

York University Board of Governors Notice of Meeting

Tuesday, March 3, 2020, 1:30 to 4:30 pm
 5th Floor Kaneff Tower, Keele Campus

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 2:30pm

1. Chair's Items (P. Tsaparis)
 - a. Student Presentation: Tiny Strides (G. Minto; D. Loggale)
 - b. Report on Items Decided in the Closed Session
 - c. Consent Agenda Approval
 - d. Reflections on Dinner Meeting of the Board and Senate Executive Committees
2. Executive Committee (P. Tsaparis) *2:40 pm*
3. President's Items (R. Lenton) *2:50 pm*
 - a. Overview of Recent Developments: New French University
 - b. Markham Centre Campus Project Update
 - c. SMA-3 and UAP Updates
 - d. Kudos Report.....1
4. Academic Resources (B. White) *3:35 pm*
 - a. President's Report on Tenure and Promotion (For approval)4
 - b. Establishment of a School of Global Health in the Faculty of Health (For approval).....8
5. External Relations (J. Lassonde) *3:40 pm*
 - a. Points of Pride36
6. Finance and Audit Committee (B. White) *3:45 pm*
 - a. Tuition Fees (For approval).....37
 - b. Centrally Collected Ancillary Fees (For approval).....39
7. Governance and Human Resources Committee (D. McFadden) *4:00 pm*
8. Land and Property (R. Williamson) *4:10 pm*

9. Other Business

10. In Camera Session *4:20 pm*

CONSENT AGENDA

11. Minutes of the Meetings of December 13, 2019 44

12. Minor Amendment to the General By-Laws 54

PRESIDENT'S KUDOS REPORT

FEBRUARY 2020



[Andrea O'Reilly](#), a Professor in the School of Gender, Sexuality and Women's Studies in the Faculty of Liberal Arts & Professional Studies, has won a 2019 Status of Women and Equity Award of Distinction, presented by the Ontario Confederation of University Faculty Associations (OCUFA). As the founder of the field of motherhood studies, O'Reilly has received the award for her leadership in transforming the lives of mothers around the world.



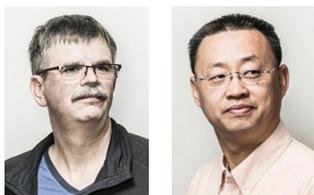
Ontario's Ministry of Colleges and Universities announced that [Ramón Alain Miranda Quintana](#), a postdoc and York Science Fellow at York University's Faculty of Science, is the John Charles Polanyi Prize winner in chemistry. Miranda Quintana is researching new ways to understand the behaviour of complex chemical compounds using computational algorithms, which could lead to new innovations in industry and health.



York University has created the new [Faculty of Environmental and Urban Change](#), combining the expertise housed in the Faculty of Environmental Studies (FES) and the Department of Geography in order to advance knowledge of and solutions to the issues posed by the climate crisis, degradation of nature and the rapid growth of cities.



[BIOSEA Technologies](#) won the \$25,000 Aird & Berlis StartupSource Market Entry Award for its potential for commercial success. The startup's founder, Nicholas Ledra, was a graduate of York University's LaunchYU Accelerator program led by Innovation York.



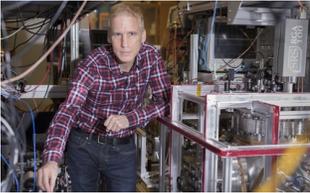
Two projects led by Lassonde School of Engineering [Professors Michael Jenkin and Jinjun Shan](#) were awarded funding from the Department of National Defence's Innovation for Defence Excellence and Security (IDeAS) program. Each contribution is worth close to \$1.5 million.



[An undergraduate case team](#) from the Schulich School of Business, consisting of David Sholkov, Jett Bui and Tyler Taaca, won first place in the Maple Leaf Sports & Entertainment (MLSE)'s Global Partnerships Case Competition. This is the first time a Schulich team has captured this distinction.



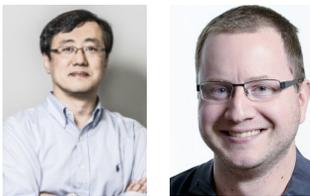
A new global rating system designed to measure how business schools are contributing to solving important societal challenges ranked [the Schulich School of Business](#) one of the world's 30 leading schools in responsible business. The Positive Impact Rating (PIR) measured impact in several key areas, including educating future responsible business leaders, providing relevant research, participating in the ongoing public debate regarding responsible business and serving as a role model institution.



[Distinguished Research Professor Eric Hessels](#) of the Faculty of Science recently received two grants of \$900,000 from the Alfred P. Sloan Foundation and the Gordon and Betty Moore Foundation to work on a project titled "EDMcubed: an electron Electric Dipole Measurement using Molecules in a Matrix" which will shed light on the mysteries of antimatter.



UrbanToronto named the York University TTC Station to its list of [the 15 Most Influential Buildings of the 2010s](#) for the station's "organic curves, futuristic interiors, and an impressive light well".



[Two York professors](#) received Natural Sciences & Engineering Research Council of Canada (NSERC) Collaborative Research and Development (CRD) Grants:

- Lassonde Professor Gunho Sohn was awarded a grant worth \$1,024,000 for his project that seeks to update Canada's critical infrastructure, including utilities, transportation and facilities; and
- Faculty of Science Professor Derek Wilson was awarded a grant worth \$1,040,000 for his project aimed at the implementation of new Canadian bioanalytical technologies to accelerate pre-clinical development and enable precision manufacturing of protein therapeutics.



Contract faculty member [Ray Williams](#) from the School of the Arts, Media, Performance, and Design, was honoured at the 2019 Engineering Emmy Awards along with his team at FabFilter, an Amsterdam-based music production and audio processing software company. The Emmy was awarded for their program, Pro-Q 3, an audio equalizer tool with an easy-to-use interface that has been widely embraced in music production and television.



York is one of the first universities in Canada to develop [a detailed social procurement policy](#). By leveraging the University's significant purchasing power, we benefit local economies by increasing employment, apprenticeship, and training opportunities for people from our local neighbourhoods, and by providing underrepresented businesses and communities more access to York's procurement process.



The Faculty of Science hosted its annual [Honours & Awards Ceremony](#) to celebrate the achievements of faculty, as well as the academic excellence and extra-curricular involvement of both graduate and undergraduate students.



As part of our commitment to enhancing the student experience, York has launched a [virtual assistant](#) that enables students to receive immediate answers to many commonly asked questions related to campus services, course and program changes and extra-curricular activities



[Randy Williamson](#), Osgoode alumnus and partner at Aird & Berlis LLP, has been honoured with Innovation York's Partner of the Year Award. Williamson is the first-ever recipient of the award, which recognizes outstanding contributions to York University's innovation unit and to the growth of innovation at the university.



[Ela Veresiu](#), Schulich Assistant Professor of Marketing, has been awarded a Social Sciences and Humanities Research Council (SSHRC) Insight Development Grant to study online female empowerment. This award and research is in collaboration with Marie-Agnès Parmentier, Associate Professor of Marketing at HEC Montréal.

APPOINTMENTS



[Markus Giesler](#), associate professor of marketing at the Schulich School of Business, was elected one of the next editors of the *Journal of Consumer Research*, the most prestigious journal focused on scholarly research that describes and explains consumer behavior.



Alumna [Mumbi Tindyebwa Otu](#) has been appointed Artistic Director of the Obsidian Theatre, which promotes the development of work by Black theatre makers and offers training opportunities through mentoring and apprenticeship programs for emerging Black artists.

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 3 March 2020

Subject: March 2020 Report on Tenure and Promotion

Motion and Rationale:

That the Board of Governors approve the President's March 2020 report on tenure and promotion.

This report covers tenure and promotion decisions since the Committee and Board met in December. I confirm that the decisions followed due process and that the advice of the appropriate bodies was considered.

Documentation is attached as Appendix A

Recommendations for Promotion Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Connell, B (M)	Glendon	Multidisciplinary Studies	PhD (Edinburgh)	Niger-Congo languages, phonetics and phonology, comparative historical linguistics, sociolinguistics, documentary linguistics, Mambiloid studies, Ijoid studies, and tone studies Taught courses: LIN 3619 (Language Endangerment), LIN 4215 (Field Methods), LIN 3627 (African Languages and Linguistics)
Dua, E (F)	Liberal Arts and Professional Studies	School of Gender, Sexuality & Women's Studies	PhD (York)	Anti racism, feminism, post-colonial and critical race theory, judicial equity training, transnational studies, women and health, the family, sexuality, immigration, women and work, globalization, and biodiversity
Fallah, M (M)	Health	School of Kinesiology & Health Science	PhD (Princeton)	Behavioral systems, neuroscience, neurophysiology of cognitives processes, oculomotor systems, and physical activity and cognition Courses taught include: KINE 3020 (Skilled Performance and Motor Learning), KINE 4210 (Disorders of Visual Cognition), KINE 3650 (Functional Neuroanatomy)
Foster, L (M)	Liberal Arts and Professional Studies	School of Public Policy and Administration	PhD (York)	Equity and inclusion, public policy formation (in ethnicity and race, income policy, and human rights), labour market and social policy reform, empirical social-legal research, institutions and social policy, intersections between workplace diversity and human rights, and theoretical work on social justice

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Litoiu, M (M)	Liberal Arts and Professional Studies	School of Information Technology	PhD (Carleton)	Software and performance engineering, self adaptive system and cloud auto scaling, co-founder of Software Engineering for Adaptive and Self-Managing Systems (SEAMS) Conference, runtime self-tuning models and estimators, big data design and privacy, cloud elasticity, and performance modeling, optimization and testing
Podruchny, C (F)	Liberal Arts and Professional Studies	History	PhD (Toronto)	Indigenous history, Canadian history, pre confederation, French colonialism in early North America, Metis and fur trade history, Anishinaabe history, oral history, ethnohistory, linguistic history, and cultural history (including masculinity, labour, ethnicity, and constructions of identity)

Recommendations for Tenure and Promotion to rank of Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Ghafar-Zadeh, E (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (École Polytechnique)	Bioengineering, launching emerging electrical engineering curriculum in EECS, integrated microfluidic systems, multimodel CMOS biochip, electronics, alternative power and energy systems, and hybrid microfluidic CMOS sensors for life science applications
Hoicka, C (F)	Environmental Studies		PhD (Waterloo)	Community energy, innovation systems and sustainability transitions, solar and wind resource complementarity, ENVS 4401/5051 (Energy Efficiency), ENVS 3130 (Energy and Environment in Canada), and ENVS 6121 (Community, Energy and Planning)

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Rapke, T (F)	Education		PhD (Calgary)	Mathematics education, MATH 5840 (Mathematics Learning Environments), MATH 1200 (Problems, Conjectures, and Proofs), EDUC 3592 (Teaching for Understanding in the Mathematics Classroom), and instructors developing exams with students
Salisbury, L (F)	Liberal Arts and Professional Studies	Economics	PhD (Boston)	Economic history, labour economics, socioeconomic mobility through marriage and migration, institutions that influence economic mobility, long-run social and economic mobility, ECON 3210 (Use of Economic Data), ECON 3240 (Labour Economics: Theory), and ECON 3259 (Labour Economics: Institutions)

Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Thomson, K (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (York)	Management, transitions of professionals from diverse backgrounds using poststructuralist and postcolonial perspectives, organizing and change in health care, professional transitions of accountants, transition of migrant professionals, and multi-market competition

Board of Governors

Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 3 March 2020

Subject: Establishment of a School of Global Health in the Faculty of Health

Recommendation

Academic Resources Committee recommends that the Board of Governors approve the establishment of a School of Global Health as a new academic unit within the Faculty of Health, effective 1 July 2020.

Background and Rationale

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

At its meeting of 12 December 2019, on a recommendation from its Academic Policy, Planning and Research Committee, the York University Senate approved the establishment of a School of Global Health as a new academic unit within the Faculty of Health effective 1 July 2020 contingent on approval by the Board of Governors and the transfer of the BA and BSc programs in Global Health from the Dean's Office to the new School.

The proposal to establish the School of Global Health, the first of its kind in Canada, has been under consideration for some time and was developed through a consultative and collegial process. The transdisciplinary field focuses on the global forces, factors and actors which shape health and multi- and trans-national opportunities and interventions from the lens of medicine, public health, health sciences, law, and social sciences. Despite the distinctive nature of the discipline, the majority of global health programs are housed within schools of medicine or public health. Seeking to demonstrate leadership in this space, the Faculty of Health wishes to establish a new School of Global Health to support a stable administrative infrastructure to facilitate the growth and interdisciplinary nature of Canada's contribution to global health.

Board of Governors

The establishment of a School in Global Health is a natural evolution of ongoing activities at York to advance its strength in this field, including the establishment of the BSc and BA programs in Global Health launched in 2014, the establishment of the organized research unit the Dahdaleh Institute for Global Health Research, and the addition of leading global health researchers and practitioners to the faculty complement. The BSc and BA programs have experienced significant enrolment growth and plans are underway to develop a PhD program in Global Health. Formalizing the status of Global Health at York will enable the School to build upon its achievements to date.

The Dean of the Faculty of Health confirms that the undergraduate programs provide the financial foundation to support the School's faculty, staff and operations. Letters of support for the new School from the Provost and others are included in the documentation. The proponents make a strong case that the transfer of activities will enhance York's global health profile, and they situate their ambitions for the School in the institutional academic planning, national and international context. Senate is satisfied that the new unit will have the resources, critical mass, and enrolment demand necessary to make it sustainable and successful.

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

Proposal to Establish a School of Global Health in the Faculty of Health

November 21, 2019

Introduction

The Faculty of Health seeks approval to establish a School of Global Health as a new academic unit. It would be the first dedicated School of Global Health (SGH) in Canada, and among a small handful in the world.

Global health emerged and codified as a permeable yet distinct practice and academic discipline over the last thirty years. It is concerned with the global forces, factors and actors which shape health including health determinants and challenges, as well as multi and transnational opportunities and interventions. It is best – but not exclusively – understood and addressed at the level of the global commons. It is generally distinctive from international health which is directed at aiding challenges within an individual nation to improve health and health care. From an academic perspective, global health is a transdisciplinary field situated at the nexus of multiple disciplines such as medicine, public health, health sciences, law, and social sciences (including international policy and relations, economics and political science). It uses mixed methods in research and requires problem-based skill, knowledge and fluency across these domains to achieve relevance and excellence in research, policy and practice. Despite this, the great majority of global health programs and research projects are nested within schools of medicine or public health. York's distinctive advantage is to create an independent, multi-disciplinary School which enables students and faculty to explore a greater array of perspectives and solutions to global health challenges.

Vision for Global Health

The mission of our global health initiatives within the Faculty of Health is to enhance human health, health equity, healthcare and wellbeing by engaging in research and developing and sharing innovative ideas and solutions to address significant global health challenges; supporting the development of informed, skilled and compassionate global health leaders, policy makers and practitioners; and facilitating transformational partnerships with people and organizations who share our values and goals for global health. We welcome and proactively facilitate collaboration across York University as well as other local, national and international partners. This mission will be pursued in a manner intended to encourage, support, and enable success in the Faculty of Health as well as other research centers, Faculties and programs.

The Faculty of Health's goal in creating a new School is to create and support a stable administrative infrastructure which facilitates the growth and interdisciplinary nature of

Canada's contribution to global health. Senate's establishment of the Dahdaleh Institute for Global Health Research provides an institutional platform to support and encourage cross faculty global health research around specific themes and strengths. However, ORUs can neither hire faculty nor offer the academic programs which generate the income required to hire faculty and offset the costs of research infrastructure. By approving a BSc and a BA program in global health for launch in September 2014, Senate created the first undergraduate programs in global health in Canada. These programs are enabling us to establish a new School which will serve as a sustainable administrative platform to grow the size and impact of our global health academic programs, and by extension, our research impact, community/global engagement and service.

We seek approval to:

- 1. Establish a School of Global Health as a new academic unit within the Faculty of Health, effective July 1, 2020.**
- 2. Transfer the BA and BSc degree programs in Global Health from the Faculty of Health Dean's office to the new School of Global Health, effective July 1, 2020.**

Rationale and Resources for a New School of Global Health

Summary of our progress to date.

Over the past six years, the Faculty of Health has undertaken several actions to advance global health. It has:

- designed and implemented Canada's first undergraduate program in Global Health in 2014. The first cohort of students graduated in the spring of 2018.
- built a growing cadre of placement options for global health students in organizations such as the WHO regional offices, international aid and humanitarian organizations, health agencies, and academic institutions in countries such as Belize, Costa Rica, England, Ethiopia, Germany, Granada, Haiti, Jordan, India, Scotland, Sri Lanka, Trinidad and Tobago, and the United States.
- established a pool of money to provide financial assistance to students who wish to experience an international placement;
- recruited two of Canada's leading global health researchers and practitioners: Professors James Orbinski and Stephen Hoffman to complement our existing faculty expertise and interest.

- recruited an additional five net new full-time professorial stream faculty members from multiple disciplines and areas of global health expertise;
- supported the University to establish the Dahdaleh Institute for Global Health Research, a university-wide ORU;
- attracted and hosted the Global Strategy Lab and the CIHR Institute for Population and Public Health;
- supported a proposal to host a World Health Organization Collaborating Centre for the Global Governance of Antimicrobial Resistance;
- established a Task Force to design innovative graduate programs in Global Health;
- actively explored international and global health partnerships (beyond student placements) in countries such as Ghana (as a portal to Africa), Trinidad and Tobago (as a portal to the Caribbean), Norway and Germany (as portals to the EU), the UK, and India; and
- increased our understanding of and potential connections around global health issues by more than doubling our intake of international students over the last three years.

i. Degree Programming in Global Health

The undergraduate BA and BSc programs in global health are interdisciplinary degrees whose core and elective courses are jointly delivered by faculty from Health, environmental studies, math, biology, computer science, chemistry, physics, and social sciences and others.

Currently hosted in the Office of the Dean of Health, the program is governed by a Global Health Executive Committee comprised of the Coordinator of the program, Chairs of the Schools of Health Policy and Management, Kinesiology and Health Science, and Nursing along with the support of the Dean and a Special Advisor to the Dean. The program has been highly successful, attracting new students to the Faculty and achieving steady growth in enrolments (see section ii). *Macleans*'s magazine referred to Global Health as "one of York University's stand out programs."

While the current governance and administrative processes enabled the program to quickly establish itself, the creation of a School of Global Health will enhance program quality, student experience, profile, and innovation. For example, it would ensure that the global health program has the same level of academic oversight as other academic programs in the Faculty of Health. A new School ensures the program's interests and perspectives are represented on key Faculty Council Committees and Senate. It ensures core courses are taught by faculty with focused expertise in global health. Dedicated professorial faculty associated with a School ensures the majority of instructors are engaged in global health research which creates research opportunities for students. A new School dedicated to global health will improve our ability to attract world class global health scholars who would otherwise have concerns about the focus

of their teaching, the ability to attract graduate students, tenure and promotion requirements, etc. The School would maintain a multi-disciplinary focus by hosting a core group of scholars and instructors with an array of expertise (see Table 1), as well as continuing to utilize the broad expertise of persons with cross appointments, and by utilizing courses taught by faculty in other Schools and Departments within and beyond the Faculty of Health.

ii. Degree Programs to be Transferred to the School

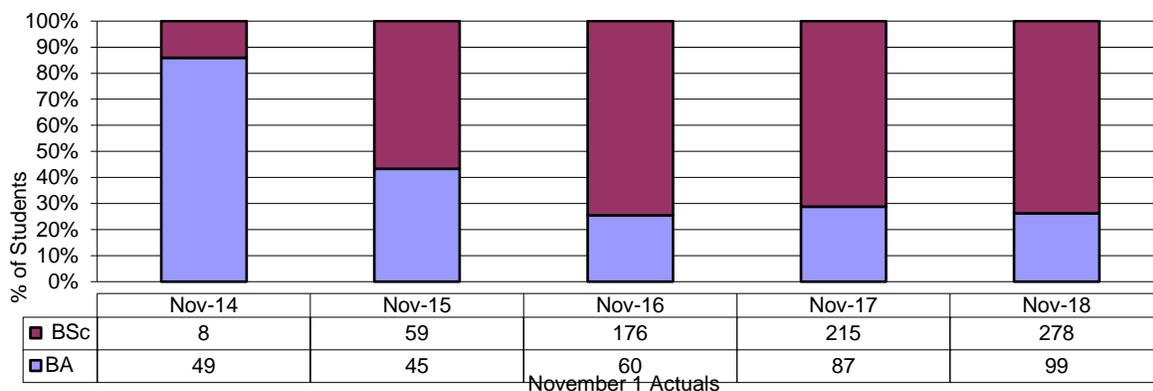
Coincident with the establishment of the School, the following degree programs/options would be transferred from the Office of the Dean to be housed in the School of Global Health.

- the BA and BSc Honours and Specialized Honours programs in Global Health
- the Honours Minor option in Global Health

These are the first undergraduate degree programs in Canada to combine a core body of knowledge in global health with specialized options in: global health promotion and disease prevention; global health policy, management and systems; global e-health; and global health and the environment. A non-specialized Honours Degree option allows for major-minor combinations within or outside the Faculty of Health.

The BA and BSc programs in Global Health would provide the mainstay of financial resources necessary for a School of Global Health. Current enrolments are shown in Figure 1. It is unlikely that a School of Global Health would have the means to be sustainable unless it hosted the BA and BSc programs in global health.

Figure 1
Global Health Majors Enrollment (Head Count; Domestic + Visa)
 Bachelor of Arts and Bachelor of Science, 2014/15 to 2018/19



iii. **Accommodation of Students**

Students currently enrolled in either the Major or Minor programs in Global Health will see no change in their degree program. In the longer term the dedicated oversight and more autonomous resources associated with a School should enhance program quality, student experience, and curricular innovation. For example, a core group of faculty members and staff will enhance continuity for students. Dedicated professorial faculty provide more opportunities for students to become involved in global health research. Global health faculty can assist in using their contacts to create experiential learning opportunities and exchanges, as well as graduate school references and employment referrals.

iv. **Potential Graduate Programs**

A Faculty of Health Task Force has been developing a proposal to create a highly innovative PhD in Global Health. A Notice of Intent for the doctoral program was approved in April 2019 by the Vice-Provost Academic and the development of the proposal will proceed over the next year.

The vision for the new PhD in global health is to foster scholarship that contributes insights and critical problem-solving skills focused on how the world can collectively address the most pressing global health challenges of our time, through collaborative leadership. The program will support academic research and mid-career professionals. The objective is to enable graduates to work in the interface between science and governance in order to realize research impact on policy and practice. Depending upon the final program design (e.g., if entry to the PhD is direct from an undergraduate qualification), it may also be desirable to develop a master's program as well.

Consultations and approval for a new graduate program in global health will be sought through a separate process and after a decision has been made about the formation of a School of Global Health.

v. **Global Health Scholarship**

Affiliation with Dahdaleh Institute for Global Health Research. The academic mission of a new School would add to and complement York's research agenda and infrastructure to enhance global health research in several ways. First, as noted in the previous section, the School provides an administrative home to increase the number of faculty members with specific interest and expertise in global health research. Second, the resources generated through the School's academic programs in global health would help cover the salary and benefit costs of faculty and staff. It would also provide additional office and research space dedicated to global health. To enhance connectivity and synergy, we have created a suite of offices in the same building as the Dahdaleh Institute for Global Health Research, the CIHR Institute for Population and

Public Health, and the Global Strategy Lab and a WHO Collaborating Centre. Third, the School would provide a logical, focused administrative host for graduate programs in global health. These graduate programs would include both professional and research/academic pathways for graduates. Finally, the School would help raise the profile of global health at York and enrich institutional research partnerships and networks.

The momentum of the Global Health Program attracted a \$20 million donation from alumnus Victor Phillip Dahdaleh to establish the Dahdaleh Institute for Global Health Research (*DIGHR*) as a University-wide Organized Research Unit. The Faculty of Health is proud to be one of the sponsoring Faculties of the Institute. The DIGHR's three research themes include *Global Health & Humanitarianism*, *Planetary Health* and *Global Health Foresighting*. The Institute Director is Dr. James Orbinski, a leading scholar in global health and a proposed member of the new School who has extensive leadership, advocacy, and research experience in global health. Dr. Steven Hoffman, another proposed member of the new School is the Director of the [Global Strategy Lab](#) in DIGHR, and the Scientific Director of the Canadian Institutes of Health Research's [Institute of Population & Public Health](#). With the support of the Faculty of Health and DIGHR, Professor Steven Hoffman recently led a proposal to establish a World Health Organization (WHO) Collaborating Centre on Global Governance of Antimicrobial Resistance that will enable and deepen collaborative research with the WHO with global reach. Professorial faculty members in the new School would benefit from and/or contribute to these various global health research initiatives.

vi. **Faculty Complement for the School of Global Health**

Course development and teaching assignments are based on the following principles: (1) program quality, sustainability and student experience are best served by ensuring there is a stable group of dedicated faculty specialists in global health; (2) the curriculum should not duplicate courses offered through other units; (3) global health requires multi-disciplinary perspectives; and (4) students benefit from broader education through electives and general education requirements. With this in mind, core courses in the program (and offered by faculty appointed to the new School) include: foundations of global health, global health policy, global health research methods and measurement, the determinants of health, chronic diseases and care, communicable diseases and care, epidemiology for global health, health promotion in a global context, health care planning for communities, program evaluation, global health governance and leadership, global health ethics, health and human rights, a field practicum, and a capstone project. Courses such as anatomy and physiology would continue to be taught by faculty from other units within the Faculty of Health. Various electives would be fulfilled by taking courses in other Faculty of Health programs (nursing, kinesiology,

psychology, health studies) and Faculties (e.g., math, economics, environmental studies, chemistry, biology, physics, computer science, LA&PS gen eds.).

Table 1 summarizes the list of faculty members who would be affiliated with the School and their disciplinary backgrounds, expertise and research interests. It is broken down by full members, and those with cross appointments (i.e. faculty whose primary appointment is in another unit). As per their offers of appointment and discussions during the hiring process, five core faculty were initially appointed to existing units with the Faculty of Health but would move into a new School of Global Health, should it be approved. The two remaining core Faculty members (Orbinski and Hoffman) have indicated a desire to change their appointment into the new School, should it be approved. Other faculty have indicated their interest in a cross appointment with the new School, should it be approved.

Table 1

Faculty members	Area of Expertise and Scholarship
Amrita Daftary , Assistant Professor	Community Health and Health Policy. Amrita uses qualitative methods to study tuberculosis and HIV policy and practice, quality of care, and the structural determinants of tuberculosis stigma. She contributes to the human centered design and evaluation of interventions in South Africa and India, and will lead a transdisciplinary centre on tuberculosis at the Dahdaleh Institute for Global Health Research.
Oghenowede Eyawo , Assistant Professor	Global Health Epidemiology and Public Health. With training in epidemiology, population and public health, his research interest is focused on precision-based global health and the application of epidemiological methods to examine patterns of morbidity, mortality and their potential effects among vulnerable populations of children, women and men. Dr. Eyawo is an expert advisor to the Global Burden of Disease Study (GBD), the largest accumulation of health data in history.
Steven Hoffman , Professor Director, Global Strategy Lab	Global Health, Law, and Political Science. Scientific Director of the Canadian Institutes of Health Research's <u>Institute of Population & Public Health</u> . He is an international lawyer who

	<p>specializes in global health law, global governance and institutional design. His research integrates analytical, empirical and big data approaches to craft global regulatory strategies that better address transnational health threats and social inequalities. He is the Director of the WHO Collaborating Centre on the Global Governance of AMR.</p>
<p>James Orbinski, Professor Inaugural Director, Dahdaleh Institute for Global Health Research</p>	<p>Medicine. Fosters scientific research and technological innovation, and social science research to engage critical problem solving around 1) Planetary Health, 2) the clinical public health effectiveness of Humanitarian response, and capacity in 3) Global Health Foresighting. This research includes modelling the health impacts of climate change; use of artificial intelligence in optimizing safe water in humanitarian crises; exploring the history and politics of global health and humanitarianism with a view to participating in shaping future research, policy and practice; exploring the use of distributed ledger technology for improved humanitarian supply chain management in humanitarian crises; policy and practice on Antimicrobial Resistance, and 21st Century ethical and governance challenges in Global Health.</p>
<p>Tarra Penney, Assistant Professor</p>	<p>Health Systems Program/Policy Evaluation. Her research focuses on generating population level evidence for addressing the global syndemic of obesity, undernutrition and climate change. She uses systems thinking and multiple methods to evaluate national policy and explore the role of the commercial sector in fostering healthy, sustainable and equitable food systems. She will be a member of the Dahdaleh Institute of Global Health Research.</p>
<p>Mathieu Poirier, Assistant Professor</p>	<p>Social Epidemiology. His work ranges from evaluating international laws using a framework</p>

	of global legal epidemiology, to developing innovative transnational health equity metrics and generating policy-relevant research on social determinants of health. He has led collaborative research projects throughout Latin America and the Caribbean and will be a member of the WHO Collaboration Centre on the Global Governance of Antimicrobial resistance.
Adrien Viens , Associate Professor	Global Health Policy. His research focuses on global health ethics and law, with a particular interest in demonstrating how philosophical analysis and regulatory theory should shape how we approach different issues within global health policy, practice and research (especially infectious diseases, disasters, health promotion, harm reduction). He will be a member of the Dahdaleh Institute of Global Health Research, the WHO Collaborating Centre for the Global Governance of Antimicrobial Resistance and the Global Strategy Lab.
Faculty who have expressed interest in a Cross-Appointment to Global Health	
Claudia Chaufan , Associate Professor	Health Policy and Medicine. An interdisciplinary background that spans medicine, sociology, philosophy and political economy. Her research incorporates an analysis of struggles against colonialism, imperialism, and capitalist globalization, and their implications for global health policy and equity. Current projects include an assessment of the corporatization of global health governance, a cross-national analysis of the ideology of moral hazard, and an assessment of active learning in global health instruction.
Paul McDonald , Dean and Professor of Health Policy and Management	Public Health, Health Promotion, and Psychology. Trans-disciplinary expertise is in the development and evaluation of population level interventions (e.g., policy, programs, communication campaigns) for the prevention

	<p>of chronic illness such as cancer, cardiovascular diseases, respiratory diseases, diabetes, and mental illness. He has also been involved in knowledge exchange and the capacity building for public health. He has advised multiple national governments (e.g., New Zealand, Australia, the UK, the US, Israel) and agencies in areas such as tobacco control, public health, and health services. He is on the DIGHR Board of Directors.</p>
<p>Beryl Pilkington, Associate Professor School of Nursing. Inaugural Coordinator, Global Health Program</p>	<p>Nursing. Her professional background is in maternal-child nursing and women’s health. Her most recent research focused on community health in the refugee camps in Dadaab, Kenya, and informed the development of a new BSc Community Health Education program at Moi University. She is currently working with colleagues at the University of Health and Allied Sciences (UHAS) in Ho, Ghana, to establish a partnership focused on increasing access to graduate education in Nursing.</p>
<p>Shahirose Premji, Professor Director of the School of Nursing</p>	<p>Nursing. Program of research investigates psychosocial, cultural and environmental factors as both risk factors and targets of intervention to prevent preterm birth in women in low and middle-income countries (Pakistan, Kenya, Tanzania). Her research also explores the transition of care of late preterm infants from hospital to community, and implementation research in integrating screening and management of depression within primary health care (China).</p>
<p>Harvey Skinner, Professor and Founding Dean of the Faculty of Health</p>	<p>Psychology. Broad experience in behavior change at individual, organizational and systems levels with a special interest in global health. He is Chair of the Board of the Canada International Scientific Exchange Program (www.cisepo.ca) leading peacebuilding through health initiatives in the Middle East. Dr. Skinner was principal investigator of the <i>Connected</i></p>

	<i>Health and Wellness Project</i> - a cloud-based software system that enables collaborative health and wellness management.
Mary Wiktorowicz , Professor School of Health Policy & Management	Health Policy. Research focuses on global health governance including the design of comparative frameworks to evaluate models of global health governance that shape the development of international agreements, standards and accountability mechanisms to address collective action problems. She is a member of the DIGHR board and will be a member of the WHO Collaboration Centre on the Global Governance of Antimicrobial resistance.

vii. Administrative Support.

The administrative staff currently engaged in the Global Health Program (Program Assistant 1.0; Operations Manager 0.5) will continue to support the new School. The decanal statement of support confirms the necessary dedication of resources for the non-academic staff. In addition, like all other academic units, the Dean’s Office in the Faculty of Health will provide shared staff to support services such as student advising and success, student recruitment, experiential learning, research, teaching and curricular innovation, HR, finance and budgeting, development and advancement, facilities management, and communications.

viii. Projected Financial Resources and Budget.

Current projections indicate enrolment in the global health programs will grow to approximately 390 FTEs (501 heads) in the fall of 2019. With additional marketing, the higher profile associated with a new School, greater international reach, the benefit of a growing alumni base, potential new graduate programs, and the potential to create joint majors and minors with other programs and Faculties, there is clear potential for the enrolments to continue growing for years to come.

If we assume 8% of students are international, and 27% of domestic students are in their first year, then the program would generate approximately \$5,953,000 in annual revenue from tuition and provincial grants. After paying shared service costs at the institutional and Faculty level, inter-faculty and intra-faculty teaching costs, and other miscellaneous obligations, it would leave approximately \$1,900,000 in revenue. This is

enough financial base to support the salary and benefit costs of the seven core faculty in Table 1, 1.5 FTEs of staff support, as well as stipends and releases for administrative leaders, support for graduate teaching assistants, basic operating costs not covered by the Dean's office, and a small residual to hire sessional instructors to cover faculty leaves and sabbaticals. Pending retirements of three senior faculty member over the next three years will provide future budgetary flexibility.

ix. Space and Computing

The School would be in a contiguous suite of 14 offices/rooms (approximately 2,000 square feet) on the 5th Floor of the Dahdaleh Building. This is enough to host all current faculty members (except Orbinski and Hoffman who have pre-existing fit for purpose office and research space on the second floor the Dahdaleh Building), three of the joint faculty members (the others have existing offices in their home departments), two staff, as well as potential grad students, research staff and guests. Given the close affiliation with the DIGHR, the location has the advantage of being in close proximity to the Institute on the 2nd floor of the Victor Philip Dahdaleh Building.

Computing needs will be addressed through the Faculty of Health's contract with UIT which provides computing support services on a fee for service basis outlined in an Internal Service Agreement. The arrangement allows for the provision of high-quality service coupled with flexibility to allow the Faculty to grow and alter its service demand, and allowing for financial flexibility. Service delivery is managed jointly by an assigned UIT Client Solutions Manager and the Faculty's Executive Officer. The agreement covers a wide array of services that range from personal computing needs of faculty and staff, teaching computing labs, common Faculty facilities, course websites, e-learning initiatives, and highly specialized development and consulting services. Special projects which require IT support above the standard services included in the agreement are arranged between the Faculty and UIT as required.

Relationship to UAP, SRP and SMA

The new School of Global Health and its current and proposed academic programs align with the York University Academic Plan (UAP) (2015-2020) in that they are progressive, offer innovative approaches to undergraduate and graduate education whose goal is to solve problems and develop new understandings and solutions to enhance social justice, equity and the public good. The new School will contribute to our aim to increase internationalization. In developing leading-edge innovative solutions, these programs will attract the highest calibre of applicants. Such innovation will support academic quality, student success and engagement to multilateral organizations such as the WHO, as well as nongovernmental organizations (NGOs),

governments and the private sector. The goals of the UAP refer specifically to Global Health as an innovative new area in which York is uniquely positioned to demonstrate leadership in innovation by: “Strengthening York’s institutional gravitas by fulfilling its commitment to improve and demonstrate the quality of our academic programs and research including the development of exciting new areas where York can demonstrate leadership such as global health...” (page 9). The UAP further emphasizes strengthening comprehensiveness and interdisciplinarity by developing innovative degree programs including those in health. The UAP also encourages the creation of more Faculty-spanning curricula that draw on more than one academic unit. The transdisciplinary nature of the programs that the School of Global Health will host are designed with a Faculty-spanning approach as a fundamental tenet.

From the perspective of the Strategic Mandate Agreement (2017-2020), the proposal supports York’s vision “to strengthen our reputation for pedagogical innovation and excellence” through innovative pedagogic approaches, research and scholarship as currently proposed (page 5). The BSc and BA Programs in Global Health and the proposed new PhD Program would enhance the reputation of York as a global centre for interdisciplinary and transdisciplinary scholarship to meet the needs of the global knowledge economy. Experiential education is embedded within these degree programs including a 4th year field practicum in the Specialized Honours BA/BSc program that creates the potential for meaningful experiences followed by a capstone course that consolidates student learning. Students have the option of undertaking a global health relevant position in either a domestic or international setting. The Faculty has a small travel fund to support students who wish to exercise the international option. Finally, the Faculty is currently in discussions with international university partners to create exchange opportunities for undergraduate students.

Administration and Governance of the New School

As noted above, the undergraduate program has been led by a Coordinator advised by an Executive Committee and reports to the Dean of the Health Faculty. The Global Health Executive Committee, comprised of the Program Coordinator and the chairs and directors of the three Faculty of Health units and the Special Advisor to the Dean and Director, Global Health and Community Partnerships has offered the program oversight and guidance. The current structure will remain in place until the School has been established and a new Director has been appointed. The current coordinator will provide support to the new Director for the first few months of the School’s operation.

Consistent with the existing Schools and Department in the Faculty of Health, the new School of Global Health will have a Director. Because of its size, the Director will also

serve initially as the undergraduate program director. She or he will report to the Dean of the Faculty of Health. The administrative structure will be revisited once a graduate program is approved and/or the undergraduate enrolment continues to grow. As is the practice for other Schools and Departments within the Faculty of Health, the School of Global Health will establish a School Council with terms of reference. Our unit level Councils host regular meetings of departmental members and develop policies and procedures to organize unit level responsibilities. For example, consistent with other academic Units in Health, the Council will facilitate the exchange of information, the development of a collegial environment as well as develop and recommend basic guidelines around workload, tenure and promotion criteria, etc. The Faculty of Health Council will amend its terms of reference to ensure appropriate standing committees (e.g., the Executive and Planning Committee, the Undergraduate Curriculum Committee, the Graduate Committee, the Petitions Committee, the Committee on Research and Awards, and the Committee on Examinations and Academic Standards), have appropriate representation from the School of Global Health, equivalent to those of other academic units. The School Director will also serve as a member of the Dean's Leadership Committee. To ensure students are engaged in the School, the new unit will assume responsibility for supporting a global health undergraduate student association.

Consultations Undertaken

Within the Faculty of Health. From September 2017 to March 2019 a task force examined potential scenarios for the future governance of undergraduate and graduate global health programs. The options included: 1) maintaining the status quo; 2) moving global health into an existing academic unit in the Faculty of Health; or 3) creating a new School of Global Health in the Faculty of Health. The Task Force wrote and distributed a discussion paper which was circulated to all faculty members, staff and students in the Faculty of Health to set the stage for consultation. The Global Health Executive Committee was asked to lead a consultation with members of the Faculty and make a recommendation to Faculty Council. This was done primarily through a short e-survey which enabled respondents to provide open ended comments and choose between the options outlined in the discussion paper, as well as open dialogue with the Faculty Leadership Committee (which includes all Associate Deans, the EO, and School Directors and Chairs). Sixty-five per cent of survey respondents favoured the creation of a new School of Global Health. Based on the consultation results, and on the weight of the arguments, particularly those of faculty members with specific content expertise in Global Health, the Global Health Executive recommended to the Faculty of Health Council that it proceed with the creation of a proposal for a new school. Creation of a new school would foster the most favourable conditions for sustaining the global health

curriculum and pedagogy, grow the program by adding graduate training and research intensity in this area, grow research capacity; create a unique identity and ensure dedicated leadership on campus, nationally and (pertinent to this field) globally.

In making its recommendation to create a new School of Global Health, the Global Health Executive Committee emphasized the history of collegiality which made the establishment of the Global Health BA/BSc program possible. All units in the Faculty of Health contributed to its formation, implementation and governance to date. The program's success is largely due to the exemplary intra-Faculty collaboration and collegiality, along with its essential interdisciplinarity and multidisciplinary. As noted previously, these intra- and cross-Faculty collaborations will continue to flourish and be mutually supportive.

After reviewing the Executive Committee's report and recommendation, the Faculty of Health Council voted 95% in favour of developing a proposal to create a new School of Global Health. It was passed with the understanding that such a proposal would still need to be approved according to Senate and University guidelines for the creation of new academic units, including a final vote from the Faculty of Health Council. This document is the result of the Faculty's desire to create a formal proposal for a new School of Global Health.

In mid July, invitations to review and comment on the draft proposal were sent to the Deans/Interim Deans of the Faculties primarily involved in related academic programs and research including Thomas Loebel (Grad Studies), Alice Horvoka (Environmental Studies), Mary Condon (Osgoode), Jane Goodyer (Lassonde), JJ McMurtry (LA&PS), and Esaias Janse Van Rensburg (Science). Invitations were also sent to Registrar Lucy Bellissimo; Huaiping Zhu, Director of the Centre for Disease Modelling; Sean Rehaag, Director of the Centre for Refugee Studies; and Jianhong Wu, Director of ADERSIM. Feedback (all positive and supportive) was received from Dean Horvoka and Director Rehaag, and incorporated into this document. Letters of support that have been received are attached.

The October 10th version of the document was sent to the Provost for her review and feedback. Concurrent with the Provost's review, the draft proposal will be discussed at the October 18th meeting of the Faculty of Health Council Executive and Planning Committee. With the consent of the Provost and Executive and Planning Committee, the proposal and a notice of motion will be forwarded at least 14 days in advance of the November 6th meeting of the Faculty of Health Council. A motion to approve the proposal to create a School of Global Health will be presented for consideration by Faculty Council at its regular scheduled meeting on November 6, 2019. Faculty Council Approval for the new School and transfer of the related global health programs will be

also require approval of APPRC, Senate, the Academic Resources Committee of the Board of Governors, then finally the Board of Governors.

Letters of Support

Paul McDonald, Dean of the Faculty of Health (attached)

Professor Beryl Pilkington, Chair of the Global Health Executive Committee (attached)

James Orbinski, Director of the Dahdaleh Institute for Global Health Research (attached)

Stephen Hoffman, Director of the Global Strategy Lab (attached)

Alice Horvoka, Dean of Environmental Studies, (attached)

Sean Rehaag, Director of Refugee Studies (attached)

Lisa Philipps, Provost and Vice-President Academic (attached)



October 10, 2019

Lisa Phillips, Provost and VP Academic

**FACULTY OF
HEALTH**

Members of AAPRC

Office of the Dean

Members of Senate

4700 Keele St.
Toronto Ontario
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Tel 416 736 5124
Fax 416 736 5760
healthdn@yorku.ca
www.health.yorku.ca

Members of the Board of Governors

It gives me great pleasure to enthusiastically support the creation of a new School of Global Health within the Faculty of Health, and the proposal to transfer our degree majors and minor in global health to the new School.

Global health as a rapidly expanding area of policy, practice, and research. It is necessary because of growing revelations about how health and disease are not subject to geographic or national boundaries. Just as SARS, influenza spread rapidly around the planet, so too are chronic conditions such as cardiovascular disease, respiratory disease, cancer, mental illness, and the health impact of climate change. Attempts to improve health, control and treat disease necessarily require multi-lateral cooperation and interventions. The new School represents an important opportunity to continue building our presence, impact and academic excellence in global health. It is the logical next step in an evolution which began with the creation of Canada's first undergraduate degrees in global health and the establishment of the Dahdaleh Institute for Global Health Research.

The School will enhance our profile, academic programming, our faculty complement, and research intensity in this domain. Its design is consistent with York's values, and academic plan. Indeed, York is uniquely positioned to elevate our multi-disciplinary approach outside the confines of a medical school or school of public health. We envision continued collaboration with and for multiple faculty members and students across campus. The new School, the strategic growth of undergraduate enrolments and the introduction of graduate programs in global health are all key features of the Faculty of Health's strategic and operational plans. The proposal to create a new School is the result of extensive involvement of our faculty. It began with the report of a task force examining potential governance options for the global health programs, consultations with the Global Health Executive Committee, and the Faculty Leadership Committee and with the overwhelming support of the Faculty of Health Council to create a proposal for a new school. The proposal has been shared with and shaped by the feedback of key leaders



across campus.

Undergraduate enrolments in global health have been stable and provide the financial foundation to support the School, including a core group of faculty, staff, and various operating costs. Indeed, the quality of student applying to the program has been excellent. With the increased profile and stability expected to come from the School, we expect undergraduate enrolments will rise in the future, and provide the foundation to host a distinctive graduate program in global health. This would, in turn, generate the resources required to support the continued growth of the School in terms of faculty, staff and other program support.

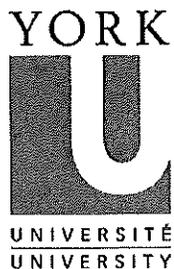
The seven initial core faculty members have all given me an indication that they would welcome the opportunity to move their affiliations to the proposed new School of Global Health. Staff to support the programs and the new School would remain at their current levels until the School can grow its enrolments. The undergraduate curriculum will not be substantially altered until such time as we have the results of our first program review in 2021. Participation of the School on key Faculty Council Standing Committees will help integrate global health with other programs. The addition of core faculty and staff should enhance student support and experience. Finally, I am pleased to confirm that the Dean's office will ensure that the new School continues to have access to Faculty supports at a level commensurate with our other academic units, including IT services, space, student advising and support. Office space and grad student accommodations for our five new faculty hires have already been secured on the fifth floor of the Dahdaleh Building.

Please let me know if you have any additional questions or concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Paul McDonald', with a stylized flourish at the end.

Paul McDonald, PhD, FRSPH, FCAHS
Professor and Dean



Dean Paul McDonald
Faculty of Health

October 15, 2019

Dear Dean McDonald:

FACULTY OF HEALTH

**Global Health
Program**

4700 Keele St.
Toronto ON
Canada M3J 1P3

Tel 416 736-5028

Re: School of Global Health

I am writing as Coordinator of the Global Health (GH) Program and Chair of the GH Executive Committee to express enthusiastic support for the proposal to create a new School of Global Health within the Faculty of Health (FoH). The GH Executive Committee includes the Chairs/Director of the four academic units in the FoH plus Mary Wiktorowicz (previously, Special Advisor to the Dean—Global Health, Community Partnerships and Strategic Projects); the Program Coordinator; and the Operations Manager for the GH Program and School of Health Policy & Management (SHPM).

In February 2019, the GH Executive Committee received a discussion paper (*Global Health Program Governance and Positioning*) produced by a Task Force struck to explore the following three options for the future governance of the GH program: 1) status quo; 2) move it to an existing unit in the FoH; or 3) create a new School of Global Health. (The Task Force comprised three members of the GH Executive Committee [Marina Morrow, Beryl Pilkington, and Mary Wiktorowicz] plus Professor Tamara Daly [SHPM]; the Executive Officer, and Director, Financial & Academic Resources, Office of the Dean; and the Dean.) Subsequently, the GH Executive Committee undertook a Faculty-wide consultation with faculty members and the Global Health Students Association (GHSA), using a brief survey to solicit feedback on the three options addressed in the Discussion Paper.

A total of 65 responses to the survey were received from across the Faculty, including 15 responses from members of the GHSA. The majority (65%) of respondents supported the creation of a new School of Global Health. Although the majority (14) of respondents from the SHPM chose the option to align Global Health with the SHPM, five chose the option to create a new School of Global Health. These five respondents included James Orbinski and Steven Hoffman, who were hired to fill leadership positions in global health and who provided compelling arguments supporting the creation of a new School. After carefully considering all feedback, including the level of support and rationales for supporting each option along with expressed concerns, the Global Health Executive Committee concluded that the creation of a new School was the preferred future for Global Health and accordingly, made this recommendation to the Faculty of Health.

Based on my experience as Coordinator of the GH Program since its inception and as Chair of the GH Executive Committee, I believe that the interdisciplinary model in which the Program drew teaching resources from across the FoH was necessary to incubate this innovative and unique program—and, it undoubtedly succeeded in this regard. Specifically, the model enabled the FoH to cobble together relevant expertise amongst existing faculty to

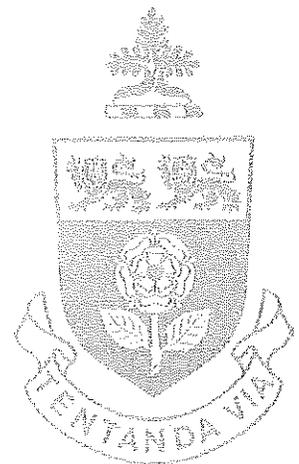
fully implement the program. (The first cohort graduated in June 2018). However, this model is not sustainable for the long term. For instance, most of the courses have been delivered by contract-limited and part-time faculty. Only two core courses have been consistently delivered by a tenure-stream faculty member. While the CLA and part-time faculty we relied upon to deliver core courses were mostly exceptional teachers, they were not global health experts or researchers. In addition, these faculty only knew their own course(s), and not those taught by others, which presented challenges for overall program coherence and levelling of curricular concepts across years. Moreover, resourcing the courses required continuous negotiation with the Chairs/Director of the home units of full-time faculty members. Similarly, when Chairs submitted complement requests, as Coordinator of the GH program, I had to negotiate for partial coverage of GH teaching requirements within these appointments (to SHPM and Kinesiology & Health Science). However, for understandable reasons, the hiring units prioritized their own needs over those of the GH program in creating these new positions. Finally, while the GH Executive Committee provided oversight, the GH program lacked formal structures for collegial governance, including representation on Faculty-level committees (e.g., Curriculum Committee, CEAS). In summary, notwithstanding its undeniable success as a start-up strategy, the present interdisciplinary model also poses serious challenges to the growth and future flourishing of the GH program.

Based on the results of the consultation, along with my own experiences and observations in my position as Coordinator of the Global Health Program since its inception, I am convinced that the creation of a new School would foster the most favourable conditions for sustaining the global health curriculum and pedagogy. Already, with the hire of five new professorial, tenure stream appointments in global health in July 2019, quality improvements in the curriculum and teaching are happening. I know this because students are telling me about their positive experiences in the classroom. Furthermore, by adding graduate education and research strength in the area of global health, the new School will greatly augment global health's unique identity at York, nationally, and globally.

Yours Sincerely,



F. Beryl Pilkington, RN; PhD
Associate Professor, Nursing
Coordinator, Global Health BA/BSc Program
Faculty of Health



The Senate
York University

July 8, 2019

Dear Senate:

As Inaugural Director of the Dahdaleh Institute for Global Health Research (DIGHR), I have reviewed and contributed to the Faculty of Health proposal to the Senate for the creation of a School of Global Health.

Dahdaleh Institute
for Global Health

Suite 2150 Victor
Phillip Dahdaleh
Building

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Toronto Ontario
Canada M3J 2S6
Tel 416 736 2100
ext. 20175

orbinski@yorku.ca

Since its opening in September 2017 as a University-wide ORU, the DIGHR is actively building transdisciplinary critical problem solving research capacity in Planetary Health, Global Health and Humanitarianism, and Global Health Foresighting. It has attracted 1.8 million dollars in research funding (in addition to gifted funds); hosted several major national and international public events; held a major international conference on Data Science and Global Health, and hosted numerous university-wide, national and international research workshops (See: <http://dighr.yorku.ca/>).

The Faculty of Health has been vital to this early success.

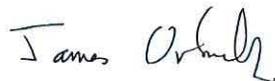
Building on existing undergraduate programs, five new faculty hires, and other Faculty of Health initiatives in Global Health, a School of Global Health at York would have profound potential to make major transdisciplinary contributions to improving research, policy and practice in Global Health. It would also augment an already outstanding undergraduate program in Global Health that now needs a coherent faculty compliment and administrative infrastructure to match the unique requirements of the discipline of global health. A new School would attract among the very best new faculty and students who are committed to the discipline of global health, and make major globally relevant contributions in graduate teaching and research for new graduate students and midcareer professionals.

York's unique strength is its commitment to transdisciplinarity, equity and social justice. Creating a new School of Global Health would further catalyze the transdisciplinary potential in global health that so obviously exists at York, and provide an academic and administrative centre-point for a visionary approach to the discipline of Global Health that is unique in the world.

York can make outstanding contributions to shaping and growing a truly equitable global health for this very challenging 21st Century. York is poised to take on this challenge, and I am delighted to be part of this committed and forward looking team.

The DIGHR whole-heartedly supports the Faculty of Health proposal and submission to the Senate for the creation of a School of Global Health.

Sincerely,



James Orbinski OC, MSC, MD, MA, MCFP
Director, Dahdaleh Institute for Global Health Research, York University
Professor (Adjunct), Clinical Public Health, Dalla Lana School of Public Health, University of Toronto
Professor, Faculty of Health, School of Health Policy & Management, York University



October 18, 2019

To whom it may concern:

Re: Letter of support for a new School of Global Health at York University

FACULTY OF
HEALTH AND
OSGOODE HALL
LAW SCHOOL

Dahdaleh Institute
for Global Health
Research

Global Strategy Lab

4700 KEELE ST
TORONTO ON
CANADA M3J 1P3
T 416 7362100 X33364
W globalstrategylab.org

I am pleased to write this letter in strong support of the proposal for creating a new School of Global Health at York University. Based on my work at national and global levels, it is clear to me that creating such a school would be a bold move that will create the institutional arrangements and mechanisms needed for our university to achieve big impacts in this important and growing area.

Global health has emerged over the past decades as a distinct field of scholarly inquiry, training and practice. This field is unique in its global scope, its applied focus on improving health equity, and intense interdisciplinarity. While its roots are usually traced to “tropical medicine” and its successor “international health”, today global health has come to encompass the many globally shared risks and responsibilities that require collective action to achieve good health for all. Global health attempts to understand and act on those health risks, determinants, responsibilities, and solutions that transcend national boundaries.

Distinct fields like global health need scholarly homes for them to properly flourish. When looking across the Canadian landscape, it is evident that a School of Global Health at York University would be unique in numerous ways, including its situation within a Faculty of Health, its embrace of all disciplines, its location in one of the world’s most international cities, and its student body that comes from all over the world. Quite excitingly, there is simply no comparator in the Canadian or North American context; and only one possible comparator internationally (i.e., University of Copenhagen’s School of Global Health). Creating a new School of Global Health would situate York University to lead the world in intellectually nurturing this important interdisciplinary field for our globally interconnected future and further build on our university’s commitment to social justice and track-record for social impact.

I am personally thrilled by the prospect of being part of a new School of Global Health and I hope to have the opportunity to help build it over the years to come. Please let me know if you have any questions or if I can be further helpful.

Sincerely,



Steven J. Hoffman BSc JD MA PhD LLD
Scientific Director, CIHR Institute of Population & Public Health,
Canadian Institutes of Health Research, Government of Canada
Director, Global Strategy Lab / Directeur, Labo de stratégie mondiale
Professor of Global Health, Law, and Political Science,
Faculty of Health and Osgoode Hall Law School, York University
Visiting Fellow, Oxford Martin School, University of Oxford (2018-2019)
Adjunct Professor of Global Health & Population, Harvard University
steven.hoffman@globalstrategylab.org | +1-416-736-2100 x 33364





August 27, 2019

FACULTY OF
ENVIRONMENTAL
STUDIES

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www.yorku.ca/fes

Dear Dean McDonald,

I am writing to offer my full and enthusiastic support for the proposed School of Global Health.

Thank you for sending me the proposal to review. I read with much interest of York's pioneering role in mounting global health academic programs, and in establishing the Dahdaleh Institute for Global Health Research. Creating an independent, multi-disciplinary School of Global Health, as detailed in the proposal, will offer more visibility in this area, facilitate a stable administrative structure, and enhance interdisciplinarity and internationalism at York University.

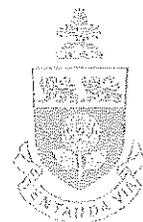
Global health is an important area of academic scholarship and practice founded on transdisciplinary knowledge, skills and collaboration in pursuit of enhanced and equitable health and wellbeing. It is increasingly vital and urgent that we understand and attend to health-related consequences related to the climate crisis and destruction of nature. In particular, we face as yet under-appreciated health impacts of pollution, rising temperatures, natural disasters, limited access to clean water and fertile soil, and inadequate housing conditions around the world. Human's ability to thrive is necessarily tied to environmental, and indeed planetary, health.

It is in this context that I look forward to exploring further synergies between the Faculty of Health – in particular the School of Global Health – and the Faculty of Environmental Studies. I see possibilities for collaborating on academic courses and programs featuring environmental health and offering experiential education/training opportunities in various international locales where faculty members and students work (including the Las Nubes Ecocampus in Costa Rica).

Sincerely,

A handwritten signature in black ink, appearing to read "Alice J. Hovorka".

Alice J. Hovorka
Dean & Professor



Paul W. McDonald

From: Sean Rehaag
Sent: Thursday, August 08, 2019 1:58 PM
To: Paul W. McDonald
Subject: RE: Invitation to comment on a new School of Global Health

Hello Paul,

Thanks for the opportunity for CRS to provide feedback on this proposal.

I have consulted with CRS faculty who work in the area.

Here are our views:

This is a timely and interesting proposal that will increase the visibility of York's depth of expertise in the area of global health. It builds on York's known strengths in the determinants of health and health policy. In departing from the heavily medicalized approaches that mark most global health programs, this proposed School offers a unique and important contribution to global health scholarship and pedagogy.

In light of the importance of building on York's strengths, we would have been interested in see more emphasis on global mental health and/or migration in the proposal.

The Faculty of Health has a clinical psychology program and several faculty are actively involved in the study of mental health in the context of migration across each of the other units in the Faculty.

From the perspective of the Centre of Refugee Studies, we hope that the new school will include migration, and especially forced migration, as a focus area, and one that intersects with many of the existing themes identified in the proposal.

We anticipate opportunities for teaching or cross-listing courses with the program for our current faculty, and the possibility of fruitful research collaboration between the current CRS faculty and those who are ultimately appointed to the school. CRS is already collaborating with faculty and students affiliated with the Dahdaleh Institute for Global Health Research and we welcome the opportunity for extending these relationships to a new school in global health.

Our final observation is that recruitment of international students is an important element of a strong global health program. Currently, York has few alternatives for engaging international students who cannot afford high international student fees. Identifying possible sources of scholarships for these students will be an important part of ensuring the relevance and value of the new school.

s

SEAN REHAAG
Director, Centre for Refugee Studies
Associate Professor, Osgoode Hall Law School
York University, Toronto, Canada
www.yorku.ca/crs
www.osgoode.yorku.ca/rehaag-sean

Office of the Provost and Vice-President Academic



Memorandum

To: Faculty Council,
Faculty of Health

From: Lisa Philipps, Provost and Vice-President Academic

Date: November 1, 2019

Subject: Proposal for Establishment of a School of Global Health

A handwritten signature in blue ink, appearing to be "Lisa Philipps", written over the "From:" line of the memorandum.

I am pleased to write in support of the proposal from the Faculty of Health to establish a new School of Global Health, effective July 1, 2020, with existing programs to be transferred to the School at that time. The proposal is the result of an extensive consultative process within the Faculty and beyond, which included consideration of a range of structural options for Global Health going forward. The new School will be the first of its kind in Canada, presenting an exciting opportunity to profile one of the University's emerging areas of distinctive strength.

Undergraduate programs in the field of Global Health (BA and BSc Honours and Specialized Honours and an Honours Minor) have been offered in the Faculty of Health at York since 2014, under the administrative auspices of the Dean's Office. This initial structure enabled the Faculty to launch its Global Health programs efficiently. These programs have proven to be very successful to the point where the start-up administrative structure now presents challenges in relation to the profile of the programs, the locus of new faculty appointments with global health as a primary focus of their research and teaching, and representation of Global Health in Faculty governance.

The establishment of the School of Global Health recognizes the development of global health as a distinct field of study and research with clear intersections with a range of disciplines in the social sciences, law, sciences, etc., as well as the importance of approaching the search for solutions to the world's significant health-related issues from a multi-disciplinary and global perspective. The School will provide a clear focus for teaching and research in this field in the Faculty and will align with and complement the Dahdaleh Institute for Global Health Research, enabling Global

Health at York to pursue its full potential by providing opportunities for enhanced visibility and profile, the development of local and international partnerships and collaborations, the recruitment of outstanding students, and the expansion of experiential education (EE) opportunities, as well as a platform for new programming initiatives such as a PhD program now in development.

The establishment of the School will also advance York's institutional priorities, including the expansion of health-related programming, the development of innovative programming which contributes to addressing real world issues, the intensification of impactful research, the promotion of internationalization, and the incorporation of internships and other forms of EE into the curriculum.

The proposal and the supporting letter from Dean McDonald confirm that the proposed School is both financially and structurally viable and sustainable. Five new faculty members with primary research and teaching interests in global health have recently been appointed in the Faculty and, together with two distinguished senior colleagues, they will provide a cadre of outstanding faculty to initiate the new School – and other faculty members have indicated an interest in cross-appointments. There are no plans for changes to the existing undergraduate programs at this time, pending results of a program review scheduled for 2021; relevant courses from other units and Faculties will continue to be available to students in the programs. Enrolments in the programs have grown since their introduction; and projections for enrolment increases – domestic and international, undergraduate and eventually graduate – seem realistic and entirely achievable and are anticipated to be sufficient to support the complement, administrative, infrastructure, and other costs of the School as proposed. Administrative and central Faculty supports will continue as currently provided. It will be important to put plans in place to ensure that the financial and academic needs of students – particularly international students – will be addressed in support of access.

In short, the proposal puts forth a compelling academic rationale, business case, and resourcing plan in support of the establishment of a School of Global Health in the Faculty of Health; and I am therefore happy to signal my strong support for it.

Cc: Vice-Provost Academic A. Pitt
Dean P. McDonald



POINTS OF PRIDE

York University is a world-class teaching, learning and research institution.

1 WORLD HEALTH ORGANIZATION (WHO) CONSULTS YORK UNIVERSITY GLOBAL HEALTH EXPERT

The **WHO** invited **Professor Steven Hoffman** to Geneva in February, to advise on research priorities for the novel coronavirus outbreak (COVID-19). As Director of the Global Strategy Lab, and professor of global health, law, and political science at York, Hoffman has been interviewed by dozens of top-tier media outlets about this global health challenge.

2 MÉTIS PROFESSOR JESSE THISTLE'S STORY SHORTLISTED AS ONE BOOK ALL OF CANADA SHOULD READ

Jesse Thistle's remarkable memoir of hope and resilience, ***From the Ashes***, has been **shortlisted for *Canada Reads 2020***. Debates to choose the one book all of Canada should read will air on CBC, March 16-19. Now an assistant professor of Equity Studies, Thistle credits York's Centre for Aboriginal Student Services for connecting him with his community as an undergraduate.

3 LEADING THE WAY

York University became one of **Canada's first universities to have a comprehensive social procurement policy** in December. The new policy demonstrates York's commitment toward building healthy communities by leveraging the University's significant purchasing power to benefit local economies and providing underrepresented businesses and communities increased access to the university's procurement process.

Board of Governors

Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 3 March 2020

Subject: Tuition Fees

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following international tuition fees for programs offered through the Schulich School of Business (SSB):

- 1. A 5% increase (\$26,251.28 per term; \$78,753.84 for 3 terms) in the full-time tuition fee rate for the Master of Management in Artificial Intelligence (MMAI) program, effective fall term (September) 2020. This fee excludes centrally collected ancillary and student referenda fees.**
- 2. A 4% increase (\$127,333.52) in tuition fee rate for the Executive Master in Business Administration (EMBA) program, effective winter term (January) 2021. This fee excludes centrally collected ancillary and student referenda fees.**

Rationale:

The Ministry of Colleges and Universities (MCU) current Tuition Fee Framework is in place until the end of 2020-21. In this Framework, tuition fees for eligible students were reduced by 10% in 2019-20 and frozen at the 2019-20 level in 2020-21. The Framework does not apply to students paying international fees.

Master of Management in Artificial Intelligence

The proposed increase for the MMAI program will change the current (2019-20) full-time tuition fee rate from \$25,001.22 per term (\$75,003.66 for 3 terms) to \$26,251.28 per

Board of Governors

term (\$78,753.84 for 3 terms). The part-time tuition fee rate will be set at 40% of the full-time fee rate.

The proposed tuition fee rate for the MMAI is aligned with the currently approved tuition fees for the Master in Business Analytics (MBAN), an SSB program similar in design and intended outcomes. The international fee rate for the MBAN program was approved to increase by 5% in 2020-21, effective fall 2020.

Executive Master in Business Administration

The proposed increase will change the currently approved tuition fees from \$122,436.08 to \$127,333.52.

The current international tuition fee has been in place since January 2018, while the domestic tuition fee decreased by 10% (2019-20) and will remain flat in 2020-21 as per the Ministry's Tuition Fee Framework for 2019-20 and 2020-21.

Board of Governors

Memorandum

To: Board of Governors
From: Bobbi White, Chair, Finance and Audit Committee
Date: 3 March 2020
Subject: Centrally Collected Ancillary Fees 2020-2021

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a 1.90% increase in centrally collected ancillary fees in 2020-2021, effective May 1, 2020.

- **For undergraduate students, the recommended increase is \$0.43 per credit, from \$22.48 to \$22.91, resulting in an increase from \$674.40 to \$687.30 for full-time students (enrolled in 30 credits).**
- **For graduate students in professional programs, the recommended increase is \$6.41, from \$337.23 to \$343.64, for programs charged on a per-term fee basis. Part-time graduate students pay 50% of the full-time fee.**

Background and Rationale

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

The 1.90% increase in ancillary fees is proposed in accordance with the provisions of the Ancillary Fee Agreement, and is required to address inflationary increases in operating costs for areas and programs supported through ancillary fees.

Recent increases in ancillary fees were:

- 2.40% in 2019-2020
- 2.50% in 2018-2019
- 2.20% in 2017-2018

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

Board of Governors

Student Choice Initiative

In January 2019, the Ministry of Colleges and Universities announced the Student Choice Initiative (SCI). The SCI allowed students to choose which supplementary ancillary fees they wanted to pay, through an opt-out process.

In November 2019, the Divisional Court of Ontario overturned the SCI, stating in part, that: “requiring that universities allow students to opt out of student association fees and other ‘non-essential’ services is inconsistent with the universities’ autonomous governance”. In December 2019, the Ontario Provincial Government announced that it would appeal the divisional court’s decision.

Consistent with the divisional court’s ruling, York has suspended the SCI opt out. The University will monitor future rulings on the SCI and make related decisions accordingly.

Board of Governors

Appendix A

Student Ancillary Fees - Ontario Universities

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

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

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

The COU chart, below, shows the compulsory ancillary fees retained by Ontario universities. Data for Brock University was not provided by COU, thus Brock is not on the list.

Board of Governors

2019-2020 Domestic Tuition Fees plus Ancillary Fees for Undergraduate Arts and Science Programs, by Institution (COU, 2019).

Institution	Tuition Fees	Compulsory Ancillary Fees		Total Tuition plus Ancillary Fees ¹
		Collected by and Retained by Institution	Collected on Behalf of Student Govt	
Algoma	\$ 5,865	\$ 1,001	\$ 346	\$ 7,212
Carleton	6,067	383	759	7,210
Guelph	6,091	581	809	7,482
Lakehead	5,985	325	829	7,139
Laurentian	6,000	338	1,054	7,393
McMaster	6,043	628	693	7,364
Nipissing	5,781	652	759	7,192
OCAD	6,054	476	618	7,148
UOIT ²	5,983	1,118	878	7,979
Ottawa	6,088	316	907	7,311
Queen's	6,083	222	997	7,302
Ryerson	6,110	392	574	7,076
Toronto	6,100	967	591	7,658
Trent	6,118	726	978	7,823
Waterloo	6,128	593	537	7,258
Western	6,050	513	955	7,518
WLU	6,059	475	849	7,383
Windsor	5,800	600	460	6,860
York	\$ 6,118	\$ 656	\$ 558	\$ 7,332

¹ Excludes co-op fees.

² Under heading 'compulsory ancillary fee collected and retained by institution', figure includes a technology enriched learning environment fee (TELE) of \$156.

Board of Governors

2019-2020 International Tuition Fees plus Ancillary Fees for Undergraduate Arts and Science Programs, by Institution (COU, 2019).

Institution	Tuition Fees	Compulsory Ancillary Fees		Total Tuition plus Ancillary Fees ¹
		Collected and Retained by Institution	Collected on Behalf of Student Govt	
Algoma	\$ 18,287	\$ 1,001	\$ 346	\$ 19,635
Carleton	25,503	383	759	26,646
Guelph	24,300	581	809	25,691
Lakehead	23,731	325	829	24,885
Laurentian	25,960	338	1,054	27,352
McMaster	30,744	628	693	32,065
Nipissing	19,325	652	759	20,736
OCAD	24,060	476	618	25,154
UOIT ²	21,935	1,118	878	23,931
Ottawa	36,161	316	907	37,383
Queen's	46,191	222	997	47,411
Ryerson	26,000	392	574	26,966
Toronto	53,290	967	591	54,848
Trent ³	21,385	991	978	23,354
Waterloo	33,614	593	537	34,744
Western	31,042	513	955	32,510
WLU	25,320	475	849	26,644
Windsor ⁴	24,680	607	460	25,747
York	\$ 28,633	\$ 656	\$ 558	\$ 29,847

¹ Excludes co-op fees and UHIP costs.

² Under heading 'compulsory ancillary fee collected and retained by institution' - figure includes a technology enriched learning environment fee (TELE) of \$156.

³ Under heading 'compulsory ancillary fees collected and retained by institution' - figure includes a \$265 mandatory fee for "International Camp" (an orientation program for new undergraduate international students).

⁴ Under heading 'compulsory ancillary fees collected and retained by institution', figure includes \$7 international student society fee.

York University Board of Governors - Minutes

Meeting: Open Session 13 December 2019 at 12:00 pm
 5th Floor Kaneff Tower, Keele Campus

Present:	Regrets:	Others:
Paul Tsaparis, Chair Francesca Accinelli Kirsten Andersen Antonio Di Domenico Kate Duncan Jose Etcheverry Max Gotlieb - by phone Bill Hatanaka Konata Lake Loretta Lam Julie Lassonde Ilana Lazar Rhonda Lenton Carole Malo David McFadden Dee Patterson Helen Polatajko Anita Ramjattan Eugene Roman Ken Silver Narendra Singh George Turlakis Bobbi White Randy Williamson Cheryl Underhill, Secretary Amanda Wassermuhl, Assistant Secretary	Jacques Demers David Garg Vijay Kanwar Julie Lassonde Earle Nestmann	Arijit Banik Anthony Barbisan Gary Brewer Sheila Cote Meek Aldo DiMarcantonio Darran Fernandes Lucy Fromowitz Lisa Gleva Deszö Horváth Alex Matos Ijade Maxwell-Rodrigues Carol McAulay Neville McGuire JJ McMurtry Jeff O'Hagan Pam Persaud Lisa Philipps Richard Piticco Alice Pitt Graeme Stewart Rui Wang Susan Webb Iris Zeng Kathryn White, Assistant Secretary Elaine MacRae, Governance Coordinator

I. OPEN SESSION

1. Chair's Items

Governors and community members were welcomed to the first Board meeting of the new academic year and the 462nd meeting of the Board of Governors of York University.

The dates for the next Board retreat were confirmed as May 22-23, 2020 at the KPMG Offices in Vaughan.

York University Board of Governors - Minutes

a. Report on Items Decided in the Closed Session

The Chair reported the items decided in the Closed session:

- the appointment of William Hatanaka as an Honorary Governor, effective 1 January 2020
- the appointment of Mary Traversy to the Board of Governors for a four-year term from 1 January 2020 to 31 December 2024
- the appointment of John-Justin (JJ) McMurtry as the Dean of the Faculty of Liberal Arts & Professional Studies for a four and a half-year term from 1 January 2020 to 30 June 2024
- the extension of Ian Roberge as the Interim Principal of Glendon, until a permanent Principal has been appointed
- the extension of Rui Wang as Interim Vice-President of Research & Innovation from 1 January 2020 to 30 April 2020
- the approval of the University's issue and sale of debentures to secure borrowing up to but not exceeding \$100 million for the University's capital projects; and delegation of authority to the Board Executive Committee to give final approval for the University to review and execute the completion of the transaction on behalf of the Board
- the approval of a budget increase from \$61.2M to \$72.7M for the design and construction of the new building for the School of Continuing Studies

b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 8 October 2019
- notice of intention to seek a minor amendment to the Board General By-Laws to align them with the *York University Rules of Senate* on the matter of Senators appointed to the Board
- updates to the Banking Resolution reflecting changes within the senior administration

2. Executive Committee

a. Action Taken on Behalf of the Board

York University Board of Governors - Minutes

Referring to the written report circulated with the agenda, the decisions taken by the Executive Committee on time-sensitive matters were noted, specifically:

- the appointment of Professor Amir Asif as the Vice-President Research & Innovation for a term of five years and two months commencing 1 May 2020
- the appointment of Pascal Robichaud as the University Secretary for a five-year term commencing 1 January 2020

3. President's Items

President Lenton briefed the Board on the November 20, 2019 protest that took place in Vari Hall which resulted from an attempt to disrupt a guest speaker invited to campus by a student group. Significant safety planning had taken place in advance of the event which enabled it to proceed in accordance with the University's *Statement of Policy on Free Speech*. Despite best efforts, a confrontation occurred.

In response, an internal investigation has been launched. The exercise will be guided by four principles: safety first; no tolerance for discrimination on the University's campus; respecting the right to free speech and the exchange of ideas; and the importance individual and collective responsibility to protect the rights of community members. An independent external review has also been commissioned. The results of that investigation will provide insight into subsequent internal actions the University might take.

In the meantime, the two student groups involved in the matter have been suspended. Meetings with the two groups will be held promptly to determine how to move forward positively.

On a related matter, the University has expressed concern about a recent motion passed by the York Federation of Students (YFS), and advised that conversations on the issue with YFS are continuing.

a. SMA3 Update

The Provost and Vice-President Academic, Lisa Philipps, presented on the development of the University's Strategic Mandate Agreement (SMA3) submission to the provincial government. The core SMA3 strategy involved aligning the weighting of the performance metrics established by the province with the University's academic priorities, together with the goal of preserving the University's funding. The Provost reviewed the definitions of the 10 metrics and gathered input from Governors on the proposed weighting and rationale for each one. A copy of the Provost's presentation slides is filed with these minutes.

York University Board of Governors - Minutes

The Provost also facilitated a consultation with governors on the next University Academic Plan (UAP), in which the process, timelines and engagement options were highlighted, and, through real-time audience polling technology, the Board's input gathered on the approach and themes for the next UAP.

b. Markham Centre Campus update

The Markham Centre Campus presents a transformational opportunity for York. The location of the campus is in the heart of a growing population of 18- to 24-year-olds, in a region where jobs are being impacted by the growth of automation and artificial intelligence. Plans for the initial campus building continue to progress, with ground-breaking expected by June 2020. Faculties and the Provost are also actively engaged in the exercise of defining the academic programming to be housed in Markham.

c. Kudos Report

The report as distributed was noted.

4. Academic Resources Committee

On behalf of the Committee, Ms. White provided a summary of key items of business discussed at its meeting. The Committee reviewed the Enterprise Risk Monitoring Report and discussed those items most relevant to its mandate.

The Provost provided briefings on the development of the University's third Strategic Mandate Agreement, Markham Centre Campus planning, and the University Academic Plan renewal process. The Vice-President Research & Innovation, Rui Wang, delivered the VPRI Annual Report on Research, which covered research capacity building, success, celebration, innovation and upcoming activities. Highlights included:

- the prestigious honours and awards received by faculty members, including the Royal Society of Canada, Canada Research Chairs, York Research Chairs, and the internal President's Research Awards
- the University receiving a record \$105M in research funding in the 2018 fiscal year
- successes in raising its research profile through a variety of communications initiatives which have translated into an increased number of online and print media mentions about York research

a. President's Report on Tenure and Promotions

Documentation was noted. It was duly *agreed* that the **Board of Governors approve the President's December 2019 report on tenure and promotion.**

b. Establishment of the Faculty of Urban and Environmental Change

York University Board of Governors - Minutes

Speaking to the supporting documentation, Ms White noted the Dean of the Faculty of Environmental Studies, Alice Hovorka, and the Chair of the Department of Geography, Phillip Kelly, discussed the proposed new Faculty with the Academic Resources Committee. The initiative to create the Faculty was a collegial process that drew on existing synergies between the two units. It was a highly consultative initiative and built momentum across the University. The new Faculty is aspirational for the University, and creates an opportunity to take up the global focus on environmental change and sustainability, with an urban focus. Work on developing and refreshing the curriculum is continuing.

The establishment of the new Faculty was approved by Senate last month. The name of the Faculty is provisional and market research is underway to understand public perceptions of a number of naming options. The final name will be confirmed to Senate prior to the launch of the new Faculty next fall.

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

- 1. the establishment of the Faculty of Urban and Environmental Change¹ comprising the Faculty of Environmental Studies and the Department of Geography, Faculty of Liberal Arts & Professional Studies, to commence operations January 1, 2020, with a full launch on September 1, 2020;**
- 2. the disestablishment of the Faculty of Environmental Studies, effective August 31, 2020; and**
- 3. the disestablishment of the Department of Geography, housed in the Faculty of Liberal Arts & Professional Studies, effective August 31, 2020.**

5. External Relations Committee

a. Points of Pride

Recent points of pride circulated in the agenda were noted.

b. Board Engagement Plan

In the absence of the Chair, Ms. Accinelli spoke to the Board Engagement Plan, included in the materials, highlighting its two core objectives:

1. Improve internal community awareness, understanding and support of the roles, responsibilities and the positive, important work undertaken by York's Board of Governors.
2. Leverage the York Board of Governors as "influencers," to enhance the positive reputation of the University.

¹ Provisional name, to be confirmed by Senate prior to the launch of the new Faculty on September 1 2020.

York University Board of Governors - Minutes

The visually refreshed Board website, featuring the Board Chair annual message and rewritten biographies of Board members, had been launched; governors were thanked for their participation in bringing it to fruition. Members of the Board were encouraged to follow the institutional social media channels, like posts and comment as appropriate. A list of social media channels would be shared following the meeting. Noting the upcoming National Volunteer Week (April 19-25, 2020), governors were asked to consider participating in conjunction with the University.

Gratitude was expressed to Ms. Webb and her team for developing this plan.

6. Finance and Audit Committee

On behalf of the Committee, Mr. Hatanaka reported that the primary items of business included an update on the York University Markham Centre Campus, a budget update from the Provost and Vice-President Finance and Administration, the Risk Monitoring Report, and the Report of the Internal Auditor.

a. Capital Projects

Campus Washroom Renewal Upgrade Program

The public washrooms on campus are in need of renewal, and the upgrades and renewal of campus washrooms will address the issues identified in the IIRP, Campus Experience working group's report, and will have a positive impact on the student experience. Year 1 upgrades are expected to begin in January 2020 with a targeted completion date of December 2020.

It was duly *agreed* that the Board of Governors approve a \$10M project budget, inclusive of HST, over five years, for Campus Washroom Renewal on the Keele and Glendon Campuses. This program will be funded by the Deferred Maintenance Fund.

Classroom Renewal Plan

The classroom renewal plan is aimed at creating a new, attractive and modern classroom standard based on an audit conducted by Architecture Counsel Inc., an architect to prepare a detailed design; tender documents are now in progress. The first phase of classroom renovations will begin in May 2020, and the project will be implemented in phases over five years.

It was duly *agreed* that the Board of Governors approve a \$20M budget, inclusive of HST, over five (5) years, to upgrade centrally bookable classrooms on the Keele and Glendon Campuses. This program is funded by the Deferred Maintenance Fund.

York University Board of Governors - Minutes

Glendon Window Replacement Project

The existing windows are well past their service life and are not energy efficient or weather tight. New windows will reduce energy consumption and increase occupant comfort.

It was duly *agreed* that the **Board of Governors approve \$2.15M, inclusive of HST, for Window Replacement at Glendon College. This program is funded by the Deferred Maintenance Fund.**

b. Fees 2020-21

Meal Plan Rate

York's meal plan prices remain the lowest in the province. The proposal is for one year as Ancillary Services is reviewing a different, all-inclusive "Anytime Dining" model for meal plans in response to a recent survey of undergraduate residence students at York indicating a preference (90%) for this type of meal plan. Data on students' prior meal plan choices will be included in the proposal for the new all-inclusive model when it is brought forward for approval.

It was duly *agreed* that the **Board of Governors approve the 2020-21 mandatory Meal Plan rates listed below.**

Mandatory Meal Plans – proposed rate changes	2019/2020	2020/2021
Bronze: increase of 7%	\$ 3500	\$ 3750
Silver: increase of 6%	\$ 4000	\$ 4250
Gold: increase of 6%	\$ 4500	\$ 4750
Platinum: increase of 5%	\$ 5000	\$ 5250
Convenience: increase of 6%	\$ 2350	\$ 2500

(Rates are rounded to the closest \$50 increment)

Undergraduate Residence Rate

The increases are in line with the 10-year plan approved by the Board in 2012. York's traditional dormitory rates remain below the median in comparison with other Universities. York's non-refundable application fee is low compared to other Ontario universities, the increase from \$50 to \$100 for applications is expected to prompt students to cancel unwanted applications.

It was duly *agreed* that the **Board of Governors approve the following two items:**

1. Increase in the 2020-21 undergraduate residence rates listed below:

York University Board of Governors - Minutes

Room Type	% Increase
Double rooms in dormitory-style residences	3.5%
Single rooms in dormitory-style residences	4.5%
Suite-style rooms	3.5%

2. Increase in 2020-21 of the current application fee from \$50 to \$100, with \$50 being refundable if an application is cancelled.

York Apartments – Rental Rates

Rate increases for York apartments mirror those imposed by the Ontario Rent Increase Guideline, which controls in-lease rate increases. The increases proposed for units with new leases are in line with the 10-year plan approved by the Board in 2012.

It was duly *agreed* that the **Board of Governors approve the 2020-21 York Apartments rental rate increases, listed below:**

- **2.2% increase for all units with continuing leases, to reflect the allowable increase established by the Ontario Rent Increase Guidelines (ORIG), for January 2020.**
- **4.0% increase for bachelor and one-bedroom units with new leases in Assiniboine, Atkinson, and Passy Garden Apartments, effective 1 May 2020. This increase includes 1.8% for capital fund generation in support of the general renewal of housing stock and 2.2% for inflation, as permitted by the ORIG.**
- **5.0% increase for two-bedroom units with new leases in Assiniboine, Atkinson, and Passy Garden Apartments, effective 1 May 2020. This increase includes 2.8% for capital fund generation in support of the general renewal of housing stock and 2.2% for inflation, as permitted by the ORIG.**

Parking Rates

The proposed rate increase is meant to deal with a legacy issue as the University transitions the last two “Unreserved” lots to “Outer-Reserved” lots in 2021-22. The proposed rate increase for 2020-21 is a phased approach to mitigate the cost impact on the approximately 460 permit holders. Consideration will be given to parking rates and preferential access applicable to electric bikes.

It was duly *agreed* that the **Board of Governors approve a \$12 monthly rate increase (from \$81 to \$93) for Unreserved parking spaces on the Keele Campus, effective May 1, 2020.**

York University Board of Governors - Minutes

c. Establishment of a Policy on Social Procurement

The proposed Social Procurement Policy aims to demonstrate the University's commitment to use its purchasing power to benefit local economies and provide fair access to its procurements by providing additional opportunities for underrepresented businesses and communities. It establishes the framework of values and principles for enhancing community impact and gives direction to staff in approaching procurement. Social procurement as a movement is gaining traction nationally, and York can be a leader in this context. The University has been working with the City of Toronto as an anchor institution, and can play a significant role within the broader communities of which it is a part. Management will investigate whether there are other publicly funded anchor institutions in York's geographic area to explore potential partnerships aimed at increasing further purchasing power opportunities.

It was fully *agreed* that the **Board of Governors approve a new Policy on Social Procurement as set out in the agenda.**

7. Governance and Human Resources

On behalf of the Committee, Mr. McFadden reported on its discussions related to labour relations, Bill 124 and a review of the Enterprise Risk Management Report. There were no collective agreements being bargaining this academic year, although since Bill 124 received Royal Assent on November 7, 2019, it will need to be taken into account during future collective bargaining. The Committee reviewed the Enterprise Risk Monitoring Report in detail and had the opportunity to discuss the items most relevant to Governance and Human Resources.

8. Investment Committee

a. Revisions to the Target Asset Mix in the *Statement of Investment Policies and Procedures*

The documentation was noted. It was duly *agreed* that the **Board of Governors approve a revision to the Statement of Investment Policies and Procedures as follows:**

- **change the fixed income allocation from 15% Canadian bond universe and 15% unconstrained fixed income, to 10% global high yield and 20% unconstrained fixed income.**

Mr. Demers reported on discussions at the Committee about the implementation of the unconstrained fixed income restructuring, exploring approaches to sustainable investing and the endowment fund, and standing monitoring reports.

York University Board of Governors - Minutes

9. Land and Property Committee

Mr. Williamson reported on the key items of business reviewed by the Committee in this cycle. The Committee had a comprehensive discussion on Markham Centre Campus planning. The critical path is sustained toward the targeted timelines, and the University continues to liaise with both the Region of York and the City of Markham. Work has been progressing on finalizing the academic programs planned for the Markham campus and to confirm their space needs. An RFP for the procurement of a construction manager is anticipated for early January 2020 and ground-breaking is expected in early summer. The three main design foci of accessibility, sustainability and indigeneity remain with the interior adjustments made. At the Committee's request, an articulation of what those design themes mean and how they have been incorporated into the building is being prepared for review.

It also reviewed the standing report on Capital Construction, and the Enterprise Risk Monitoring Report, focusing its discussion on the risk area associated with its mandate.

10. Presentation: Leading in a World of Change: Innovation, Growth, Success and Financial Performance

Deszö Horváth, Dean of the Schulich School of Business, delivered an engaging presentation, filed with these minutes, on Leading in a World of Change: Innovation, Growth, Success and Financial Performance.

11. Other Business

There was none.

12. In Camera Session

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

Paul Tsaparis, Chair _____

C. Underhill, Interim Secretary _____

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 3 March 2019

Subject: Minor amendment of the General By-Laws of the Board of Governors

Recommendation:

It is recommended that the Board of Governors approve a minor amendment to Article VII, Section 1, Subsection (b) (i) of the General By-Laws to clarify that the members of Senate appointed to the Board shall be *full-time tenure-stream faculty members* or *full-time tenure-stream librarians and archivists*; the amendment is set out in Appendix A.

Rationale:

This matter was previously brought before the Governance and Human Resources Committee as part of the consent agenda for the September 23, 2019 meeting. At that time, it was anticipated that Senate would approve a change to the Senate Rules to indicate that the members of Senate appointed to the Board shall be *full-time faculty members*. However, at the Senate meeting of September 26, 2019, the matter was referred back to the Senate Executive Committee for clarification.

The Senate Executive Committee subsequently brought forward to the Senate meeting of October 24, 2019 a revision confirming that the Senators shall be *full-time tenure-stream faculty members* or *full-time tenure-stream librarians and archivists*. The new wording was approved, and, for symmetry, it is proposed that the General By-Laws of the Board of Governors be updated as well.

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 preceding meeting. Therefore, with the approval of the proposed amendment by the Governance and Human Resources and the Executive Committees, a notice of intention to that affect was conveyed to the Board at its meeting on December 13, 2019 in preparation for the item coming forward for debate and resolution at the March 3, 2020 meeting of the Board.