be shared with the Vice-President Research & Innovation with respect to research grants, contracts and allowances awarded to faculty members and administered by the University.	**5. Roles and Responsibilities (5.1-5.3)** **6. Review**	Content from Authority moved into Section 5.2 and 5.3. Review timelines introduced in Section 6. **5. Roles and Responsibilities** 5.1. establishes University community members must adhere to policy and procedures. 5.2. Vice-President Finance and Administration role reaffirmed to authorize procedures and guidelines. Responsibility will be shared with the Vice-President Research & Innovation with respect to research grants, and applicable contracts. 5.3 Clarity established that with respect to research grants, contracts and allowances awarded to faculty members, this responsibility to establish procedure and guidelines will be shared between the Vice-President Finance and Administration with the Vice-President Research & Innovation.

		6. Review The proposed policy introduces a requirement for formal review timeline of every 5 years at a minimum.

Appendix A – Proposed Reimbursement of Expenses Policy

University Policy

Reimbursement of Expenses (Policy)

Topic:	Financial and Operations
Approval Authority:	Board of Governors
Approval Date:	May 6, 1996
Effective Date:	May 6, 1996
Last Revised:	April 30, 2024

1. Purpose

1.1. The purpose of this policy is to establish principles for which reimbursement of expenses incurred by University community members may occur.

1.2. This policy is designed to rely on the judgement and discretion of the community members, while at the same time allowing the University to meet its stewardship obligations as a public institution.

2. Scope and Application

This policy applies to all University community members including employees, agents, contractors, visiting scholars, students and volunteers, and any others acting on behalf of, or in partnership with, the University or doing business with the University to carry out their responsibilities, seeking reimbursement of expenses whether charged against University operating funds, research grants and contracts or any other funds administered by the University.

3. Definitions

Eligible Expense: a claim that meets the guidelines of this policy and may be eligible for reimbursement by the University.

Reasonable Cost: is determined based on sound judgement and moderation, reflecting consideration of accountability, business purpose, efficiency, and value for money.

4. Policy

4.1. York University as a public institution has a duty to act as a steward and custodian of University Assets and is responsible to ensure that funds are used in a financially prudent manner.

4.2. York University shall reimburse its community members for reasonable expenses incurred by them on behalf of the University or in the course of University business in accordance with the procedures prescribed pursuant to this Policy.

4.3. Expenses and cash advances will be allowed to be reimbursed when incurred in accordance with the prescribed procedures, applicable contracts, and other related guidelines.

4.4. All expense claims (including cash advances) are subject to audit, in accordance with the procedures and guidelines issued pursuant to this policy.

5. Roles and Responsibilities

5.1. **University Community Members** are responsible for adhering to this policy and all applicable procedures.

5.2. Vice-President Finance and Administration shall be responsible for the implementation of this Policy and may establish procedures and guidelines pursuant hereto from time-to-time regarding any matters set out in this Policy.

5.3. With respect to research grants, contracts and allowances awarded to faculty members, this responsibility to establish procedure and guidelines will be shared between the Vice-President Finance and Administration with the Vice-President Research & Innovation.

6. Review

The Vice-President Finance and Administration will review this policy every 5 years at a minimum. During the review period this policy will remain in full force and effect.

Legislative history:	Approved by UEC: 1996/02/12; Approved by BPC: 1996/03/05; Approved by Board of Governors Finance & Property Committee: 1996/02/12; Approved by Board of Governors: 1996/05/06; Date Effective: 1996/05/06; Amended by the Board of Governors: 2007/03/05; editorial revision approved by the Board 2008/03/03. Approved by Board of Governors April 30, 2024.
Date of next review:	May 2029

Policies superseded by this policy:	
Related policies, procedures and guidelines:	Reimbursement of Expenses Procedure Hospitality (Policy) Hospitality (Procedure) PER Guidelines (PDF)* PER Guidelines for Senior Scholars (PDF)* Signing Authority Register

Appendix B – Current Reimbursement of Expense Policy

Reimbursement of Expenses (Policy)

Topic:	Financial and Operations
Approval Authority:	Board of Governors

Description: Applies to all expense reimbursements to employees; has associated Procedure.

Policy Application:

This policy applies to all expense reimbursements to employees whether charged against University operating funds, research grants and contracts or any other funds administered by the University.

Policy:

York University shall reimburse its employees for reasonable expenses incurred by them on behalf of the University or in the course of University academic or administrative business. Expenses will be allowed when incurred in accordance with the Expense Guidelines in effect from time to time and may be claimed in accordance with the prescribed Procedures for Reimbursement of Expenses, in effect from time to time. All expense claims are subject to audit.

Authority:

The Vice-President Finance and Administration shall authorize procedures and guidelines pursuant to this policy. This responsibility will be shared with the Vice-President Research & Innovation with respect to research grants, contracts and allowances awarded to faculty members and administered by the University.

Legislative History:	Approved by UEC: 1996/02/12; Approved by BPC: 1996/03/05; Approved by Board of Governors Finance & Property Committee: 1996/02/12; Approved by Board of Governors: 1996/05/06; Date Effective: 1996/05/06; Amended by the Board of Governors: 2007/03/05; editorial revision approved by the Board 2008/03/03.

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Procurement of Goods and Services Policy Update

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the updated Procurement of Goods and Services Policy attached as Appendix A.

Background, Rationale and Proposed Changes:

This policy establishes the principles for, and the context within which, University procurement activity may occur.

The University's Procurement of Goods and Services policy was last approved on June 25, 2007. This review ensures that the University maintains the integrity of its operations and the safeguarding of its interests and those of its partners. Further, the University participates in a number of different rankings including Macleans, Quacquarelli Symonds (QS) World University Rankings, and Times Higher Education (THE). Having current policies, including an institutional directive such as the Procurement of Goods and Services is key to facilitating responses to meet the criteria of these ratings agencies, and by extension, improving the University's standings and institutional reputation. Critically, the proposed updates align with the University's policies concerning sustainability, social procurement and, more generally, its commitments to service excellence that have been enacted since the policy's latest iteration. In reviewing this policy, the University conducted an environmental scan of other institutions' policies on the subject of procurement of goods and services across the post-secondary sector, specifically: the University of Toronto, Toronto Metropolitan University, Western University, McMaster University and Brock University. In addition, consultations were undertaken with community partners including the office of the Counsel, Office of Institutional

Planning and Analysis, University Secretariat, and Sustainability Office. The review confirmed that the existing policy largely remained relevant.

The proposed changes presented below are to conform with the presentation of standard formats of University policy documents, specifically additions of definitions and numbering conventions, expands the related policies and procedures section and identifies the frequency of the policy's scheduled review.

Summary of Proposed Revisions

Current Policy	Proposed Policy	Revisions
Description and Policy Statement	1. Purpose (1.0-1.3)	Transferred the description and policy statement from the existing policy to the Section 1 (Purpose) of the proposed policy to conform with standard formats of the University policy documents.
Application	2. Scope and Application	Transferred the application statement from the existing policy to Section 2 (Scope & Application) of the proposed policy to conform with standard formats of the University policy documents.
Nothing listed	3. Definitions (a-e)	Adding definitions for acquisition, conflict of interest, gift and gratuities and undue influence to conform with the University policy documents.
Application, Director of Procurement (Finance Department), conflict of interest, gift and gratuities, undue	4. Policy and Guidelines (4.1-4.8) 4.3 Director, Strategic Procurement Services.	Combined "the aplication, conflict of interest, gift and gratuities, undue influence and execution of procurement sections" from the existing policy into the Section 4 of the proposed policy (Policy and

influence and execution of procurement		Guidelines) to conform with the University policy documents. Updated the title of Director of Procurement (Finance Department) to Director, Strategic Procurement Services.
Authority	5. Roles and Responsibilities	Changed the heading to conform with the University policy documents.
Nothing Listed	6. Review	Introduced a requirement for formal review timeline of every 5 years to ensure effectiveness and ongoing relevance of policy.

Appendix A: Proposed Procurement of Goods and Services Policy

University Policy

Procurement of Goods and Services Policy

Topic:	Financial and Operations
Approval Authority:	Board of Governors
Approval Date:	June 25, 2007
Effective Date:	June 25, 2007
Last Revised:	April 30, 2024

1. Purpose

1.1 This policy establishes the principles for and the context within which University procurement activity may occur.

1.2 York University aspires to high ethical, legal, environmental, managerial and professional standards in the management of the resources entrusted to it. Within this context, the University's procurement function shall be performed in an open, fair and transparent manner where goods and services are procured in a competitive environment and where all transactions yield the optimal benefit to the University in the circumstances.

2. Scope and Application

This policy shall apply to all University employees when conducting acquisitions.

3. Definitions

For the purposes of this Policy, the terms

a) **Acquisition:** goods and services obtained, such as purchase, lease or rent, and expended from University operating, capital, ancillary, special purpose and research funds.

b) **Conflict of interest:** any situation where an employee's personal interest clashes or conflicts with the interests of the university which may affect or perceive to affect an employee from acting impartially in the university's best interest.

c) **Execution of procurement:** the proper due diligence, procedures and signing authorities required to purchase goods and services at the University.

d) **Gift and gratuities:** instances where individuals, corporations or firms exchange gifts, benefits or favours in a manner which could or perceive to curry favour with University employees.

e) **Undue Influence:** a situation where pressure or persuasion is used to subvert the University's interests and obligations for personal or individual benefit.

4. Policy and Guidelines

4.1 York University shall adopt leading procurement principles and practices, subject to applicable provincial and federal laws, trade agreement obligations and other University policies, procedures and guidelines as arise from time to time.

4.2 York University is committed to promoting the values of sustainability and social responsibility. To the degree possible, the University shall incorporate environmental, social and ethical sourcing standards into its procurement practices, and give favorable consideration in its evaluation process to those goods and services which reflect this commitment to sustainability or broader social responsibility.

4.3 All acquisitions of goods and services shall be pursuant to the Procedures issued under this Policy, and guidelines created from time to time by the Director, Strategic Procurement Services.

4.4 York University shall award contracts for goods or services using the most appropriate procurement practices based on the acquisition methods described in the procedures issued pursuant to this Policy.

4.5 Conflict of Interest

a) York University shall not acquire goods and services from a business or other entity owned by an officer or employee of the University or from anyone who is not at arm's length from any officer or employee, including any corporation or other business entity in which an

employee or someone with whom he/she has a non arms length relationship holds a controlling interest (either directly or indirectly).

b) No University employee shall take any steps to influence the acquisition of goods or services from any corporation or other business entity in which the employee or those with whom he/she has a non arms length relationship hold a controlling interest (either directly or indirectly).

c) Notwithstanding the foregoing, in rare circumstances, if and when appropriate and in the best interests of the University, upon full disclosure of a conflict or the perception of a conflict pursuant to any procedures set out therefore, the Vice-President, Finance and Administration may consider whether any such conflict exists and if so whether it may be waived or otherwise resolved, and may thereafter and on such terms as are deemed appropriate, approve a proposed acquisition from a University employee or a person or entity not at arms length from the employee.

d) York University shall not seek to acquire goods or services from any member of the Board of Governors or any person or business entity in which a governor or person who is not arms length from a governor holds a substantial interest (either directly or indirectly), except insofar as any such dealings are approved in advance pursuant to the Board of Governors policies and procedures on Conflicts of Interest.

4.6 Gifts and Gratuities

No University employee or agent shall accept gifts, benefits or favours from individuals, firms or corporations with which the University does or may do business, except as token courtesies or except on behalf of the University and for the University's benefit. To ensure transparency and fairness and to avoid conflict of interest, gifts, benefits or favours shall be declared to the Department Head who will use his/her judgment in this regard.

4.7 Undue Influence

No University employee or agent shall attempt to influence the purchase of goods or services for the University on the basis of the supplier's previous record of philanthropic giving to the University or on the basis of the supplier's stated intent to give to the University in the future.

4.8 Execution of Procurement

All documentation relating to the procurement of goods and services shall be executed subject to the University's Signing Authority Policy and related procedures and guidelines.

5. Roles and Responsibilities

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

6. Review

The Vice-President Finance and Administration will review this Policy every 5 years at a minimum. During the review, the policy will remain in full force and effect.

Legislative history:	Policy on Purchasing of Goods and Services (1999); Approved by the Board of Governors June 25, 2007.
Date of next review:	May 2029
Policies superseded by this policy:	
Related policies, procedures and guidelines:	Procurement of Goods and Services (Policy) Procurement Code of Ethics Procurement of Goods and Services (Procedure) Gift and Sponsorship Acceptance Policy Acceptance of Gifts by Employees Signing Authority: Approval and Execution of Documents Social Procurement Policy Sustainability Policy

Appendix B: Current Procurement of Goods and Services Policy

Procurement of Goods and Services (Policy)

Topic:	Financial and Operations
Approval Authority:	Board of Governors
Approval Date:	2007/06/25
Effective Date:	2007/06/25
Last Revised:	2007/06/25

Description: Establishes the principles for and the context within which University procurement activity may occur. Has associated procedure.

Policy Statement

1. York University aspires to high ethical, legal, environmental, managerial and professional standards in the management of the resources entrusted to it. Within this context, the University's procurement function shall be performed in an open, fair and transparent manner where goods and services are procured in a competitive environment and where all transactions yield the optimal benefit to the University in the circumstances.
2. York University shall adopt leading procurement principles and practices, subject to applicable provincial and federal laws and other University policies, procedures and guidelines as arise from time to time.
3. York University is committed to promoting the values of sustainability and social responsibility. To the degree possible, the University shall incorporate sustainability standards into its procurement practices, and give favorable consideration in its evaluation process to those goods and services which reflect this commitment to sustainability or broader social responsibility.

Application

1. This policy shall apply to all University acquisitions (purchase, lease or rent) expended from University operating, capital, ancillary, special purpose and research funds unless exempt as noted below. All University employees shall abide by this Policy and its associated procedures and guidelines.
2. All acquisitions of goods and services shall be pursuant to the Procedures issued under this Policy and guidelines created from time to time by the Director of Procurement Services (Finance Department).
3. York University shall award contracts for goods or services using the most appropriate procurement practices based on the acquisition methods described in the Procurement Procedures.

Conflict of Interest

1. York University shall not acquire goods and services from a business or other entity owned by an officer or employee of the University or from anyone who is not at arm's length from any officer or employee, including any corporation or other business entity in which an employee or someone with whom he/she has a non arms length relationship holds a controlling interest (either directly or indirectly).
2. No University employee shall take any steps to influence the acquisition of goods or services from any corporation or other business entity in which the employee or those with whom he/she has a non arms length relationship hold a controlling interest (either directly or indirectly).
3. Notwithstanding the foregoing, in rare circumstances, if and when appropriate and in the best interests of the University, upon full disclosure of a conflict or the perception of a conflict pursuant to any procedures set out therefore, the Vice-President, Finance and Administration may consider whether any such conflict exists and if so whether it may be waived or otherwise resolved, and may thereafter and on such terms as are deemed appropriate, approve a proposed acquisition from a University employee or a person or entity not at arms length from the employee.
4. York University shall not seek to acquire goods or services from any member of the Board of Governors or any person or business entity in which a governor or person who is not arms length from a governor holds a substantial interest (either directly or indirectly), except insofar as any such dealings are approved in advance pursuant to the Board of Governors policies and procedures on Conflicts of Interest.

Gifts and Gratuities

1. No University employee or agent shall accept gifts, benefits or favours from individuals, firms or corporations with which the University does or may do business, except as token courtesies or except on behalf of the University and for the University’s benefit. To

ensure transparency and fairness and to avoid conflict of interest, gifts, benefits or favours shall be declared to the Department Head who will use his/her judgment in this regard.

Undue Influence

1. No University employee or agent shall attempt to influence the purchase of goods or services for the University on the basis of the supplier's previous record of philanthropic giving to the University or on the basis of the supplier's stated intent to give to the University in the future.

Execution of Procurement

1. All documentation relating to the procurement of goods and services shall be executed subject to the University's Signing Authority Policy and related procedures and guidelines.

Authority

1. The Vice-President Finance and Administration or equivalent shall create and promulgate such procedures and guidelines as necessary or desirable to give effect to this Policy.

Legislative History:	Replaces Policy on Purchasing of Goods and Services (1999). Approved by the Board of Governors: 2007.
Related Policies, Procedures and Guidelines:	Procurement Code of Ethics

Board of Governors

Memorandum

To: Board of Governors

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

Date: 30 April 2024

Subject: Procurement Code of Ethics Updates

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the updated the Procurement Code of Ethics Guideline attached as Appendix A.

Background, Rationale and Proposed Changes:

This guideline outlines the ethical framework that governs the acquisition of goods and services on behalf of the University in a manner conducive to achieving fairness and best value.

The Procurement Code of Ethics was last approved on December 7, 2009. This review ensures that the University maintains the integrity of its operations, the safeguarding of its interests and those of its partners, and compliance with the regulatory requirements specifically section 9 (Supply Chain Code of Ethics) of Ontario Broader Public Sector Procurement (BPS) Directive Implementation Guidebook. The Implementation Guidebook requires that the Code of Ethics must be:

- Formally endorsed by the board of directors or its equivalent in accordance with the Organization's governance structure.
- Distributed to all Members of an Organization involved with Supply Chain Activities, including but not limited to individuals from such departments as:
    - Procurement
    - Purchasing

  - Materials/Inventory Management
  - Planning
  - Logistics/Distribution
  - Accounts Payable

- Communicated to all individuals outside the above departments who are involved with purchasing and other supply chain-related activities, such as requisitioning or supplier or product evaluation.
- Visible in procurement departments or their equivalents.
- Easily accessible in an electronic format to all Members of an Organization, suppliers and other stakeholders of the Organization.

In reviewing this guideline, the University conducted an environmental scan of other institutions' procurement codes of ethics available across the post-secondary sector, specifically: the University of Toronto, Toronto Metropolitan University, Western University and Brock University. In addition, consultations were undertaken with community partners including the office of the Counsel, the University Secretariat, and the Sustainability Office.

The review confirmed that the existing guideline remained relevant with one proposed addition (i.e., "Support a climate of continuous improvement for procurement excellence") into the guidelines section of the existing Code of Ethics Guideline to align with sectoral best practices and BPS Directive Implementation Guidebook.

Summary of Modifications

Current Policy	**Revisions**
Guidelines All employees of the University who, during the course of their duties, are involved in the process of acquiring goods or services shall perform their duties to the following standards: • Ensure all procurement activities are conducted according to University policies,	**Guidelines** All employees of the University who, during the course of their duties, are involved in the process of acquiring goods or services shall perform their duties to the following standards: a) Ensure all procurement activities are conducted according to University policies, provincial and federal laws, and

provincial and federal laws, and respect the principles of ethical business practices • Support collaborative procurement, and the adoption and sharing of leading procurement practices • Conduct business with all current and prospective suppliers in good faith • Grant all competing suppliers fair and equal consideration • Strive to obtain the maximum value for each expenditure • Require honesty and accurate representation of goods and services from all suppliers • Encourage suppliers to consider sustainability and social responsibility in their product or service offerings • Make every reasonable effort to negotiate an equitable and mutually agreeable settlement where disputes occur.	respect the principles of ethical business practices b) Support collaborative procurement, and the adoption and sharing of leading procurement practices c) <u>Support a climate of continuous improvement for procurement excellence</u> d) Conduct business with all current and prospective suppliers in good faith e) Grant all competing suppliers fair and equal consideration f) Strive to obtain the maximum value for each expenditure g) Require honesty and accurate representation of goods and services from all suppliers h) <u>Leverage the university's purchasing power to create social and sustainable outcomes that supports supplier diversity and community economic value and encourage suppliers to do the same in their product and service offerings</u> ~~Encourage suppliers to consider sustainability and social responsibility in their product or service offerings~~ i) Make every reasonable effort to negotiate an equitable and mutually agreeable settlement where disputes occur.

Appendix A: Updated Guideline

Procurement Code of Ethics

Topic	Faculty, Staff, Students: Conduct and Responsibilities, Financial and Operations
Approval Authority:	Board of Governors
Approval Date:	December 7, 2009
Effective Date:	December 7, 2009
Last Modified:	April 30, 2024

Description: The York University Procurement Code of Ethics is integral to the University Procurement of Goods and Services Policy and the University's practices are guided by this Code of Ethics.

See associated documents: Procurement of Goods and Services Policy and Procedure.

Code of Ethics

York University aspires to high ethical, legal, environmental, managerial and professional standards in the management of the resources entrusted to it. Within this context, the University shall procure goods and services in an open, fair and transparent manner and in a competitive environment, so that all transactions yield the optimal benefit to the University in the circumstances.

Guidelines

All employees of the University who, during the course of their duties, are involved in the process of acquiring goods or services shall perform their duties to the following standards:

j) Ensure all procurement activities are conducted according to University policies, provincial and federal laws, and respect the principles of ethical business practices
k) Support collaborative procurement, and the adoption and sharing of leading procurement practices
l) Support a climate of continuous improvement for procurement excellence
m) Conduct business with all current and prospective suppliers in good faith
n) Grant all competing suppliers fair and equal consideration
o) Strive to obtain the maximum value for each expenditure
p) Require honesty and accurate representation of goods and services from all suppliers
q) Leverage the university's purchasing power to create social and sustainable outcomes that supports supplier diversity and community economic value and encourage suppliers to do the same in their product and service offerings
r) Make every reasonable effort to negotiate an equitable and mutually agreeable settlement where disputes occur.

The Procurement Code of Ethics is endorsed by the Board of Governors and the Executive of York University.

Legislative History:	Approved by PVP, November 4, 2009; Board of Finance and Audit Committee, November 23, 2009; Approved by the Board of Governors, December 7, 2009.

Board of Governors

Memorandum

To: Board of Governors

From: Konata Lake, Chair, Governance and Human Resources

Date: 30 April 2024

Subject: Annual Review: Occupational Health and Safety Policies

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Recommendation:

The Governance and Human Resources Committee recommends that the Board of Governors approve the following three (3) policies with proposed amendments as noted in Appendix A and the final revised versions in Appendices B, C, and D, attached hereto.

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

Background, Rationale and Proposed Changes:

The Ontario *Occupational Health and Safety Act* (OHSA) requires the annual review of these policies by the Joint Health and Safety Committees and the Board of Governors. Minor formatting changes have been proposed to provide clarity and to align with other University health and safety policies.

In 2023, the Centre for Human Rights, Equity, and Inclusion assumed responsibility for the University's Workplace Harassment Prevention Policy and associated Workplace Harassment Prevention Program. The annual review of this policy will continue to come forward to the Governance and Human Resources Committee through this report.

Appendix "A" – Proposed Amendments

1. Healthy Workplace Policy

Current Policy	Proposed Amendment
NEW	Addition of "Approval Date" to the summary table at the beginning of the policy to align with tables found in other health and safety policies.
Definition **Healthy workplace**: Is one that actively works to: (1) prevent harm to worker physical and psychological health and safety, (2) promote physical and psychological well-being.	**Definition** **Healthy workplace**: Is one that actively works to: (1) prevent harm to **employee** physical and psychological health and safety, **and** (2) promote physical and psychological well-being.
Policy York University is committed to the health, safety and well-being of all community members (staff, faculty, students, contractors, and visitors).	**Policy** York University is committed to the health, safety**,** and well-being of all Community members (staff, faculty, **instructors**, students, contractors, and visitors).
Shared Responsibility York University recognizes the roles that all Community Members play in promoting, creating, and maintaining a healthy workplace. All community members will: • Contribute to the establishment and maintenance of a healthy	**Shared Responsibility** York University recognizes the roles that all Community **m**embers play in promoting, creating, and maintaining a healthy workplace. All **C**ommunity **M**embers will: • Contribute to the establishment and maintenance of a healthy

workplace where identified risks are either eliminated or controlled • Follow established health and safety procedures • Report workplace hazards, incidents, and health and safety concerns to the appropriate party (i.e., Manager, Human Resources, Campus Security, etc.) • Participate in health and safety training **Joint Health and Safety Committees (JHSCs) will:** • Participate in consultations and provide input during the review of the Healthy Workplace Policy. **Students will:** • Conduct themselves in a manner that is consistent with health and safety procedures outlined within their respective area (e.g., Faculty). Failure to do so may be considered a breach of the Code of Student Rights and Responsibilities.	workplace where identified risks are either eliminated or controlled • Follow established health and safety procedures • Report workplace hazards, incidents, and health and safety concerns to the appropriate party (i.e., Manager, Human Resources, Campus Security, etc.) • Participate in health and safety training **Joint Health and Safety Committees (JHSCs) will:** • Participate in consultations and provide input during the review of the Healthy Workplace Policy **Students will:** • Conduct themselves in a manner that is consistent with health and safety procedures outlined within their respective area (e.g., Faculty). Failure to do so may be considered a breach of the Code of Student Rights and Responsibilities
Legislative History:	**Legislative History:** Editorial revisions re-approved by the Board of Governors **2024/04/30**
Date of Next Review:	**Date of Next Review:** **April 2025**

Related Policies, Procedures and Guidelines: • Code of Student Rights and Responsibilities • Sexual Violence Policy • Workplace Harassment Prevention Policy • Workplace Violence Prevention Policy	**Related Policies, Procedures and Guidelines:** • Code of Student Rights and Responsibilities • Sexual Violence Policy • Workplace Harassment Prevention Policy • Workplace Violence Prevention Policy • **Human Rights Policies and Procedures**

2. Workplace Harassment Prevention Policy

Current Policy	**Proposed Amendment**
Description Describes the nature of workplace harassment and the University's commitment to protect its workers from workplace harassment.	**Description** Describes the nature of workplace harassment and the University's commitment to protect its **employees** from workplace harassment.
I. Scope This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.	**I. Scope** This policy is intended to protect all persons working for York University including but not limited to students, faculty, **instructors**, staff, and volunteers.

II. Definition	**II. Definition**
The term, “workplace harassment” means 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. The term "workplace sexual harassment" means:	The term, “workplace harassment” means engaging in a course of vexatious comment or conduct against **an employee** in a workplace that is known or ought reasonably to be known to be unwelcome; or workplace sexual harassment. The term "workplace sexual harassment" means:
1. 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	**1.** engaging in a course of vexatious comment or conduct against **an employee** 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
2. 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.	**2.** 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 **employee** and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.
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.	Workplace harassment does not include reasonable action(s) taken by an employer or a supervisor relating to the management and direction of **employees** 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.

IV. Review	**V.** Review
V. Responsibility	**IV.** Responsibility
Legislative History	**Legislative History** Re-approved by the Board of Governors **2024/04/30**
Date of Next Review:	**Date of Next Review:** **April 2025**
Related Policies, Procedures and Guidelines: • Healthy Workplace Policy • Sexual Violence Policy • Code of Student Rights and Responsibilities • Workplace Violence Prevention Policy • Employee Sexual Misconduct Policy	**Related Policies, Procedures and Guidelines:** • Healthy Workplace Policy • Sexual Violence Policy • Code of Student Rights and Responsibilities • Workplace Violence Prevention Policy • Employee Sexual Misconduct Policy • **Human Rights Policies and Procedures** • **York University Policy on Employment Equity** • **Workplace Harassment Prevention Program** • **Workplace Violence Prevention Program**

3. Workplace Violence Prevention Policy

Current Policy	**Proposed Amendment**
Description Describes workplace violence and the University's commitment to protect its workers from workplace violence.	**Description** Describes workplace violence and the University's commitment to protect its **employees** from workplace violence.
I. Scope This policy is intended to protect all persons working for York University including but not limited to students, faculty, staff, and volunteers.	**I. Scope** This policy is intended to protect all persons working for York University including but not limited to students, faculty, **instructors**, staff, and volunteers.
I. Definition The term, “workplace violence” means: **1.** the exercise of physical force by a person against a worker, in a workplace, that causes or may cause personal injury to the worker; **2.** an attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or 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.	**I. Definition** The term, “workplace violence” means: **3.** the exercise of physical force by a person against **an employee**, in a workplace, that causes or may cause personal injury to the **employee**; **4.** an attempt to exercise physical force against **an employee**, in a workplace, that could cause physical injury to the **employee**; or a statement or behaviour that it is reasonable for **an employee** to interpret as a threat to exercise physical force against the **employee**, in a workplace, that could cause physical injury to the **employee**.

IV. Review	**V.** Review
V. Responsibility	**IV.** Responsibility
Legislative History	**Legislative History** Re-approved by the Board of Governors **2024/04/30**
Date of Next Review:	**Date of Next Review:** **April 2025**
Related Policies, Procedures and Guidelines: • Healthy Workplace Policy • Sexual Violence Policy • Code of Student Rights and Responsibilities • Workplace Harassment Prevention Policy	**Related Policies, Procedures and Guidelines:** • Healthy Workplace Policy • Sexual Violence Policy • Code of Student Rights and Responsibilities • Workplace Harassment Prevention Policy • **Human Rights Policies and Procedures** • **York University Policy on Employment Equity** • **Workplace Violence Prevention Program** • **Workplace Harassment Prevention Program**

Appendix “B” – Healthy Workplace Policy

Topic:	Employees, Employment and Workplace
Approval Authority:	Board of Governors
Approval Date:	13 May 1991
Effective Date:	13 May 1991
Last Revised:	30 April 2024

1. Scope

This policy is intended to illustrate the University's commitment to developing and fostering a healthy and safe working environment for all Community members.

2. Definition

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

3. Policy

York University is committed to the health, safety, and well-being of all Community members (staff, faculty, instructors, students, contractors, and visitors). The University recognizes the interdependence between a healthy workplace and employee engagement and further, between employee and student engagement / academic excellence. The University applies a holistic approach to create a healthy workplace that focuses on physical and psychological safety and well-being.

The University endeavours 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.

The University strives to create a psychologically healthy and safe workplace, which promotes employees’ psychological well-being and actively works to prevent harm to employee psychological health.

To this end, York 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:

- The provision of fulsome education and training to increase knowledge and awareness
- The work of the Joint Health and Safety Committees
- The enactment of the internal responsibility system such that everyone, regardless of role, plays an important part in creating and maintaining a healthy workplace.

4. Shared Responsibility

York University recognizes the roles that all Community members play in promoting, creating, and maintaining a healthy workplace.

All Community Members will:

- Contribute to the establishment and maintenance of a healthy workplace where identified risks are either eliminated or controlled
- Follow established health and safety procedures
- Report workplace hazards, incidents, and health and safety concerns to the appropriate party (i.e., Manager, Human Resources, Campus Security, etc.)
- Participate in required health and safety training

Senior Leadership will:

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

Supervisors (as defined by the *Occupational Health and Safety Act*) will:

- Support and implement healthy workplace policies and practices for employees in their areas
- Provide employees with procedures, training and supervision required to work safely as well as equipment and materials that protect them from workplace hazards
- Investigate all workplace safety related incidents reported to them and respond to all health and safety concerns brought forward
- Implement corrective actions in response to identified hazards
- Evaluate the effectiveness of control measures implemented and make necessary changes for continual improvement

Human Resources Department will:

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

Joint Health and Safety Committees (JHSCs) will:

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

Students will:

- Conduct themselves in a manner that is consistent with health and safety procedures outlined within their respective area (e.g., Faculty). Failure to do so may be considered a breach of the Code of Student Rights and Responsibilities

Commercial Tenants and Contractors will:

- Conduct their business in accordance with the Occupational Health and Safety Act and its Regulations, and any other applicable legislation. The University will make its commercial tenants and contractors aware of its Healthy Workplace Policy, and accompanying requirements

- Follow York University specific guidelines and procedures as prescribed in the contract/agreement

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

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

5. Review

This policy shall be reviewed at least annually.

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 Governors 2019/04/30; Re-approved by the Board of Governors 2020/05/05; Re-approved by the Board of Governors 2021/05/04; Editorial revisions re-approved by the Board of Governors 2022/05/03; Amendments approved by the Board of Governors 2023/05/02; Editorial revisions re-

	approved by the Board of Governors 2024/04/30
Date of Next Review:	April 2025
Related Policies, Procedures and Guidelines:	• Code of Student Rights and Responsibilities • Sexual Violence Policy • Workplace Harassment Prevention Policy • Workplace Violence Prevention Policy • Human Rights Policies and Procedures

Appendix “C” – Workplace Harassment Prevention Policy

Topic:	Employees, Employment and Workplace
Approval Authority:	Board of Governors
Approval Date:	February 22, 2010
Effective Date:	01 March 2010
Last Revised:	30 April 2024

Description

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

I. Scope

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

II. Definition

The term, “workplace harassment” means engaging in a course of vexatious comment or conduct against an employee in a workplace that is known or ought reasonably to be known to be unwelcome; or workplace sexual harassment. The term "workplace sexual harassment" means:

1. engaging in a course of vexatious comment or conduct against an employee 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
2. 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 employee and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Workplace harassment does not include reasonable action(s) taken by an employer or a supervisor relating to the management and direction of employees or the workplace, rudeness unless extreme, demotion, legitimate performance management, operational

directives, job assignments, inadvertent management errors, or a single incident unless grave or harmful.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace harassment.

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

IV. Responsibility

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

V. Review

This policy shall be reviewed at least annually.

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; Re-approved by the Board of Governors 2021/05/04; Re-approved by the Board of Governors 2022/05/03; Re-approved by the Board of Governors 2023/05/02; Re-approved by the Board of Governors 2024/04/30
Date of Next Review:	April 2025
Related Policies, Procedures and	• Healthy Workplace Policy • Sexual Violence Policy

Guidelines:	• Code of Student Rights and Responsibilities • Workplace Violence Prevention Policy • Employee Sexual Misconduct Policy • Human Rights Policies and Procedures • York University Policy on Employment Equity • Workplace Harassment Prevention Program • Workplace Violence Prevention Program

Appendix “D” – Workplace Violence Prevention Policy

Topic:	Employees, Employment and Workplace
Approval Authority:	Board of Governors
Approval Date:	February 22, 2010
Effective Date:	01 March 2010
Last Revised:	30 April 2024

Description

Describes workplace violence and the University's commitment to protect its employees from workplace violence.

I. Scope

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

II. Definition

The term, “workplace violence” means:

3. the exercise of physical force by a person against an employee, in a workplace, that causes or may cause personal injury to the employee;
4. an attempt to exercise physical force against an employee, in a workplace, that could cause physical injury to the employee; or
5. a statement or behaviour that it is reasonable for an employee to interpret as a threat to exercise physical force against the employee, in a workplace, that could cause physical injury to the employee.

III. Policy

1. York University is committed to protecting all persons working for York University and shall take reasonable precautions to prevent workplace violence.
2. York 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.

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

IV. Responsibility

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

V. Review

This policy shall be reviewed at least annually.

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 Governors 2019/04/30; Re-approved by the Board of Governors 2020/05/05; Re-approved by the Board of Governors 2021/05/04; Re-approved by the Board of Governors 2022/05/03; Re-approved by the Board of Governors 2023/05/02; Re-approved by the Board of Governors 2024/04/30

Date of Next Review:	April 2025
Related Policies, Procedures and Guidelines:	• Healthy Workplace Policy • Sexual Violence Policy • Code of Student Rights and Responsibilities • Workplace Harassment Prevention Policy • Human Rights Policies and Procedures • York University Policy on Employment Equity • Workplace Violence Prevention Program • Workplace Harassment Prevention Program

APRIL 2024

Points of Pride

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

1 YORK UNIVERSITY'S SCHOOL OF MEDICINE SET TO OPEN IN 2028

With the Ontario government's investment of $9 million toward York's new School of Medicine, beginning in 2028 the University will prepare the next generation of talented frontline primary care doctors. This is an important milestone for the trajectory York has been advancing as an international, comprehensive, and research-intensive university.

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2 YORK UNIVERSITY JOINED BY THE PRIME MINISTER TO CELEBRATE BLACK ENTREPRENEURSHIP ALLIANCE SUCCESS

Two York alumni were among the top Black entrepreneurs named as winners of a startup pitch competition hosted by the Black Entrepreneurship Alliance (BEA). The BEA was founded by the Black Creek Community Health Centre and is supported by York's YSpace and the federal government. Prime Minister Justin Trudeau joined president Rhonda Lenton and BEA leaders to meet the impressive finalists and learn more about their businesses at a special pre-event reception.

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3 YORK U LEADERS ADDRESSED UN WORLD WATER DAY AT GENEVA CONFERENCE

On the one-year anniversary of York being named academic lead of UNITAR's Global Water Academy, freshwater expert, professor, and York research chair, Sapna Sharma participated in a panel to spark collaborations and dialogue around the theme, Leveraging Water for Peace.

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Truly honored to have Prime Minister Justin Trudeau with us, showing support for innovation and entrepreneurship.

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