

PROTOCOL FOR COMPOSITION OF THE BOARD OF GOVERNORS

The Board of Governors of York University has the responsibility of ensuring that the objects and purposes of the University are firmly understood and appreciated by each of its members. It is therefore important that each Governor be both sensitive and dedicated to the teaching and research mission of the University and be aware of the authority and responsibility that the Board of Governors has for the governance of the University and the trusteeship of its assets so that York's objects and purposes can be met. Among the ways in which the Governors can provide such support is through the development and sustenance of a nurturing and stimulating learning environment for York's students on the University's campuses.

Inasmuch as the Board of Governors is established as a self-perpetuating body, it must also be mindful of the role that the contemporary University plays in the life of the local, national and international communities which sustain it. Governors should be committed to firming and forging links to all of these communities. As much as possible, the membership of the Board of Governors should reflect the community in which York is situated, and the communities in which it participates, and members should bring to their governorship the strengths which are required from time to time to advance the University and its mission.

Categories of Membership on the Board of Governors

There are four categories of membership on York's Board of Governors: *ex-officio* members, internal members, external members, and honorary members. The *York University Act* provides that the Board of Governors shall consist of thirty appointed members plus two *ex-officio* members.

Ex-officio members consist of the Chancellor and the President and Vice-Chancellor of the University as mandated by *The York Act*.

The appointment of internal members is provided for by by-law. Specifically, it is mandated that there shall be two student members chosen from the student body, two members of Senate chosen by the University Senate, and two members chosen from and by the full-time non-academic staff.

The by-laws also provide that the external members should include two persons elected or appointed from the Council of the York University Alumni Association. The remaining members are to be persons who will both best serve the interests of the University and will broadly reflect the public community.

Without limiting the generality of the foregoing, the by-laws specify that candidates for the Board of Governors shall be reflective of the Arts, Business, Industry, Labour, the Professions, Sciences and the community at large.

The category of honorary membership is available at the nomination of the Board to honour individuals who have made a significant contribution to the University. Honorary members have the right to attend all Board meetings but without a vote.

Guidelines or Criteria for Nominations to the Board of Governors

Individuals proposed for membership on the Board of Governors should be able to demonstrate skill, interest, and knowledge in at least one (and preferably more) of the following areas:

- **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.

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.

The Commitment Expected of Governors

Members of the Board of Governors should express a commitment to York University and its mission and a willingness to support and advocate its interests. Members should be aware of the time required to participate in the work of the Board and be willing to commit to such participation before agreeing to serve.