

# York University Board of Governors Notice of Meeting

Tuesday 6 October 2020 1:30 to 4:30 pm  
Via videoconference

PAGE

## I. CLOSED SESSION

## II. OPEN SESSION – 1:45pm approximately

1. Chair's Items (P. Tsaparis) *1:45 pm*
  - a. Report on Items Decided in the Closed Session
  - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis) *1:50 pm*
  - a. Action Taken On Behalf of the Board ..... 1
3. President's Items (R. Lenton) *1:55 pm*
  - a. President's Annual Report: Highlights
  - b. Setting the Stage for 2020-2025
    - University Academic Plan (UAP) 2020 - 2025
    - Defining Opportunities for Enhancing our Impact on Sustainable Development Goals
    - Presentation: York University Brand Differentiation (S . Webb)
  - c. Kudos Report..... 2

## Break Period – 10 minutes: 2:35 pm to 2:45 pm

4. Academic Resources Committee (A. Di Domenico) *2:45 pm*
  - a. President's Report on Appointments, Tenure and Promotion (For approval) ..... 13
5. External Relations Committee (J. Lassonde) *2:55 pm*
  - a. Brand Stewardship Policy Revisions (For approval)..... 58
  - b. Points of Pride ..... 65
6. Finance and Audit Committee (B. White) *3:05 pm*
  - a. Budget Update (C. McAulay, L. Philipps) ..... 66
  - b. Executive Learning Centre (ELC) Long-term Plan and Budget (For approval) .....93

c. Contract Renewals	
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8. Investment Committee (J. Demers) <i>3:55 pm</i>	
a. Endowment Distribution Rate 2020-2021 (For approval).....	109
9. Land and Property Committee (R. Williamson) <i>4:05 pm</i>	
10. Other Business	
11. In Camera Session <i>4:15 pm</i>	

## **CONSENT AGENDA**

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## **INFORMATION ITEMS**

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## Board of Governors

### Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 6 October 2020

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

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The Executive Committee dealt with one item of business since the last meeting of the Board of Governors. Pursuant to the authority accorded to it under Article VI.4.c of the General Bylaws, the Executive Committee approved the following:

- the appointment of Professor Robert Savage as Dean of the Faculty of Education commencing July 1, 2021, for a five-year term.

Additional information on this item can be provided upon request.



# PRESIDENT'S KUDOS REPORT

SEPTEMBER 2020



York University announced that the doors to the [Markham Centre Campus](#) will open in 2023. The state-of-the-art campus will offer innovative academic programs in high demand areas with a rich array of experiential education activities, and will facilitate multisector partnerships to take on pressing research problems to build inclusive and resilient communities.

SSHRC  CRSH

[Thirty-seven York researchers](#) have been awarded more than \$1.5 million in funding through the Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Development Grants program, which supports initial stages of research and enables the development of new research questions. Funding is provided to individuals or teams for projects of up to two years.



The recipients of [the 2019 President's Staff Recognition Awards](#) were announced. The Awards recognize and celebrate the excellence of our dedicated staff members and the impact they are making at the University and beyond:

- The Ronald Kent Medal: Michele Millard, coordinator, Centre for Refugee Studies;
- The Deborah Hobson York Citizenship Award: Yassin Handouleh, assessor, Transfer Credit and Degree Audit, Academic and Student Financial Services, Glendon;
- The President's Leadership Award: Tuan Nguyen, manager, Library Information Systems, Library, Digital Systems & Initiatives;
- The President's Voice of York Award: Madeline Salzarulo, Undergraduate Program Assistant, Department of Mathematics & Statistics, Faculty of Science;
- The Phyllis Clark Campus Service Award: Tom Hodgson, manager, Physical Resources, Health & Safety, Research Support, Office of the Dean, Faculty of Healthm;
- The Gary Brewer Emerging Leader Award: Julie Hard, manager, International Relations, Office of the Dean, Faculty of Health; and
- The Harriet Lewis Team Award for Service Excellence: Gosford Fire Emergency Response Team.



Professor [Janet Walker](#) of Osgoode Hall Law School and Professor [Sergey Krylov](#) of the Department of Chemistry in the Faculty of Science have been selected to receive the title of Distinguished Research Professor. The title is given to active faculty members of the academy in recognition of sustained and outstanding scholarly achievements in research, and is awarded for life.

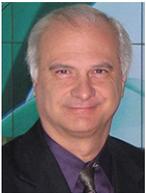


Professor [Robert Myers](#), from the Department of Philosophy in the Faculty of Liberal Arts & Professional Studies, has been honoured with a University Professorship. The award is conferred upon long-serving tenured faculty members who have made extraordinary contributions to the University as colleagues, teachers and scholars.



[Six faculty members](#) have been elected to The Royal Society of Canada (RSC) as part of the Class of 2020. Recognition by the RSC is the highest honour an individual can achieve in the Arts, Social Sciences and Sciences:

- Molly Ladd-Taylor, Department of History, Faculty of Liberal Arts & Professional Studies (LA&PS);
- William Wicken, Department of History, LA&PS;
- John Greyson, Department of Cinema & Media Studies, School of the Arts, Media, Performance & Design;
- Faculty of Science Dean Rui Wang, Department of Biology, Faculty of Science;
- Mark Terry, Faculty of Environmental and Urban Change and Research Associate, Dahdaleh Institute for Global Health Research; and
- Benjamin Berger, Osgoode Hall Law School (elected to the College of New Scholars).



York University has been named one of [Canada's Greenest Employers](#) for the eighth consecutive year in recognition of our unique environmental initiatives and programs, success rate in reducing our environmental footprint and engaging York employees in these environmental efforts.



Construction crews began work on [the School of Continuing Studies'](#) new, self-funded building at the Keele Campus. The building will mark the first time the school's professional and language program students, instructors and staff will be united in one location. To celebrate this milestone for the University community, the school has launched a [virtual ground-breaking website](#).



Faculty of Health Professor [Laurie Wilcox](#) was elected as president of the board of directors of the Vision Sciences Society (VSS), a non-profit membership organization of scientists who are interested in the functional aspects of vision.



[Four PhD students](#) have been awarded the prestigious Vanier Canada Graduate Scholarship for 2020. Valued at \$50,000 per year for three years during doctoral studies, the Vanier scholarship is awarded by the Government of Canada to doctoral students whose work displays excellence in three equally weighted selection criteria: academic excellence, research potential and leadership. The four students are:

- Cameron Butler, Anthropology - Thesis: "Fertilizing Settler Bodies: Tracing Global Phosphorus Transfers through the Fraser Valley, BC";
- Rajat Nayyar, Theatre - Thesis: "Women's Vocality, Radical Sociality: Re-Imagining Power, Folklore & Audiovisual Ethnography in Rural North India";
- Laura Keane, Mathematics and Statistics - Thesis: "Hybrid mathematical modelling, analysis, and simulation to improve design and operation of lithium-ion batteries"; and
- Balikisu Osman, Environmental Studies - Thesis: Analyzing climate risks and management responses for food security in northern Ghana."

**The  
Economist**

[The Economist](#) magazine ranked the Kellogg-Schulich Executive MBA ninth in the world and first Canada in its latest EMBA ranking. The Kellogg-Schulich Executive MBA program has consistently been rated among the top 10 in the world by the Economist in each of the four EMBA rankings it has conducted.

The Kellogg-Schulich EMBA program was also ranked third in the world in the category of Joint Programs in the [2020 QS Global EMBA Rankings](#).



[Three professors](#) have earned Massey College appointments for the 2020-21 academic year:

- York-Massey Fellowship (2020-21) - Carmela Murdocca: Murdocca will use this fellowship to work on her book manuscript titled "Testimony, Racial Violence and Redress." She will also begin the research project 'Colonial and Racial Genealogies of Socio-Legal Personhood.' [Not pictured]
- York-Massey Visiting Scholarship (2020-21) - Mark Winfield: A major focus of Winfield's research over the 2020-21 period will be examining the impact of the emergence of populist governments in Canada, United States, European Union and elsewhere on climate change mitigation and low-carbon sustainable energy transition policies.
- York-Massey Visiting Scholarship (2020-21) - Deborah Britzman: Britzman's sabbatical residency will be spent working on three books: *Anticipating Education: Selected Papers on pedagogy with psychoanalysis*; *Mental Health for Educators with Aziz Guzel*; and *When History Returns: Psychoanalytic Studies for Humane Learning*.



Recent Kinesiology and Health Science alumnus [Aly Fawzy](#) is the recipient of the Murray G. Ross Award, one of the highest honours for a graduating student which recognizes outstanding academic excellence and notable contributions to the University.



[Mandy Frake-Mistak](#), an educational developer for York University's Teaching Commons, joined the 2020 cohort of International Society for the Scholarship of Teaching and Learning (ISSoTL) Fellows. She is one of three Canadians and nine scholars from around the world to receive the honour, which recognizes leaders who have made exemplary contributions to the scholarship of teaching and learning at the local, national, regional and/or international levels.



Three York PhD graduates and three recent undergraduate alumni are this year's recipients of the Governor General's Gold and Silver Medals, respectively. The medals are the most prestigious recognition presented to students.

The Gold Medal recipients are:

- Siobhan Angus, art history and visual culture;
- Athina Peidou, earth and space science and engineering; and
- Stephanie Raposo, social and personality psychology.



The Silver Medal recipients are:

- Megan Schwegel, biology program, Glendon Campus;
- James Addis, economics, mathematics and music, Glendon Campus; and
- Lance Morrison, Indigenous studies.



[Signa Daum Shanks](#), associate professor and director, Indigenous outreach, at Osgoode Hall Law School, will receive the Women's Law Association of Ontario (WLAO) 2020 President's Award. The Award recognizes a woman who has made a substantial contribution to the legal community as an academic, adjudicator, litigator, solicitor, author or in a related profession.



The Schulich School of Business announced the establishment of the [Centre of Excellence in Health Management and Leadership](#), made possible by a \$5-million donation from the Krembil Foundation and Schulich graduate Robert Krembil (MBA '71, Hon LLD '00). The Centre will become a leading global hub of industry outreach, education and research at Schulich, combining academic excellence in degree programs and executive training together with scholarship support and collaborative research in the health sector.



The Faculty of Liberal Arts & Professional Studies (LA&PS) has announced details of the [LA&PS Bridging Program](#), a new program for internationally educated professionals (IEPs) funded through a contract agreement with the Canadian federal government valued at \$1,095,706 over the next three years. The partnership will provide IEPs with access to English language support, and will place an emphasis on building communication competencies and increasing familiarity with the Canadian professional setting.



A team of [Schulich Master of Management \(MMGT\) students](#) has won the first-ever Bob Elhart Prize for their entrepreneurial idea BARE. Shreya Ramesh, Puneet Gill, Aneetinder Saini and Vibhuti Handa were inspired by the closure of salons and spas during the early stages of the pandemic. The team decided upon a reusable applicator and cotton wax strips with organic wax at a highly affordable price.



[Eight emerging and four established researchers](#) will join the York Research Chairs (YRC) program, York University's internal counterpart to the national Canada Research Chairs (CRC) program, which recognizes outstanding researchers:

### Tier 1 York Research Chairs

- Ilijas Farah, York Research Chair in Foundations of Operator Algebras, Faculty of Science;
- Stephen Gaetz, York Research Chair in Homelessness and Research Impact, Faculty of Education;
- Obiora Okafor, York Research Chair in International and Transnational Legal Studies - Osgoode Hall Law School (Renewal); and
- Laurie Wilcox, York Research Chair in 3D Vision, Faculty of Health.



### Tier 2 York Research Chairs

- Ali Abdul-Sater, York Research Chair in the Regulatory Mechanisms of Inflammation, Faculty of Health;
- Sheila Colla, York Research Chair in Interdisciplinary Conservation Science, Faculty of Environmental Studies;
- Mike Daly, York Research Chair in Planetary Science, Lassonde School of Engineering (Renewal);
- Sarah Flicker, York Research Chair in Community-Based Participatory Research, Faculty of Environmental Studies;
- Eve Haque, York Research Chair in Linguistic Diversity and Community Vitality, Faculty of Liberal Arts & Professional Studies;
- Ali Sadeghi-Naini, York Research Chair in Quantitative Imaging and Smart Biomarkers, Lassonde School of Engineering;
- Valérie A. M. Schoof, York Research Chair in Primate Behavioural Endocrinology, Glendon Campus; and
- Marlis Schweitzer, York Research Chair in Theatre and Performance History, School of the Arts, Media, Performance & Design.



The Rob and Cheryl McEwen Graduate Study & Research Building has been named a recipient of the [Ontario Association of Architects \(OAA\) 2020 Design Excellence Awards](#), which recognize building projects that demonstrate architectural excellence, creativity and sustainable design.



[Anna St. Onge](#), Director of Digital Scholarship Infrastructure with York University Libraries, has been recognized by the Archives Association of Ontario with the James J. Talman award for her innovative work in bringing archival theories and methodologies to digital scholarship and for her continuing efforts to put challenging ideas and beliefs into action.



Four exceptional faculty members who have demonstrated enthusiasm and innovative approaches to teaching have been named the recipients of the President's University-Wide Teaching Awards (PUWTA). This year's recipients are:

- Full-time tenured faculty with 10 or more years of full-time teaching experience Category: Professor Paula Wilson, Faculty of Science;
- Full-time faculty with less than 10 years teaching experience category: Michael Boni, Faculty of Health;
- Contract faculty category: Lee Frew, Department of English, Glendon Campus; and
- Teaching assistant category: Roger Carrick, Lassonde School of Engineering.



A team of five Lassonde School of Engineering students was selected as one of 40 finalists in the global hackathon SpaceApps, run by NASA, for its work in developing a COVID-19 Preparedness Index Calculator to limit fatalities and mitigate economic fallout. Out of the 40 teams, the Lassonde team went on to become one of eight honourable mention winners, placing in the top 14 of the 2,000 participating teams. The team members that took part in the hackathon are:

- Adrian Fagarasanu, third-year undergraduate student, Computer Science;
- Megan Gran, third-year undergraduate student, Space Engineering;
- Sogand Talebi, first-year master's student, Earth & Atmospheric Science;
- Dennis Nevelev, second-year undergraduate student, Computer Science; and
- Ibrahim Yusuf, third-year undergraduate student, Electrical Engineering.



York's Centre for Feminist Research announced Sheila Jennings to be the recipient of the 2018-19 Mary McMewan Memorial Award. Named in honour of Dr. Mary McEwan, a feminist psychiatrist, this annual award of \$1,000 is awarded to one PhD dissertation produced each academic year at York in the area of feminist scholarship.



Three students are recipients of the Robert Everett Exceptional Leadership in Student Governance Awards. Named in honour of a distinguished senior assistant secretary of the University, the Awards recognize and celebrate students and their impact on governance at York. The student recipients are:

- Kimiko Clark, undergraduate, Multidisciplinary Studies (Environmental and Health Studies), Glendon Campus; [Not pictured]
- Michelle Cobblah, undergraduate, Economics and International Development Studies, Faculty of Liberal Arts & Professional Studies; student senator;
- and, Moboluwajidide (Bo) Joseph, undergraduate, Communications and Creative Writing, Glendon Campus.



[Dahabo Ibrahim](#), a master's student in education at York University's campus in Dadaab, Kenya, is the inaugural recipient of the Centre for Refugee Studies' (CRS) Anthony Richmond Scholarship, which recognizes promising graduate student research on the intersections of forced migration and environmental changes, such as climate change, flooding, drought, forest fires and land or sanitary degradation.



A major renovation to the [York Lions Stadium](#) will transform it into the cornerstone of a new vision for athletic and recreation facilities on campus by spring of 2021. The \$8.2 million upgrade includes the installation of a seasonal dome and a new FIFA Quality Pro - 2 Star and World Rugby - 22 Certified artificial turf surface expanded to meet the size standards required to play sports such as soccer and football. The installation of the air-supported dome enclosure, which will be one of the largest in Ontario, will convert the existing stadium structure into a multi-use facility that can be used year-round.



The Faculty of Education has announced the recipients of this year's [Don Galbraith Pre-Service Teacher Award of Excellence](#) presented by the Science Teacher Association of Ontario (STAO):

- Intermediate/Senior Award recipient: Saya Szparlo (Entry: Exploring Sustainability through School Gardens in Ontario - Grade 9 unit plan);
- Junior/ Intermediate Award recipient: Caleb Wesley (Entry: The thirteen moons: The lunar cycle significance for Indigenous nations -Grade 6 lesson plan); and
- Primary/ Junior Award recipient: Dorothea Bailey-Leung (Entry: Sustainable Energy and STEAM design thinking - Grade 6 culminating task).

The following teacher candidates were also recognized as nominees:

- Yasmine Abdelaal (Entry: Integrating Multicultural Content in Science: Meet the Elements (Grade 9) and Molecular Genetics - Grade 12 biology); and
- Rawan Ibrahim (Entry: Investigating the impact of electricity production on Indigenous communities and the environment - Grade 6).



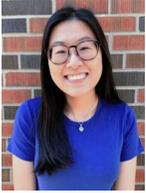
After a successful pilot test, the [C4: The Cross-Campus Capstone Classroom](#) course will begin its second year at York. The course is open to all York students at the end of their degrees, and enables students from different faculties to work in multidisciplinary teams focused on solving pressing, real-world challenges posed by organizations operating in both the for-profit and not-for-profit worlds - and to get credit for their work.



York University's Entrepreneurial Leadership and Learning Alliance program for women business owners - [ELLA](#) - has received \$281,600 in top-up funding from the Women Entrepreneurship Strategy (WES) Ecosystem Fund through FedDev Ontario that will go toward a new Fractional Executive Program, enabling participants in ELLA's Altitude program to accelerate company growth.



Assistant Professor [Skye Fitzpatrick](#) was selected as the winner of the 2019 Canadian Psychological Association's Best Article Award in *Canadian Journal of Behavioural Science* (CJBS) for her paper that examines therapeutic strategies for reducing body image distress in individuals with eating disorders.



Ten students were recently honoured with the Robert J. Tiffin Student Leadership Award, which recognizes students' contributions to the growth, development and vitality of the University community through their leadership, enthusiasm and dedication:

- Issa Abdi Jamaa
- Kelly Fung
- Crystal Heidari
- Jc Elijah Madayag-Bawuah
- Emily Secnik
- Aly Fawzy
- Elizabeth German
- Moboluwajidide (Bo) Joseph
- Theresa Nguyen
- Mark Subekti Tan



In partnership with the Chartered Professional Accountants (CPA) of Ontario, the Schulich School of Business has announced the creation of the new [CPA Ontario Centre in Digital Financial Information](#). Funded by CPA Ontario, this three-year project will address emerging and topical issues that are deeply relevant to the accounting profession, as well as academic and industry audiences.



The University launched its [new website](#) with a modern design, enhanced functionality and an improved user experience. As part of the new pan-University web optimization strategy, the website underwent [a major refresh](#) to significantly improve the experience for visitors and infuse elements of York's new visual system and brand.



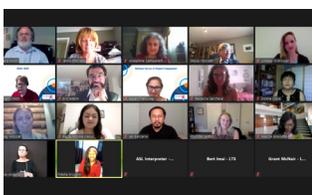
Lassonde PhD candidate and teaching assistant in Mechanical Engineering, [Minha R. Ha](#), has been awarded the 2020 Engineering Education Award from the Canadian Engineering Education Association (CEEA). This annual award is presented to a student who demonstrates unmatched leadership with a commitment to innovating engineering education, while making significant contributions to the field through their own research.



[Kim Tran](#), a recent graduate of the Faculty of Education's concurrent bachelor of education program, was selected as one of the recipients of the 2020 Ontario Secondary School Teacher's Federation (OSSTF/FEESO) Faculty of Education Award for this past school year. Valued at \$1,000, the annual award is presented to one graduating intermediate, senior or technological education teacher candidate at each Faculty of Education who has demonstrated political or social activism that promotes the professional nature of teaching, and shows leadership by supporting and advocating for fellow teacher candidates.



York officially launched its [new Faculty of Environmental & Urban Change](#) (EUC). The new Faculty builds on existing academic and research excellence to become a leader in tackling environmental and social issues, and the climate crisis by bringing together the Faculty of Environmental Studies and the Department of Geography. EUC will prepare students to take on some of the most difficult challenges in the world today and empower them to be changemakers for a sustainable and just future.



The National Survey of Student Engagement (NSSE) seeks input from first- and fourth-year undergraduates about their experiences at the University. The [Schulich School of Business](#) achieved 47.5 per cent participation rate, earning them the 2020 NSSE Champion Cup as they achieved a higher participation rate than any other faculty.



Postdoctoral fellow [Salman Hussain](#) of anthropology has been named one of this year's recipients of the prestigious Banting Postdoctoral Fellowship. Valued at \$70,000 per year for two years, the fellowship supports postdoctoral researchers who will positively contribute to the country's economic, social and research-based growth. In his research, Hussain seeks to investigate how law and medicine define a "third gender" in South Asia, and examines how the concept has been institutionalized in the case of hijras (transgender performers) in Pakistan.



[David Phipps](#), assistant vice-president, Research, Strategy & Impact, Office of the Vice-President Research & Innovation, was awarded two honours for his exceptional work and leadership:

- the Walter Hirschfeld Award, the top research administration award in Canada, from the Canadian Association of Research Administrators (CARA); and
- Award for Excellence in Research Management Leadership, the foremost international award from the International Network of Research Management Societies (INORMS).



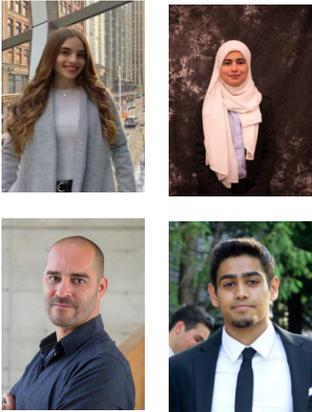
York's [Glendon Campus](#) and the Lycée Français de Toronto (LFT) have signed a new Memorandum of Understanding to collaborate in French education, from preschool to university. The MOU will allow Glendon's French as a Second Language (FSL) education students and newly graduated, accredited teachers to participate in a work-integrated learning opportunity to gain training and experience in a French-language setting.



[Mohamed Duale](#), a PhD candidate in the Faculty of Education, has been awarded the African and African Diaspora Studies (AADS) Dissertation Fellowship at Boston College for 2020-21. As one of the most competitive fellowships in the social sciences and humanities in the United States, the fellowship comes with a \$30,000 stipend and recognizes students who pursue innovative and interdisciplinary projects within the field of African and African



York launched a new [Graduate Diploma in Management](#) (GDM) that is designed to complement non-business degrees by providing a solid understanding of the core principles of modern management and the key skills required for managing an organization.



The York University Alumni Board has recognized four distinguished York students for their academic excellence and student leadership through this year's [Alumni Awards and Scholarships](#):

- Harry Arthurs Alumni Families Scholarship: Olivia Beltrano (BBA candidate '24);
- Golden GRADitude Award: Khadeja Elsibai (BPA '20);
- Golden GRADitude Award: Lance Morrison (BA '20); and
- Alumni Silver Jubilee Scholarship: Aly Fawzy (BSc '20).

## APPOINTMENTS



Professor [Robert Savage](#) has been appointed Dean of the Faculty of Education for a five-year term, beginning July 1, 2021.



Professor [Carl E. James](#) was appointed the inaugural senior advisor on equity and representation to the University, as part of the Division of Equity, People and Culture. In this role, he will provide strategic advice, and work to guide the development of a University Equity Plan, while advising on matters of significance to racialized students, faculty and staff.



Professor [Andrea Davis](#) was appointed special advisor on Liberal Arts & Professional Studies' Anti-Black Racism Strategy, a position that was developed by LA&PS' Dean's Office as part of the Faculty's comprehensive response to combating anti-Black racism.



Professor [Steven Hoffman](#) has been appointed by the UN Deputy Secretary-General to lead the development of a United Nations Research Roadmap for the COVID-19 Recovery, which will engage researchers, implementers, funders and citizens around the world to identify priority knowledge needs and research areas for rebuilding after the pandemic and safeguarding progress towards achieving the UN's Sustainable Development Goals (SDG).



[Ran Lewin](#) was appointed to the newly created position of Assistant Vice-President Budgets and Asset Management, where he will be responsible for providing leadership and direction in the areas of budget and asset management to the Vice President Finance & Administration, Provost, University Executives as well as to the Board of Governors and other Board Committees.



[Terry Shields](#) has been appointed Assistant Vice-President Finance and Chief Financial Officer, effective September 21.



[Colin Coates](#) was appointed to serve as associate principal, research and graduate studies at Glendon Campus.



Professor [Rob Allison](#), a professor in the Department of Electrical Engineering and Computer Science, will lead York University's Centre for Vision Research (CVR) as its new director.



[Ena Chadha](#), an instructor at the Schulich School of Business, was recently appointed as the interim Chief Commissioner of the Ontario Human Rights Commission (OHRC) in recognition of her academic and professional accomplishments advocating for social justice.

# Board of Governors

## Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 5 October 2020

Subject: October 2020 Report on Appointments, Tenure and Promotion

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### Recommendation:

**The Academic Resources Committee recommends that the Board of Governors approve the President's October 2020 report on appointments, tenure and promotion.**

### Rationale:

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

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

Documentation is attached as Appendix A (tenure and promotion) and Appendix B (appointments).

As is customary in the autumn, I have provided a cumulative report on the appointments, tenure and promotions decisions over the past twelve months. See Appendix C.

### Recommendations for Promotion Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Agathangelou, A (F)	Liberal Arts and Professional Studies	Political Science	PhD (Syracuse)	Theorizations, and creative writing; postcolonial theory, feminisms, STS and ecological studies that challenge or rupture dominant canons and theories
Agrawal, N (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Kyoto)	Building resilience and coping capacity among communities to minimize the adverse impacts of natural and technological disasters.
Audette, G (M)	Science	Chemistry	PhD (Saskatchewan)	Biochemistry. Biochemical and biophysical studies of proteins involved in lateral gene transfer; pilin- derived protein nanotube oligomerization utilizing x-ray crystallography
Coates, C (M)	Glendon	Multidisciplinary Studies	PhD (York)	History of French Canada; cultural history and environmental history.
Gagliese, L (F)	Health	Kinesiology & Health Science	PhD (McGill)	Health psychology. Developing a biopsychosocial lifespan-developmental model of pain and aging
Gosine, A (M)	Environmental Studies		PhD (York)	Environmental justice in Canada; sexuality in international development & Caribbean studies; visual arts and indentureship
Iannacito-Provenzano, R (F)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Toronto)	Italian dialects, dialect literature, social media and ethnicity, food studies and identity
Krikorian, J (F)	Liberal Arts and Professional Studies	Social Science	PhD (Toronto)	Canadian government and politics; constitutional law and policy; federalism and intergovernmental relations, international Law and politics, women law & politics
Mianda, G (F)	Education	Gender, Sexuality and Women's Studies	PhD ( Université Laval)	Gender development, post- colonialism in Africa focusing on sub-Saharan Africa and immigration communities

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Orellana, A (M)	Science	Chemistry	PhD (British Columbia)	Organic chemistry. Taught courses in experimental chemistry; synthetic organic chemistry
Park, H (F)	Liberal Arts and Professional Studies	Social Science	PhD (California)	Focus on global capitalism in a variety of forms and its impacts on political transformation and responses by marginalized groups
Priel, D (M)	Osgoode Hall Law School		PhD (Oxford)	Legal theory; private law; tort law; legal history
Solis, A (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Alabama)	Application of quantitative methods to business/management analysis and decision-making. Operations management; materials & inventory management, and supply chain
Tamim, H (F)	Health	Kinesiology & Health Science	PhD (McGill)	Maternal, child and adolescence health. Postpartum depression; unintended adolescence pregnancy; intimate partner violence; breastfeeding; social support
Waweru, N (M)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Capetown)	Corporate governance, corporate disclosure of financial and non financial information and measurement systems

## Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Chatterjee, S (F)	Liberal Arts and Professional Studies	School of Social Work	PhD (OISE, Toronto)	Trans-national migration of 'high skilled' labour; the enactment of racism and transnationalism in the skilled labour market and the relationship between anti-racist claims and immigrants' political rights
Cortés, G (M)	Liberal Arts and Professional Studies	Economics	PhD (British Columbia)	Labor economics; macroeconomics, applied econometrics; empirical economics
Diamant, A (M)	Schulich School of Business	Operations Management & Information Systems Area	PhD (Toronto)	Operations management
Edgell, H (F)	Health	Kinesiology & Health Science	PhD (Waterloo)	Cardiovascular physiology. Cardiovascular and autonomic function in young healthy men and women
Halsall, A (F)	Liberal Arts and Professional Studies	Humanities	PhD (York)	Children's literature; comics and graphic narrative adaptations; Victorian studies and modernism; Childhood and youth studies
Heynen, R (M)	Liberal Arts and Professional Studies	Communication Studies	PhD (York)	Media and culture; surveillance studies with a focus on visual culture and mediation of sex work and human trafficking; radical culture and politics
Hili, R (F)	Science	Chemistry	PhD (Toronto)	Biological chemistry, organic chemistry, chemical biology
Koleszar-Green, R (F)	Liberal Arts and Professional Studies	School of Social Work	PhD (OISE, Toronto)	Adult education and community development
Larkin, Y (F)	Schulich School of Business	Finance Area	PhD (Cornell)	Empirical corporate finance, product markets and intangible capital; financial and investment policy.
Mamuji, A (F)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Ottawa)	Disaster and emergency management. Management of natural disasters; social

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
				vulnerability; hazard and risk assessment; collaboration and coordination
Meisner, B (M)	Health	Kinesiology & Health Science	PhD (York)	Health psychology of aging. Exploring the interplay of biological, psychological, and social factors that affect participation in health-related behaviours among middle-aged and older adults
Ouedraogo, A (M)	Liberal Arts and Professional Studies	Equity Studies	PhD (Geneva)	International law theory; human rights, rule of law and constitutional order; progressive humanization of international law
Rini, R (F)	Liberal Arts and Professional Studies	Philosophy	PhD (New York)	Moral psychology and social cognition, especially in places where these capacities intersect with societal and political engagements, such as fake news and microaggressions
Saxton, G (M)	Schulich School of Business	Accounting Area	PhD (York)	Big data-driven and data science-focused research in the area of social responsibility
Schoof, V (F)	Glendon	Multidisciplinary Studies	PhD (Tulane)	Biological anthropology; behavioural endocrinology; understand variation in primate life-history traits and fitness
Skoufranis, P (M)	Science	Mathematics and Statistics	PhD (California)	Mathematics; operator algebra; free probability and operator theory; bounded linear maps on Hilbert spaces.
Thumlert, K (M)	Education		PhD (Simon Fraser)	Arts education. critique of contemporary music education; new media literacies and 21st century learning; science and technology studies and actor-network theory
Wright, C (F)	Liberal Arts and Professional Studies	Gender, Sexuality and Women's Studies	PhD (OISE Toronto)	Conceptualizing global politics and economies; migrations of people, ideas, and commodities; intimacies, sexualities and solidarities

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Young, C (F)	Science	Chemistry	PhD (Toronto)	Development of trace analytical techniques to answer priority questions in environmental chemistry.

### Recommendations for Tenure and Promotion to Associate Professor, Teaching Stream

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Constantinou, P (M)	Liberal Arts and Professional Studies	School of Public Policy	PhD (Toronto)	Higher education, leadership and human resources management, politics of public administration & public policy in Canada
Doyle, K (F)	Liberal Arts and Professional Studies	Writing	M.A. (York)	Contributed in many innovative ways to professional writing; creating and teaching a variety undergraduate at all levels and in traditional, blended and fully online modes
Kelly, T (F)	Science	Biology	PhD (McGill)	Biodiversity and conservation; evolution, ecology; integrated science
Simoulidis, J (M)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Curriculum development; pedagogical innovation and pedagogy-related research. Taught courses in introduction to business and Society; canadian social policy in comparative perspective
Sufrin, J (M)	Liberal Arts and Professional Studies	Writing	PhD (York)	Writing. Taught courses in scholarship of teaching and learning; professional writing: introduction and general education courses such as becoming a better writer

**Table 1 2020-21 Recommendations for Appointment – Full-Time Faculty Members<sup>1</sup> (since the meeting of June 22, 2020)**

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
<b>AMPD</b>						
Darroch, Michael	M	Cinema & Media Arts	Associate Professor with tenure (professorial stream)	PhD, Art History and Communication Studies (McGill, 2007)	Dr. Darroch is appointed as Associate Dean, Academic for a three-year term, renewable upon mutual agreement. Dr. Darroch comes to us from the University of Windsor where he held positions as Associate Professor of Media Arts & Cultures and Associate Dean, Partnership Development and Interdisciplinary Studies. His research is on the rich, artistic histories of media and communication studies.	Faculty Funded
Lemish, Noam	M	Music, Jazz Instruction	Assistant Professor, PC1 (teaching stream)	PhD, Musical Arts (Toronto, 2018)	Dr. Lemish has been a lecturer at the University of Toronto since 2012. For over twenty years, he has been is a professional jazz pianist, composer and educator. His research examines jazz cosmopolitanism.	Faculty Funded
<b>HEALTH</b>						
Berthalot-Raffard, Agnes	F	Health Policy & Management, Black Disability Studies	Assistant Professor, PC2 (professorial stream)	PhD, Philosophy (Montréal, 2013)	Dr. Berthalot-Raffard comes to us from her position as Affiliated Assistant Professor at the Université du Québec à Montréal and previously she held the position of Assistant Professor of Women and Gender Studies and the University of Ottawa. Dr. Berthalot-Raffard's current research is in critical race theories (Black feminism thought, African-Canadian Studies, and Caribbean Studies), transnational feminism, gender, migration and globalization.	Faculty Funded
<b>LA&amp;PS</b>						
Abbruzzee, Teresa	F	Social Science, Urban Studies	Assistant Professor, PC1	PhD, Environmental Studies (York, 2012)	Dr. Abbruzzee has been on a contractually limited appointment in the Urban Studies program at York since 2018 and previously held course directorships with the Department of Social Science. Her academic	Faculty Funded

<sup>1</sup> All appointments effective July 1, 2020 except where indicated in the Name column.

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

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

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			(teaching stream)		interests are interdisciplinary, encompassing critical social and urban theory, human geography, cultural studies and critical anthropology.	
Arnason, Lukas	M	French Studies, First Year Experience	Assistant Professor, PC1 (teaching stream)	PhD, French Studies (Paris-Sorbonne, 2009)	Dr. Arnason has been a contract faculty member at Glendon College and Humber College since 2012 and recently a Sessional Lecturer at Guelph-Humber since 2016. He has extensive teaching, including online formats at multiple institutions and demonstrates strong commitment to pedagogy and student success.	Faculty Funded
Baskatawang, Leo (1-Jan-21)	M	Social Science, Law & Society/ Indigenous	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Native Studies (Manitoba, 2020)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Mr. Baskatawang is expected to complete his PhD at the University of Manitoba in Fall 2020. His doctoral research highlights a community-based approach to understanding the historical and contemporary conditions that shape the practices and means of Indigenous education, law, social justice and traditional knowledges.	Faculty Funded
Davidson, Lisa	F	Anthropology, Social-Cultural, First year experience	Assistant Professor, PC1 (teaching stream)	PhD, Anthropology (Toronto, 2019)	Dr. Davidson has held sessional and lecturer positions at the University of McMaster and the University of Toronto since 2019. Her dissertation reflects her ongoing interests in racialization, migration, belonging and displacement. Dr. Davidson's teaching focuses on problem-based learning in conjunction with discussion-based interactive approaches.	Faculty Funded
Ebrahimi, Mehraneh	F	English, Middle Eastern	Assistant Professor, PC1 (professorial stream)	PhD, Comparative Literature (Western, 2016)	Dr. Ebrahimi was recently awarded a MITACS Accelerate Postdoctoral Fellowship at the University of Toronto. She has teaching experience at Western University, University of Guelph-Humber and Seneca College. Dr. Ebrahimi's interdisciplinary research occupies the fertile interstice between post-colonial studies and gender in Islam.	Faculty Funded
La Touche, Rachel (1-Jan-21)	F	Social Science, Critical Approaches	Assistant Professor, PC1 (teaching stream)	PhD, Sociology (Indiana, 2017)	Dr. La Touche has held a teaching stream Assistant Professor position at the University of Toronto since 2016. Her teaching and research are in the areas of qualitative methods, quantitative methods and the scholarship of teaching and learning.	Faculty Funded

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Li, Muyang (1-Jan-21)	F	Sociology, Big Data and Public Sociology	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Sociology (SUNY-Albany, 2020)	Ms Li is expected to complete her PhD in Fall 2020 from the University of Albany-SUNY. Her dissertation addresses how media shapes the meanings of social life in different political and socio-cultural contexts. Ms Li's areas of specialization are computational social science, text mining, social media, cultural studies, civil society and democracy and gender issues.	Faculty Funded
Mecija, Casey	F	Communication Studies, Diasporic Media	Assistant Professor, PC1 (professorial stream)	PhD, Women and Gender Studies (Toronto, 2020)	Dr. Mecija recently graduated from the University of Toronto. Her dissertation examines sound as central to social, psychic and emotional encounters, particularly those that deal with race, sexuality and diasporic experience. Dr. Mecija's research, teaching and community work examines media creation as a site through which to examine issues of diaspora, race/racialization and queer subjectivity.	Faculty Funded
Rahmani, Fereydoon	M	Equity Studies, Human Rights in Middle East	Associate Professor with tenure (professorial stream)	PhD, Sociology (Vienna, 1999)	Dr. Rahmani recently held a visiting professorship in the Department of Equity Studies at York. He previously held the role of Chair, Department of Sociology at Associate Professor at the University of Duhok, Iraq. Dr. Rahmani's research relates to the Middle East, social justice, and critical human rights.	Faculty Funded
Rangwala, Shama	F	Humanities, First Year Experience	Assistant Professor, PC1 (teaching stream)	PhD, English and Film Studies (Alberta, 2019)	Dr. Rangwala comes to us from her position as lecturer in Women's and Gender Studies at the University of Alberta. She has experience in designing and teaching writing-intensive courses, introductions to critical analysis and upper-level seminars allowing her to reach a wide range of media across historical periods and disciplines. Dr. Rangwala specializes in gender and sexuality, critical race theory and adaptation studies.	Faculty Funded
Samuel, Jeannie	F	Social Science, Health & Society	Assistant Professor, PC1 (professorial stream)	PhD, Public Health Sciences (Toronto, 2015)	Dr. Samuel recently held a contractually limited appointment in the Health and Society program at York. She previously held the position of Assistant Professor in the School of Health Sciences at Western University. Dr. Samuel's research examines access to reproductive health services amongst Andean Indigenous women in Peru.	Faculty Funded

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

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

Spinney, Jennifer	F	ADMS, Disaster & Emergency Management	Assistant Professor, PC1 (professorial stream)	PhD, Socio-Cultural Anthropology (Western, 2019)	Dr. Spinney has held a Postdoctoral Researcher position at both the University of Colorado-Boulder and Western University. Dr. Spinney is a co-investigator on two National Oceanographic and Atmospheric Administration funded studies. Dr Spinney's primary expertise is in the social analysis of extreme weather events and more broadly, our changing climate.	Faculty Funded
Ufodike, Akolisa	M	ADMS, Auditing	Assistant Professor, C1 (professorial stream)	PhD, Accounting (Calgary, 2017)	Dr. Ufodike comes to us from MacEwan University in Edmonton where held the position of Assistant Professor in Accounting and Finance since 2017. Previously he held the position of CFA & COO for Corridor Communications Inc. in Alberta. Dr. Ufodike's research interests and expertise cover a wide range of areas in accounting.	Faculty Funded
Umar, Sanober	F	Politics, Gender, Post-Colonialism and the Islamic World	Assistant Professor, PC1 (professorial stream)	PhD, History (Queen's, 2020)	Dr. Umar is a recent graduate and Teaching Fellow in History at Queen's University. Her dissertation considers the historical and transnational gendered and racial processes through with Muslims in Post-Colonial India were rendered casteless and systematically segregated in urban ghettos. Her current research examines South Asian Islamic diaspora in Canada.	Faculty Funded
<b>LASSONDE</b>						
Alrabae, Saed (1-Jan-21)	M	EECS, Computer Security	Assistant Professor, PC1 (professorial stream)	PhD, Information and System Engineering (Concordia, 2018)	Dr. Alrabae will come to us from his current position as Assistant Professor in Information Systems and Security at United Arab Emirates University. His research focuses on software security and malware detection, binary code fingerprinting, authorship attribution and digital forensics.	Faculty Funded
Ahmadzadeh, Marzieh	F	EECS, Computer Engineering	Assistant Professor, PC1 (teaching stream)	PhD, Computer Science (Nottingham, 2006)	Dr. Ahmadzadeh comes to us from her position as Lecturer with the Department of Computer Science at the University of Georgia. From 2017 to 2019, she held a limited term appointment as Assistant Professor, Teaching Stream at the University of Toronto. Dr	Faculty Funded

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

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

					Ahmadzadeh's interests are in in computer science education, applied data mining and human computer interaction.	
Chinaei, Amir	M	EECS, Computer Science	Assistant Professor, C1 (teaching stream)	PhD, Computer Science (Waterloo, 2007)	Dr. Chinaei recently held the position of Sessional Associate Professor, Teaching Stream in the Department of Electrical Engineering and Computer Science at York. Dr. Chinaei's areas of specialization are in data security and user privacy, software engineering and information visualization.	Faculty Funded
Shvartzshnaider, Yan (1-Jan-21)	M	EECS, Computer Security	Assistant Professor, PC1 (professorial stream)	PhD, Engineering (Sydney, 2014)	Dr. Shvartzshnaider will come to us from his Faculty Fellow position with the Computer Science Department at New York University. He is also a Visiting Associate Research Scholar with the Center for Information Technology Policy at Princeton University. Dr. Shvartzshnaider's research focuses on people-centred privacy frameworks and the shifting privacy expectations of computer system users.	Faculty Funded
<b>SCIENCE</b>						
Clare, Elizabeth (1-Jan-21)	F	Biology, Field Biology	Assistant Professor, PC2 (professorial stream)	PhD, Integrative Biology (Guelph, 2010)	Dr. Clare is currently a Senior Lecturer with the School of Biological and Chemical Sciences at the University of London and Honorary Senior Lecturer in the School of Genetics, Evolution and the Environment at University College London. Her research uses environmental DNA technologies to measure biodiversity and to evaluate species interactions across landscapes.	Faculty Funded
Schott, Ryan (1-Jan-21)	M	Biology, Computational	Assistant Professor, PC1 (professorial stream)	PhD, Ecology and Evolutionary Biology (Toronto, 2018)	Dr. Schott is completing a postdoctoral researcher position at the National Museum of Natural History of the Smithsonian Institute in Washington, DC. His research employs computational methods with comparative genomics to understand the evolution of protein function, with a focus on the vertebrate visual system.	Faculty Funded
<b>SCHULICH</b>						

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

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

Hideg, Ivona	F	Organization Studies	Associate Professor with tenure (professorial stream)	PhD, Organizational Behaviour and HRM (Toronto, 2012)	Dr. Hideg will be the holder of the Ann Brown Chair in Organization Studies at Schulich School of Business. Dr. Hideg comes to us from her position as Associate Professor in the Organizational Behaviour and Human Resources Management at Wilfrid Laurier University. Her research interests address societal challenges of diversity, equality and inclusion in the workplace.	Specially Funded
Li, Guangrui Kayla	F	OMIS, Information Systems, Data Analytics/AI	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Information Systems (Hong Kong, 2021)	Ms Li is expected to complete her PhD in Information Systems at Hong Kong University of Science and Technology in early 2021. Her research interests focus on algorithmic impacts/machine behaviour, data piracy and big data applications.	Faculty Funded

**Table 2 Recommendations for Appointment – New Contactually Limited Appointments<sup>2</sup> (since meeting of June 22, 2020)**

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
<b>LA&amp;PS</b>						
Tawwab, Samia Abdel	F	Languages, Literatures & Linguistics, Italian Studies	Sessional Assistant Professor (professorial stream)	PhD, Drama & Performance Medieval Italian (Toronto, 2014)	Dr. Tawwab also holds The500 Graduate Certificate, Teaching at the Higher Education, OISE. She has taught a number of Italian courses at every level and the University of Toronto and York University. Dr. Tawwab's research areas include Italian language, literature and linguistics, including English learners' needs in the classroom, academic writing and language teaching and learning at the post-secondary level.	1 year
<b>Science</b>						

<sup>2</sup> All appointments effective July 1, 2020 except where indicated in the Name column.

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

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

Belozarov, Vladimir Kyle	M	Chemistry	Sessional Assistant Professor, Teaching Stream	PhD, Biochemistry and Molecular Biology (Georgia, 2004)	Dr. Belozarov has held a Postdoctoral Research Associate position in Biology and Chemistry at York University and with the Lunenfeld-Tanenbaum Research Institute. He has been a Sessional Lecturer of Biology, Chemistry and Natural Science since 2013. His expertise is in therapeutic discovery, pharmacology, and drug-protein interaction biochemistry.	2 years
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Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

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

### Cumulative 2019-20 Tenure and Promotion Decisions

Faculty	Promotion to Full Professor	Tenure & Promotion to Associate Professor	Tenure & Promotion to Associate Professor, Teaching Stream	Tenure at the Rank of Associate Professor
Arts, Media, Performance & Design	4	0	0	0
Education	1	2	0	0
Environmental Studies	3	1	0	0
Glendon	3	1	0	0
Health	6	2	0	0
Liberal Arts & Professional Studies	15	13	4	1
Lassonde	2	1	1	0
Libraries	0	0	0	0
Osgoode	1	1	0	0
Science	7	5	3	0
Schulich	3	5	0	0
<b>TOTAL</b>	<b>45</b>	<b>31</b>	<b>8</b>	<b>1</b>

## Cummulative 2019-2020 T&P Decisions

### Promotion Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Agathangelou, A (F)	Liberal Arts and Professional Studies	Political Science	PhD (Syracuse)	Theorizations, and creative writing; postcolonial theory, feminisms, STS and ecological studies that challenge or rupture
Agrawal, N (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Kyoto)	Building resilience and coping capacity among communities to minimize the adverse impacts of natural and technological disasters.
Anderson, K (F)	Liberal Arts and Professional Studies	Humanities	PhD (Northwestern)	History of science, history of Victorian science and its publics; history of modern environmental sciences, science museums past and present
Annisette, M (F)	Schulich School of Business	Accounting	PhD (Manchester)	Historical accounting
Armenakis, C (M)	Lassonde School of Engineering	Earth and Space & Engineering	PhD (New Brunswick)	Surveying engineering
Audette, G (M)	Science	Chemistry	PhD (Saskatchewan)	Biochemistry. Biochemical and biophysical studies of proteins involved in lateral gene transfer; pilin- derived protein nanotube oligomerization utilizing x-ray crystallography
Bisnath, S (M)	Lassonde School of Engineering	Earth and Space & Engineering	PhD (New Brunswick)	Geomatics engineering
Burke, T (M)	Liberal Arts and Professional Studies	Humanities	PhD (Toronto)	Early Christianity; the study of Christian biographical literature of the second century; children and the family in Roman antiquity
Chaufan, C (F)	Health	Health Policy & Management	PhD (California, Santa Cruz )	Health policy; sociology and political economy of health; medicalization and

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
				social control; social medicine. Corporatization of health and global health governance; international comparison of health systems
Coates, C (M)	Glendon	Multidisciplinary Studies	PhD (York)	History of French Canada; cultural history and environmental history.
Connell, B (M)	Glendon	Multidisciplinary Studies	PhD (Edinburgh)	Niger-Congo languages; phonetics and phonology; comparative historical linguistics; sociolinguistics
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)
Fisher, C (F)	Arts, Media, Performance & Design	Cinema & Media Arts	PhD (York)	Augmented and virtual reality; electronic literature; future cinema and emerging technology; producing pioneering content at the intersection of art and technology.
Flicker, S (F)	Environmental Studies		PhD (Toronto)	Community-based participatory research, HIV prevention; health and equity amongst marginalized populations; participatory visual methods and community-based research practice
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

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
				policy reform, empirical social-legal research, institutions and social policy, intersections between workplace diversity and human rights, and theoretical work on social justice
Fraser, G (F)	Environmental Studies		PhD (Memorial)	Avian ecology. Biology and behavioural ecology; colonial nesting waterbirds;. Environmental management of offshore oil and gas in Canada
Gagliese, L (F)	Health	Kinesiology & Health Science	PhD (McGill)	Health psychology. Developing a biopsychosocial lifespan-developmental model of pain and aging
Gibson, P (M)	Science	Mathematics and Statistics	PhD (Calgary)	Mathematical analysis and applications. History of mathematics; mathematical literature, partial differential equations; algebraic topology; analysis for teachers
Gosine, A (M)	Environmental Studies		PhD (York)	Environmental justice in Canada; sexuality in international development & Caribbean studies; visual arts and indentureship
Hoffman, P (M)	Arts, Media, Performance and Design	Cinema & Media Arts	BA (Wilfred Laurier)	Alternate film
Iannacito-Provenzano, R (F)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Toronto)	Italian dialects, dialect literature, social media and ethnicity, food studies and identity
Ingram, S (F)	Liberal Arts and Professional Studies	Humanities	PhD (Alberta)	Comparative literature
Jankowski, H (F)	Science	Mathematics and Statistics	PhD (Toronto)	Inference of shaped-constraint models; nonparametric and semi-parametric statistics; shaped constraints maximum likelihood estimation and applications; effective dose estimation, statistical analysis of shape using random theory

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Kelly, S (M)	Science	Biology	PhD (Hong Kong)	Physiology and neuroscience
Kistruck, G (M)	Schulich School of Business	Policy	PhD (British Columbia)	Entrepreneurial studies; scaling of market based solutions to poverty alleviation. Innovation on base of the pyramid environments; social entrepreneurship
Krikorian, J (F)	Liberal Arts and Professional Studies	Social Science	PhD (Toronto)	Canadian government and politics; constitutional law and policy; federalism and intergovernmental relations, international Law and politics, women law & politics
Lakin-Thomas, P (F)	Science	Biology	PhD (California)	Cell and molecular biology
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
LlambiasWolf, J (M)	Liberal Arts and Professional Studies	Social Science	PhD (Montreal)	Sociology and policy development. Relationship between health issues and economic, political and social factors; third world realities and their relationship to the political economy of development
Mar, R (M)	Health	Psychology	PhD (Toronto)	Social personality
Michaud, J (F)	Glendon	School of Gender, Sexuality & Women's Studies	PhD (Toronto)	Feminism and political movements, political thought and feminist theories

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Mianda, G (F)	Education	Gender, Sexuality and Women's Studies	PhD (Université Laval)	Gender development, post-colonialism in Africa focusing on sub-Saharan Africa and immigration communities
Orellana, A (M)	Science	Chemistry	PhD (British Columbia)	Organic chemistry. Taught courses in experimental chemistry; synthetic organic chemistry
Park, H (F)	Liberal Arts and Professional Studies	Social Science	PhD (California)	Focus on global capitalism in a variety of forms and its impacts on political transformation and responses by marginalized groups
Pettit, M (M)	Health	Psychology	PhD (Toronto)	Historical psychology
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)
Priel, D (M)	Osgoode Hall Law School		PhD (Oxford)	Legal theory; private law; tort law; legal history
Sadorsky, P (M)	Schulich School of Business	Economics	PhD (Queen's)	Energy Economics. Energy finance; energy policy; organization and the natural environment, financial markets
Schweitzer, M (F)	Arts, Media, Performance and Design	Theatre	PhD (Toronto)	Theatre history and historiography
Solis, A (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Alabama)	Application of quantitative methods to business/management analysis and decision-making. Operations management;

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
				materials & inventory management, and supply chain
Tamim, H (F)	Health	Kinesiology & Health Science	PhD (McGill)	Maternal, child and adolescence health. Postpartum depression; intended adolescence pregnancy; intimate partner violence; breastfeeding; social support
Vickerd, B (M)	Arts, Media, Performance and Design	Visual Arts & Art History	MFA (Victoria)	Sculpture, public art
Waweru, N (M)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Capetown)	Corporate governance, corporate disclosure of financial and non financial information and measurement systems
Wilson, D (M)	Science	Chemistry	PhD (Western Ontario)	Biochemistry

### Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Barras, A (F)	Liberal Arts and Professional Studies	Social Science	PhD (London School of Economics and Political Science)	Comparative politics
Bawa, S (F)	Liberal Arts and Professional Studies	Sociology	PhD (Queen's)	Linking globalization, human, women's rights, post colonial feminism
Chatterjee, S (F)	Liberal Arts and Professional Studies	School of Social Work	PhD (OISE, Toronto)	Trans-national migration of 'high skilled' labour; the enactment of racism and transnationalism in the skilled labour market and the relationship between anti-racist claims and immigrants' political rights

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Cortés, G (M)	Liberal Arts and Professional Studies	Economics	PhD (British Columbia)	Labor economics; macroeconomics, applied econometrics; empirical economics
Diamant, A (M)	Schulich School of Business	Operations Management & Information Systems Area	PhD (Toronto)	Operations management
Edgell, H (F)	Health	Kinesiology & Health Science	PhD (Waterloo)	Cardiovascular physiology. Cardiovascular and autonomic function in young healthy men and women
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
Halsall, A (F)	Liberal Arts and Professional Studies	Humanities	PhD (York)	Children's literature; comics and graphic narrative adaptations; Victorian studies and modernism; Childhood and youth studies
Heynen, R (M)	Liberal Arts and Professional Studies	Communication Studies	PhD (York)	Media and culture; surveillance studies with a focus on visual culture and mediation of sex work and human trafficking; radical culture and politics
Hili, R (F)	Science	Chemistry	PhD (Toronto)	Biological chemistry, organic chemistry, chemical biology
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

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
				Environment in Canada), and ENVS 6121 (Community, Energy and Planning)
Koleszar-Green, R (F)	Liberal Arts and Professional Studies	School of Social Work	PhD (OISE, Toronto)	Adult education and community development
Larkin, Y (F)	Schulich School of Business	Finance Area	PhD (Cornell)	Empirical corporate finance, product markets and intangible capital; financial and investment policy.
Li, JT (F)	Liberal Arts and Professional Studies	Languages, Literatures & Linguistics	PhD (Toronto)	Chinese studies of comparative literature
Lyons, B (M)	Schulich School of Business	Organizational Studies	PhD (Michigan State)	Stigmatization and social identity in organizations; stigma identity management strategies; diversity and inclusion; organizational behaviour; human resource management
Mamuji, A (F)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Ottawa)	Disaster and emergency management. Management of natural disasters; social vulnerability; hazard and risk assessment; collaboration and coordination
Meisner, B (M)	Health	Kinesiology & Health Science	PhD (York)	Health psychology of aging. Exploring the interplay of biological, psychological, and social factors that affect participation in health-related behaviours among middle-aged and older adults
Nivillac, N (F)	Science	Biology	PhD (York)	Cell and molecular biology and genetics; integrated science; cell biology; microbiology; evolution, ecology; biodiversity and conservation biology

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Ouedraogo, A (M)	Liberal Arts and Professional Studies	Equity Studies	PhD (Geneva)	International law theory; human rights, rule of law and constitutional order; progressive humanization of international law
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
Rehan, S (F)	Science	Biology	PhD (Brock)	Ecology and evolutionary Biology. Courses taught includes evolution; genes and behaviour; critical skills in ecology and evolution
Rini, R (M)	Liberal Arts and Professional Studies	Philosophy	PhD (New York)	Moral psychology and social cognition, especially in places where these capacities intersect with societal and political engagements, such as fake news and microaggressions
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)
Saxton, G (M)	Schulich School of Business	Accounting Area	PhD (York)	Big data-driven and data science-focused research in the area of social responsibility
Schoof, V (F)	Glendon	Multidisciplinary Studies	PhD (Tulane)	Biological anthropology; behavioural endocrinology; understand variation in primate life-history traits and fitness

<b>Name</b>	<b>Faculty</b>	<b>Unit (If Applicable)</b>	<b>Highest Degree (University)</b>	<b>Specialization(s)</b>
Skoufranis, P (M)	Science	Mathematics and Statistics	PhD (California)	Mathematics; operator algebra; free probability and operator theory; bounded linear maps on Hilbert spaces.
Thumlert, K (M)	Education		PhD (Simon Fraser)	Arts education. critique of contemporary music education; new media literacies and 21st century learning; science and technology studies and actor- network theory
Van Wagner, E (F)	Osgoode Hall Law School		PhD (York)	Property law; land use planning and natural resources; the role of property law and trespass in criminal law; private forest land and indigenous environmental jurisdiction
Veresú, E (F)	Schulich School of Business	Marketing	PhD (Witten/Herdecke)	Race and ethnicity in the market place; marketing and consumer culture theory; political economy in matters of consumer diversity and market inclusion
Wright, C (F)	Liberal Arts and Professional Studies	Gender, Sexuality and Women's Studies	PhD (OISE Toronto)	Conceptualizing global politics and economies; migrations of people, ideas, and commodities; intimacies, sexualities and solidarities
Young, C (F)	Science	Chemistry	PhD (Toronto)	Development of trace analytical techniques to answer priority questions in environmental chemistry.

### 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

### Tenure and Promotion to Associate Professor, Teaching Stream

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Chow, A (F)	Science	Mathematics and Statistics	PhD (Waterloo)	Applied mathematics and statistics. Taught courses in mathematics for life and social science, differential calculus with applications; applied multivariate and vector calculus; perspectives in mathematics; introduction to statistics and probability
Constantinou, P (M)	Liberal Arts and Professional Studies	School of Public Policy	PhD (Toronto)	Higher education, leadership and human resources management, politics of public administration & public policy in Canada
Doyle, K (F)	Liberal Arts and Professional Studies	Writing	M.A. (York)	Contributed in many innovative ways to professional writing; creating and teaching a variety undergraduate at all levels and in traditional, blended and fully online modes
Kelly, T (F)	Science	Biology	PhD (McGill)	Biodiversity and conservation; evolution, ecology; integrated science

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Lazenby, J (F)	Science	Science and Technology Studies	PhD (Toronto)	History and philosophy science. General education life sciences; critical thinking and links between culture and science; building of research skills. Inclusion of mindfulness meditation; study skills and general health and wellness awareness in natural science courses
Sadek, H (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (McMaster)	Engineering Education. Courses taught includes heat and mass transfer; mechanics of materials; mechanical engineering; engineering ethics; thermodynamics
Simoulidis, J (M)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Curriculum development; pedagogical innovation and pedagogy-related research. Taught courses in introduction to business and Society; canadian social policy in comparative perspective
Sufirin, J (M)	Liberal Arts and Professional Studies	Writing	PhD (York)	Writing. Taught courses in scholarship of teaching and learning; professional writing: introduction and general education courses such as becoming a better writer

### Cumulative 2019-20 Appointments – Full-Time Faculty Members

<b>Faculty</b>	<b>Professorial Stream</b>	<b>Teaching Stream</b>	<b>Professional Librarians</b>
Arts, Media, Performance & Design	5	3	0
Education	3	0	0
Glendon	3	1	0
Health	6	2	0
Liberal Arts & Professional Studies	26	6	0
Lassonde	4	2	0
Libraries	0	0	0
Osgoode	1	0	0
Science	8	3	0
Schulich	0	0	0
<b>TOTAL</b>	<b>56</b>	<b>17</b>	<b>0</b>

**Table 1 2019-2020 Appointments – Full-Time Faculty Members<sup>1</sup> (Cumulative)**

Name	Gender	Department, Field	Rank/Stream	Highest Degree	Research Agenda/Specialization	Funding
<b>AMPD</b>						
Cauthrey, Bridget	F	Cinema and Media Arts	Assistant Professor, PC2 (teaching stream)	PhD, Dance Studies (Surrey, 2007)	This appointment was made through the CUPE Conversion program. Dr. Cauthrey comes to us from her position as Research Associate & Project Manager with York Capstone Network. She has teaching experience at York and Ryerson. Dr. Cauthrey is a dance and cultural scholar who focuses on the impact of post/neo-coloniality and the processes of globalization on contemporary and popular dance practices in the Global North.	Faculty Funded
Cumming, Robyn	F	Visual Arts & Art History, Photography	Assistant Professor, PC1 (teaching stream)	MFA, Visual Arts (York 2007)	Ms Cumming has been teaching photography courses at OCAD and Ryerson since 2007. For almost 20 years, she has been a photo-based artist with experience in gallery management, curation and a dense background in editorial and commercial photography.	Faculty Funded
Darroch, Michael	M	Cinema & Media Arts	Associate Professor with tenure (professorial stream)	PhD, Art History and Communication Studies (McGill, 2007)	Dr. Darroch is appointed as Associate Dean, Academic for a three-year term, renewable upon mutual agreement. Dr. Darroch comes to us from the University of Windsor where he held positions as Associate Professor of Media Arts & Cultures and Associate Dean, Partnership Development and Interdisciplinary Studies. His research is on the rich, artistic histories of media and communication studies.	Faculty Funded
Davila, Patricio (1-Jan-20)	M	Cinema & Media Arts	Associate Dean, Tenured (professorial stream)	PhD, Communication & Culture	This appointment is a Research Enhanced Hire through the Canada First Research Excellence Fund (CFREF) program. Dr. Davila comes to us from his position as Associate Professor in the Faculty of Design, OCAD University. Dr. Davila has collaborated with on 11 large-scale,	Specially Funded

<sup>1</sup> All appointments effective July 1, 2020 except where indicated in the Name column.

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

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				(York/Ryerson, 2016)	externally funded projects, curated/exhibited over 30 exhibitions and installations, and he is the Director of the Public Visualization Lab at OCADU. His research interest spans areas of media and augmented visuality.	
Hillis, Amy	F	Music, Community Music & Community-Engaged Research	Assistant Professor, PC1 (professorial stream)	PhD, Music (McGill, 2019)	Dr. Hillis is a recent graduate from McGill University. She brings a fresh perspective on community music at the intersection of the highest level of artistic practice, community access, and interdisciplinary engagements in music.	Faculty Funded
Lemish, Noam	M	Music, Jazz Instruction	Assistant Professor, PC1 (teaching stream)	PhD, Musical Arts (Toronto 2018)	Dr. Lemish has been a lecturer at the University of Toronto since 2012. For over twenty years, he has been is a professional jazz pianist, composer and educator. His research examines jazz cosmopolitanism.	Faculty Funded
Robinson, Jamie	M	Theatre, Acting and Directing	Assistant Professor, PC1 (professorial stream)	MFA, Directing (York, 2015)	Mr. Robinson has over 23 years as a professional theatre actor, teacher, director, writer and producer. He has taught courses at York University and the University of Toronto. His research is in the area of diversity, equity and inclusion in the world of performance.	Faculty Funded
Tingley, Jane	F	Computational Arts, Practice-Based Computational Arts	Assistant Professor, C1 (professorial stream)	MFA in Studio Arts - Sculpture (Concordia, 2006)	Professor Tingley comes to us from her faculty position at University of Waterloo. She is an accomplished artist, who has established new techniques and methods for and artistic practice at the intersection of computation, aesthetics and engagement in the current climate crisis. She is an active artist and curator with a robust record of accomplishments and is one of the world's leading artist in the specific focus of this position.	Faculty Funded
<b>EDUCATION</b>						
Balyasnikova, Natalya	F	Adult Learning and Education	Assistant Professor, PC1 (professorial stream)	PhD, TESL, Language & Literacy Education (UBC, 2019)	Dr. Balyasnikova recently held the position of Adult Education Specialist/Researcher with the Justice Education Society of British Columbia, International Programs. She has published 8 articles, has more in press, and has presented at many national and international	Faculty Funded

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					conferences. Her work has been recognized through awards such as the Public Scholars Award, the Mary Ashworth Memorial Award, and Columbia University's Centre for Oral History Scholarship.	
Moser, Gabrielle	F	Aesthetic and Arts Education	Assistant Professor, PC2 (professorial stream)	PhD, Art History and Visual Culture (York, 2014)	Dr. Moser comes to us from her position as Assistant Professor in Art History at OCAD University. She previously held a Fulbright Visiting Scholarship in Modern Culture and Media at the University of British Columbia. She is an internationally known scholar, active curator and art-commentator with global networks in artist and research communities.	Faculty Funded
Osibodu, Molade	F	Mathematics Education	Assistant Professor, PC1 (professorial stream)	PhD, Mathematics Education (Michigan State, 2020)	Ms Osibodu is a recent graduate from Michigan State University. Her research area is in fostering social justice and equity in K-12 mathematics education. Ms Osibodu has a strong emerging publication record, assists with research projects and is the recipient of a number of fellowships. She has presented her work at local, national and international conferences in the area of mathematical education and more broadly.	Faculty Funded
<b>GLENDON</b>						
Chacaby, Maya	F	Sociology, Aboriginal Languages	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Social Justice Education (OISE/Toronto, 2020)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Ms Chacaby is expected to complete her PhD in Fall 2020. She has been employed as a community-based researcher for the past decade. She was the senior researcher for the Ontario Federation for Indigenous Friendship Centre for two years. Ms Chacaby's work is based on listening to and learning from Indigenous Peoples' knowledges, ecology, spiritual practices and experiences.	Faculty Funded
Harvey, Alison	F	Translation, Communications, Digital Media	Assistant Professor, PC3 (professorial stream)	PhD, Communication and Culture (York, 2013)	Dr. Harvey comes to us from her position as Lecturer at the University of Leicester. She has held the positions of Programme Director of two Masters programs and Deputy School Research Director and Media Cultures Lead at the University of Leicester's School of Media, Communication and Sociology. Dr. Harvey's research is focused on	Faculty Funded

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					exclusion writ large, using the world of digital games as a means for investigating racism, sexism homophobia, labour relations and more.	
Valencia, Marlon	M	English, Applied Linguistics	Assistant Professor, PC1 (teaching stream)	PhD, Language and Literacies Education (Toronto, 2017)	Dr. Valencia comes to us from his position as Professor of ESL and an academic advisor for the ESL program at Sheridan College. He has taught different levels of English for academic purposes to learners from diverse cultural and linguistic backgrounds. Dr. Valencia specializes in critical applied linguistics.	Faculty Funded
Vives, Remi	M	Economics	Assistant Professor, PC1 (professorial stream)	PhD, Economics (Aix-Marseille School of Economics, 2019)	Dr. Vives comes to us from his position as Franco-German University Fellow at the University of Konstanz, Germany. His research interests include Macroeconomics, Finance, Political Economy, Big Data and social media. He specializes in techniques taken from the computer sciences such as web scraping, machine learning and textual analysis.	Faculty Funded
<b>HEALTH</b>						
Berthalot-Raffard, Agnes	F	Health Policy & Management, Black Disability Studies	Assistant Professor, PC2 (professorial stream)	PhD, Philosophy (Montréal, 2013)	Dr. Berthalot-Raffard comes to us from her position as Affiliated Assistant Professor at the Université du Québec à Montréal and previously she held the position of Assistant Professor of Women and Gender Studies and the University of Ottawa. Dr. Berthalot-Raffard's current research is in critical race theories (Black feminism thought, African-Canadian Studies, and Caribbean Studies), transnational feminism, gender, migration and globalization.	Faculty Funded
Buick, Catriona	F	Nursing, Primary Health Care Across the Lifespan	Assistant Professor, PC1 (professorial stream)	PhD, Nursing (Toronto, 2017)	Dr. Buick comes to us from Sunnybrook Health Sciences where she has held the position of Clinical Nurse Scientist (Oncology) since 2019. Dr. Buick has 15 years nursing experience in Canada and the United Kingdom as a registered oncology nurse, advance practice nurse and registered nurse. Dr. Buick's clinical expertise informs her oncology research, especially the human papillomavirus.	Faculty Funded

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De Lisio, Amanda	F	Kinesiology, Physical Culture, Policy	Assistant Professor, PC1 (professorial stream)	PhD, Exercise Sciences (Toronto, 2016)	Dr. De Lisio has held three Post-Doctoral Fellowships since 2016. Her post-doctoral experiences provided her with exposure to a number of projects all related to understanding physical activity through the lens of physical culture, policy and sustainable development and her research output include two forthcoming books.	Faculty Funded
Pierce, Lara (1-Jul-21)	F	Psychology, Developmental Science, Infant or Child	Assistant Professor, PC1 (professorial stream)	PhD, Psychology (McGill, 2015)	Dr. Pierce held a prestigious Post-Doctoral Fellowship at Boston Children's Hospital and the Harvard Medical School between 2015 and 2018. She currently holds the position of Research Associate at Boston Children's Hospital in the Division of Developmental Medicine. Her research is in developmental cognitive neuroscience, language, early experience, and stress and adversity.	Faculty Funded
Prendergast, Nadia	F	Nursing, Child & Adolescent in Primary Care	Assistant Professor, PC1 (teaching stream)	PhD, Education and Women's Studies (Toronto, 2014)	Dr. Prendergast comes to us from her position as Prenatal Educator at Mount Sinai Hospital and Contract Lecturer in Nursing at Ryerson University and previously a Public Health Nurse with Peel Public Health. Dr. Prendergast specializes in maternal/child nursing and the nursing of children and adolescents in community settings.	Faculty Funded
Prime, Heather	F	Psychology, Clinical Development, Child and Youth	Assistant Professor, PC1 (professorial stream)	PhD, Clinical Child Psychology (OISE/Toronto, 2017)	Dr. Prime has held a Postdoctoral Fellow at the Centre for Child Studies at McMaster University since completing her PhD. Her research and expertise are in family-based interventions for early childhood. She has received SSHRC Insight grants as PI and is coinvestigator on three other major grants. Dr. Prime has published three book chapters, eighteen papers in good peer reviewed journals, and a considerable number of conference posters and presentations.	Faculty Funded
Rowan, Chip	M	Kinesiology, Physical Activity Studies, Physical Fitness	Assistant Professor, PC1 (teaching stream)	PhD, Kinesiology and Health Science (York, 2016)	Dr. Rowan recently finished a Postdoctoral Fellowship with Toronto Rehabilitation Institute, University Health Network in the Spinal Cord Rehabilitation Program. For the past 14 years, he has substantial experience as a CSEP Certified Exercise Physiologist. Dr. Rowan's long-term plan integrates experiential education with traditional pedagogical approaches and applied research.	Faculty Funded

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Wardell, Jeffrey	M	Psychology, Clinical Health, Adult	Assistant Professor, PC1 (professorial stream)	PhD, Clinical Psychology (SUNY Buffalo, 2014)	Dr. Wardell comes to us position as an Independent Scientist at CAMH. He previously held a Postdoctoral Fellowship with the Campbell Family Mental Health Research Institute. He has a very strong record of research including two active research grants from CIHR as the PI, and PI of a large project funded by the CAMH Foundation.	Faculty Funded
<b>LA&amp;PS</b>						
Abbruzzee, Teresa	F	Social Science, Urban Studies	Assistant Professor, PC1 (teaching stream)	PhD, Environmental Studies (York, 2012)	Dr. Abbruzzee has been on a contractually limited appointment in the Urban Studies program at York since 2018 and previously held course directorships with the Department of Social Science. Her academic interests are interdisciplinary, encompassing critical social and urban theory, human geography, cultural studies and critical anthropology.	Faculty Funded
Allen, Laura	F	Writing, Rhetoric of Advocacy	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, English (Ohio State, 2020)	Ms Allen is expected to complete her PhD in the Fall 2020. She has taught courses at Ohio State and Michigan State universities. Ms Allen demonstrates promise of excellence in research through her dissertation on the rhetorics of hospitality which challenges the current digital media scholarship in the field of Rhetoric and expands conventional understandings of professional writing.	Faculty Funded
Ameeriar, Lalaie	F	Anthropology, Anthropology of Race	Associate with tenure (professorial stream)	PhD, Anthropology (Stanford, 2008)	Dr. Ameeriar comes to us from her position as Associate Professor at the University of California Santa Barbara. Dr. Ameeriar's work engages with critical race theory, citizenship studies, immigration studies and human rights and humanitarianism.	Faculty Funded
Arnason, Lukas	M	French Studies, First Year Experience	Assistant Professor, PC1 (teaching stream)	PhD, French Studies (Paris-Sorbonne, 2009)	Dr. Arnason has been a contract faculty member at Glendon College and Humber College since 2012 and recently as a Sessional Lecturer at Guelph-Humber since 2016. He has extensive teaching, including online formats at multiple institutions and demonstrates strong commitment to pedagogy and student success.	Faculty Funded

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Baskatawang, Leo (1-Jan-21)	M	Social Science, Law & Society/ Indigenous	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Native Studies (Manitoba, 2020)	This appointment is made through the Aboriginal (Indigenous) Faculty Hiring Program. Mr. Baskatawang is expected to complete his PhD at the University of Manitoba in Fall 2020. His doctoral research highlights a community-based approach to understanding the historical and contemporary conditions that shape the practices and means of Indigenous education, law, social justice and traditional knowledges.	Faculty Funded
Caravella, Elizabeth	F	Writing, Visual Rhetorics	Assistant Professor, PC1 (professorial stream)	PhD, Writing and Rhetoric (George Mason, 2019)	Since completing her PhD in 2019, Dr. Caravella has been a Lecturer at Howard University. Dr. Caravella's research explicitly focuses on insightful analysis of the visual in multimodal digital writing. Her research examines and uses current trends in visual culture.	Faculty Funded
Chung, Julianne	F	Philosophy, Non- canonical	Assistant Professor, C1 (professorial stream)	PhD, Philosophy (Yale, 2015)	Dr. Chung comes to us from the University of Louisville where she has been an Assistant Professor of Philosophy since 2015. Dr. Chung specializes in cross-cultural Epistemology and Philosophy of Language, focusing on Anglo-Analytic and East Asian work in these fields.	Faculty Funded
Davidson, Lisa	F	Anthropology, Social-Cultural, First year experience	Assistant Professor, PC1 (teaching stream)	PhD, Anthropology (Toronto, 2019)	Dr. Davidson has held sessional and lecturer positions at the University of McMaster and the University of Toronto since 2019. Her dissertation reflects her ongoing interests in racialization, migration, belonging and displacement. Dr. Davidson's teaching focuses on problem-based learning in conjunction with discussion-based interactive approaches.	Faculty Funded
Ebrahimi, Mehraneh	F	English, Middle Eastern	Assistant Professor, PC1 (professorial stream)	PhD, Comparative Literature (Western, 2016)	Dr. Ebrahimi was recently awarded a MITACS Accelerate Postdoctoral Fellowship at the University of Toronto. She has teaching experience at Western University, University of Guelph-Humber and Seneca College. Dr. Ebrahimi's interdisciplinary research occupies the fertile interstice between post-colonial studies and gender in Islam.	Faculty Funded
Gonzalez Perez, Juan Miquel	M	Social Science	Assistant Professor, PC1 (professorial stream)	PhD, Political Science (York, 2008)	This appointment was made through the CUPE Conversion program. Dr. Gonzalez Perez has held sessional assistant professor positions at York and contract faculty positions at York and Trent universities. His	Faculty Funded

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					current research deals with a broad range of development issues related to indigeneity and Indigenous Peoples.	
Krstic, Anja	F	Human Resource Management	Assistant Professor, PC1 (professorial stream)	PhD, Management: Organizational Behaviour/HRM (Wilfrid Laurier, 2019)	Since completing her PhD in 2019, Dr. Krstic has held a Postdoctoral Fellowship at the Lazaridis School of Business & Economics, Wilfrid Laurier University. Her research interests are in line with the needs of the School which are diversity and inclusion and work-life policies.	Faculty Funded
La Touche, Rachel (1-Jan-21)	F	Social Science, Critical Approaches	Assistant Professor, PC1 (teaching stream)	PhD, Sociology (Indiana, 2017)	Dr. La Touche has held a teaching stream Assistant Professor position at the University of Toronto since 2016. Her teaching and research are in the areas of qualitative methods, quantitative methods and the scholarship of teaching and learning.	Faculty Funded
Lai, Poland	F	ADMS, Law, Governance and Accountability	Assistant Professor, PC1 (professorial stream)	PhD, Law (York, 2020)	Dr. Lai is a recent graduate from Osgoode Hall Law School and comes to us from her role as a full-time senior policy advisor with the Ontario Ministry of Finance. Her area of specialization includes public administration, regulation in the public sector, health care governance and her teaching and research interests are grounded in her professional experience with the Ontario government.	Faculty Funded
Li, Muyang (1-Jan-21)	F	Sociology, Big Data and Public Sociology	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Sociology (SUNY-Albany, 2020)	Ms Li is expected to complete her PhD in Fall 2020 from the University of Albany-SUNY. Her dissertation addresses how media shapes the meanings of social life in different political and socio-cultural contexts. Ms Li's areas of specialization are computational social science, text mining, social media, cultural studies, civil society and democracy and gender issues.	Faculty Funded
Liberatori, Abril	F	History, Mariano A. Elia Chair in Italian Canadian Studies	Assistant Professor, PC1 (professorial stream)	PhD, History (York, 2017)	Dr. Liberatori comes to us from her position as Early Resolution Officer with the Ontario Ombudsman where she was responsible for engaging with diverse and vulnerable populations. Her research focuses on diasporic communities and Italian-Canadian Studies with special interest in gender and oral history.	Faculty Funded

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MacKinnon, Kinnon (1-Jan-21)	M	Social Work	Assistant Professor, PC1 (professorial stream)	PhD, Sociology and Behavioural Health Sciences (Toronto, 2019)	Dr. MacKinnon currently holds a Postdoctoral Fellowship at the University of Toronto. Dr. MacKinnon has five years of experience in social work, including working as a Peer Educator at the Canadian Cancer Society. Dr. MacKinnon has expertise in health care and its implications for social work as well as expertise in institutional ethnography research.	Faculty Funded
Mecija, Casey	F	Communication Studies, Disasporic Media	Assistant Professor, PC1 (professorial stream)	PhD, Women and Gender Studies (Toronto, 2020)	Dr. Mecija recently graduated from the University of Toronto. Her dissertation examines sound as central to social, psychic and emotional encounters, particularly those that deal with race, sexuality and diasporic experience. Dr. Mecija's research, teaching and community work examines media creation as a site through which to examine issues of diaspora, race/racialization and queer subjectivity.	Faculty Funded
Mohammed, Ola	F	Humanities, Black Popular & Cultural Studies	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Social and Political Thought (York, 2020)	Ms Mohammed is expected to complete her PhD in Fall 2020 with a focus on Black Studies and Sound Studies. She has taught various courses at Seneca College and York University and is currently a Curriculum Development and Evaluation Specialist at the Harriet Tubman Community Organization.	Faculty Funded
Moosavi, Parisa	F	Philosophy, Ethics and Artificial Intelligence	Assistant Professor, PC1 (professorial stream)	PhD, Philosophy (Toronto, 2019)	Since graduating from the University of Toronto in 2019, Dr. Moosavi has held a Post-Doctoral Fellowship in Ethics and Artificial Intelligence with the Department of Philosophy, York University. Her interdisciplinary approach has the promise to produce significant contributions to the field of ethics.	Faculty Funded
Pan, Gang	M	Languages, Literatures and Linguistics, Chinese	Assistant Professor, PC1 (teaching stream)	PhD, East Asian Studies (Toronto, 2016)	Dr. Pan has held course directorships teaching Chinese language, literature and culture at the University of Toronto and York University. Dr. Pan's research interests include Chinese language, modern and contemporary Chinese literature and Chinese theatre and cinema.	Faculty Funded
Pourtavaf, Leila	F	History, Global Public History	Assistant Professor, PC1	PhD, History (Toronto, 2018)	Dr. Pourtavaf comes to us from her Visiting Assistant Professor position at New York University in Middle Eastern and Islamic Studies. Her	Faculty Funded

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

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			(professorial stream)		research specialization involves modern Iranian and Middle East history, visual culture, women and gender studies and archival studies.	
Rahmani, Fereydoon	M	Equity Studies, Human Rights in Middle East	Associate Professor with tenure (professorial stream)	PhD, Sociology (Vienna, 1999)	Dr. Rahmani most recently held a visiting professorship in the Department of Equity Studies at York. He previously held the role of Chair, Department of Sociology at Associate Professor at the University of Duhok, Iraq. Dr. Rahmani's research relates to the Middle East, social justice, and critical human rights.	Faculty Funded
Rangwala, Shama	F	Humanities, First Year Experience	Assistant Professor, PC1 (teaching stream)	PhD, English and Film Studies (Alberta, 2019)	Dr. Rangwala comes to us from her position as lecturer in Women's and Gender Studies at the University of Alberta. She has experience in designing and teaching writing-intensive courses, introductions to critical analysis and upper-level seminars allowing her to reach a wide range of media across historical periods and disciplines. Dr. Rangwala specializes in gender and sexuality, critical race theory and adaptation studies.	Faculty Funded
Samuel, Jeannie	F	Social Science, Health & Society	Assistant Professor, PC1 (professorial stream)	PhD, Public Health Sciences (Toronto, 2015)	Dr. Samuel most recently held a contractually limited appointment in the Health and Society program at York. She previously held the position of Assistant Professor in the School of Health Sciences at Western University. Dr. Samuel's research examines access to reproductive health services amongst Andean Indigenous women in Peru.	Faculty Funded
Samuels-Jones, Tameka	F	ADMS, Law, Governance and Accountability	Assistant Professor, PC1 (professorial stream)	PhD, Criminology Law & Society (Florida, 2019)	Dr. Samuels-Jones recently completed a Post-Doctoral Fellowship in the Department of Sociology at the University of Florida. She has been teaching courses at the University of Florida since 2014. She previously held the position of Senior Investigator with the Jamaica Financial Services Commission. She has done extensive research in regulatory law and environmental corporate crime.	Faculty Funded

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Shabtay, Abigail	F	Humanities, Children, Childhood and Youth Studies	Assistant Professor, PC1 (teaching stream)	PhD, Educational Studies (McGill, 2020)	Ms Shabtay expects to complete her PhD in the Summer 2020. She is currently a Sessional Assistant Professor in the Department of Humanities at York University. She has taught courses at Ryerson, McGill and the University of Toronto. Her doctoral work examines interactions between social justice and youth academic motivation using drama-based efforts.	Faculty Funded
Spinney, Jennifer	F	ADMS, Disaster & Emergency Management	Assistant Professor, PC1 (professorial stream)	PhD, Socio-Cultural Anthropology (Western, 2019)	Dr. Spinney has held a Postdoctoral Researcher position at both the University of Colorado-Boulder and Western University. Dr. Spinney is a co-investigator on two National Oceanographic and Atmospheric Administration funded studies. Dr Spinney's primary expertise is in the social analysis of extreme weather events and more broadly, our changing climate.	Faculty Funded
Stedman, Ian	M	SPPA, Canadian Public Law & Governance	Assistant Professor, PC1 (professorial stream)	Doctor of Laws (York, 2019)	Dr. Stedman recently completed his doctorate at Osgoode Hall Law School with a focus on Canadian public law and governance. He is a scholar, a lawyer, a staff member of an accountability office and commentator in the media. His interests are mainly in public sector governance.	Faculty Funded
Su, Yvonne	F	Equity Studies, Refugee and Diaspora Studies	Assistant Professor, PC1 (professorial stream)	PhD, Political Science and IDS (Guelph, 2019)	Dr. Su is a recent graduate from Guelph University. She has teaching experience as course instructor and course creator. Her research involves labour migration, migrant remittances, global migration governance and refugee protection.	Faculty Funded
Tuvaandorj, Purevdorj	M	Economics, Econometrics	Assistant Professor, PC1 (professorial stream)	PhD, Economics (McGill, 2015)	Dr. Tuvaandorj comes to us from his position as Assistant Professor of Economics at ENSAI-Campus de Ker-Lenn in Bruz, France. He has been a very active and successful researcher with interests in econometrics (theory and applied) and Applied Microeconomics.	Faculty Funded
Ufodike, Akolisa	M	ADMS, Auditing	Assistant Professor, C1	PhD, Accounting (Calgary, 2017)	Dr. Ufodike comes to us from MacEwan University in Edmonton where held the position of Assistant Professor in Accounting and Finance since 2017. Previously he held the position of CFA & COO for Corridor	Faculty Funded

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			(professorial stream)		Communications Inc. in Alberta. Dr. Ufodike's research interests and expertise cover a wide range of areas in accounting.	
Umar, Sanober	F	Politics, Gender, Post-Colonialism and the Islamic World	Assistant Professor, PC1 (professorial stream)	PhD, History (Queen's, 2020)	Dr. Umar is a recent graduate and Teaching Fellow in History at Queen's University. Her dissertation considers the historical and transnational gendered and racial processes through with Muslims in Post-Colonial India were rendered casteless and systematically segregated in urban ghettos. Her current research examines South Asian Islamic diaspora in Canada.	Faculty Funded
<b>LASSONDE</b>						
Alrabae, Saed (1-Jan-21)	M	EECS, Computer Security	Assistant Professor, PC1 (professorial stream)	PhD, Information and System Engineering (Concordia, 2018)	Dr. Alrabae will come to us from his current position as Assistant Professor in Information Systems and Security at United Arab Emirates University. His research focuses on software security and malware detection, binary code fingerprinting, authorship attribution and digital forensics.	Faculty Funded
Ahmadzadeh, Marzieh	F	EECS, Computer Engineering	Assistant Professor, PC1 (teaching stream)	PhD, Computer Science (Nottingham, 2006)	Dr. Ahmadzadeh comes to us from her position as Lecturer with the Department of Computer Science at the University of Georgia. From 2017 to 2019, she held a limited term appointment as Assistant Professor, Teaching Stream at the University of Toronto. Dr. Ahmadzadeh's interests are in in computer science education, applied data mining and human computer interaction.	Faculty Funded
Atefi-Monfared, Kamelia	F	Civil Engineering, Geotechnical	Assistant Professor, PC1 (professorial stream)	PhD, Geotechnical Engineering (Waterloo, 2015)	Dr. Atefi-Monfared comes to us from her positions as Assistant Professor in the Department of Civil, Structural and Environmental Engineering at the University of Buffalo. Dr. Atefi-Monfared's research involves constitutive, analytical, and numerical modeling in computational geomechanics.	Faculty Funded

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Chinaei, Amir	M	EECS, Computer Science	Assistant Professor, C1 (teaching stream)	PhD, Computer Science (Waterloo, 2007)	Dr. Chinaei recently held the position of Sessional Associate Professor, Teaching Stream in the Department of Electrical Engineering and Computer Science at York. Dr. Chinaei's areas of specialization are in data security and user privacy, software engineering and information visualization.	Faculty Funded
Nayebi, Maleknaz	F	EECS, Software Engineering	Assistant Professor, PC3 (professorial stream)	PhD, Software Engineering (Calgary, 2017)	Dr. Nayebi comes to us for her position as an Assistant Professor at Ecole Polytechnique in Montreal. She is planning to expand her research into data science for innovative software, which aligns with the big data stream of the Software Engineering Program. Dr. Nayebi is the holder of an NSERC Discovery Grant.	Faculty Funded
Shvartzshnaider, Yan (1-Jan-21)	M	EECS, Computer Security	Assistant Professor, PC1 (professorial stream)	PhD, Engineering (Sydney, 2014)	Dr. Shvartzshnaider will come to us from his Faculty Fellow position with the Computer Science Department at New York University. He is also a Visiting Associate Research Scholar with the Center for Information Technology Policy at Princeton University. Dr. Shvartzshnaider's research focuses on people-centred privacy frameworks and the shifting privacy expectations of computer system users.	Faculty Funded
<b>OSGOODE</b>						
Berger, Kate	F	Administrative Law	Assistant Professor, C1 (professorial stream)	Doctor of Civil Law (McGill, 2017)	Professor Berger comes to us from the Faculty of Law at Western University where she has been a faculty member since 2015. Prior to joining the Faculty of Law at Western, she worked at the McGill University first as the Executive Director of the International Criminal Justice Clinic and later as the Ian Pilarczyk Teaching Fellow. Professor Berger's research interests include public law, design, operation, and oversight of the administrative state.	Faculty Funded
<b>SCIENCE</b>						
Cao, Jingyi (1-Jul-21)	F	Math & Stats, Actuarial	Lecturer*/ Assistant Professor, PC1	PhD Candidate, Actuarial Science (Waterloo, 2021)	Ms. Cao is expected to complete her PhD in early 2021. She is an Associate of the Society of Actuaries (ASA) and has been actively pursuing her Fellow Actuary designation (FSA). Her research interest	Faculty Funded

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			(professorial stream)		involve stochastic optimal control problems in risk management, including but not limited to solving optimal reinsurance strategy, optimal life insurance and annuity purchasing, in a dynamic or static setting, either analytically or numerically.	
Clare, Elizabeth (1-Jan-21)	F	Biology, Field Biology	Assistant Professor, PC2 (professorial stream)	PhD, Integrative Biology (Guelph, 2010)	Dr. Clare is currently a Senior Lecturer with the School of Biological and Chemical Sciences at the University of London and Honorary Senior Lecturer in the School of Genetics, Evolution and the Environment at University College London. Her research uses environmental DNA technologies to measure biodiversity and to evaluate species interactions across landscapes.	Faculty Funded
Le, Christine	F	Chemistry, Synthetic	Assistant Professor, PC1 (professorial stream)	PhD, Organic Chemistry (Toronto, 2016)	Dr. Le comes to us from her position as Assistant Professor at the University of New Mexico. Dr. Le's record of publications and scholarship/fellowship awards during her training were outstanding. Her research interest is focused on synthetic organic towards biomedical applications. She has also been successful in pedagogic innovation, outreach activities, and science communication.	Faculty Funded
McGregor, Kevin (1-Jan-21)	M	Math & Stats, Statistics	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Biostatistics (McGill, 2020)	Mr. McGregor is expected to complete his PhD from McGill University in Fall 2020. His research focuses on the development of statistical methods for use in genetic/genomic data including microbiomes, diversity estimation and the analysis of DNA methylation, which is at the interface of statistics and high-dimensional complex data and is a priority area at the Department.	Faculty Funded
Motakis, Pavlos	M	Math & Stats, Pure Math	Assistant Professor, PC2 (professorial stream)	PhD, Math (Athens, 2015)	Dr. Motakis is most recently held the position of J.L. Doob Research Assistant Professor at the University of Illinois at Urbana-Campaign. He previously held a Visiting Assistant Professor position at Texas A&M. His research is focused on functional analysis specifically Banach space theory.	Faculty Funded

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Rogerson, Jesse	M	NATS/STS, Astronomy, Planetary Science	Assistant Professor, PC1 (teaching stream)	PhD, Astrophysics (York, 2016)	Dr. Rogerson comes to us from his position at the Canadian Aviation and Space Museum in Calgary. He previously held the position of planetary educator at the Ontario Science Centre from 2010-2016. He specializes in astronomy and science education, particularly planetary science.	Faculty Funded
Rozins, Carly	F	NATS/STS, Mathematic Science	Assistant Professor, PC1 (teaching stream)	PhD, Applied Mathematics (Queen's 2016)	Dr. Rozins most recently completed a Postdoctoral Research Fellowship in Integrative Biology at the University of California. She has teaching experience as well as experience as course coordinator and in curriculum development. Dr. Rozins' specializes in applied mathematics and biological sciences.	Faculty Funded
Schall, Jeffrey (1-Jan-21)	M	Biology, Scientific Director, York Visual Neurophysiology Centre	Full Professor with tenure (professorial stream)	PhD, Anatomy (Utah, 1986)	This appointment is a Research Enhanced Hire through the Canada First Research Excellence Fund (CFREF) program. Dr. Schall will be appointed as the inaugural Scientific Director of the York Visual Neurophysiology Centre. Dr. Schall comes to us from Vanderbilt University where is a Professor in the Department of Psychology and the E. Bronson Ingram Professor of Neuroscience. He has served as founding director of the university's Centre for Integrative and Cognitive Neuroscience since 2000. Dr. Schall is an innovative, prolific, and internationally renowned scholar in the field of visual neurophysiology.	Specially Funded
Schott, Ryan (1-Jan-21)	M	Biology, Computational	Assistant Professor, PC1 (professorial stream)	PhD, Ecology and Evolutionary Biology (Toronto, 2018)	Dr. Schott is completing a postdoctoral researcher position at the National Museum of Natural History of the Smithsonian Institute in Washington, DC. His research employs computational methods with comparative genomics to understand the evolution of protein function, with a focus on the vertebrate visual system.	Faculty Funded
Su, Jianxi	M	Math & Stats, Actuarial	Associate Professor, C1 (professorial stream)	PhD, Mathematics and Statistics, Actuarial Science (York, 2015)	Dr. Su comes to us from his position as Assistant Professor at Purdue University. He is a Fellow of the Society of Actuaries. His research expertise revolves around statistics modeling, particularly in the context of actuarial pricing and quantitative risk management.	Faculty Funded

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

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

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Vicari, Mark	M	Biology/NATS, Ecology & Biostatistics	Assistant Professor, PC1 (teaching stream)	PhD (Lancaster, UK, 1997)	Dr. Vicari has been a CUPE 2 sessional instructor in the Department of Biology, Geography and Natural Science at York since 1999. He has taught both large and small enrolment courses and supervised teaching assistants. Dr. Vicari has also engaged, and continues to engage, in pedagogical research into blended learning strategies.	Faculty Funded
<b>SCHULICH</b>						
Coutts, Alexander	M	Economics, Behavioural	Assistant Professor, PC1 (professorial stream)	PhD, Economics (New York, 2015)	Dr. Coutts comes to us from the Universidade Nova de Lisboa where he has held the position of Assistant Professor of Economics since 2015. He is co-director of the Nova SBE Behavioral Lab. Dr. Coutts' research interests focus on behavioural economics, experimental economics, and, development economics.	Faculty Funded
Hideg, Ivona	F	Organization Studies	Associate Professor with tenure (professorial stream)	PhD, Organizational Behaviour and HRM (Toronto, 2012)	Dr. Hideg will be the holder of the Ann Brown Chair in Organization Studies at Schulich School of Business. Dr. Hideg comes to us from her position as Associate Professor in the Organizational Behaviour and Human Resources Management at Wilfrid Laurier University. Her research interests address societal challenges of diversity, equality and inclusion in the workplace.	Specially Funded
Imanirad, Raha	F	OMIS, Operations Management	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Business Administration (Harvard, 2021)	Ms Imanirad expects to complete her PhD from Harvard in early 2021. Her research interests focus on operational improvements in the service industry particularly in healthcare. She is interested in exploring ways to maximize effectiveness and efficiency.	Faculty Funded
Li, Guangrui Kayla	F	OMIS, Information Systems, Data Analytics/AI	Lecturer*/ Assistant Professor, PC1 (professorial stream)	PhD, Information Systems (Hong Kong, 2021)	Ms Li is expected to complete her PhD in Information Systems at Hong Kong University of Science and Technology in early 2021. Her research interests focus on algorithmic impacts/machine behaviour, data piracy and big data applications.	Faculty Funded

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Table 2 Recommendations for Appointment – New Contactually Limited Appointments<sup>2</sup> (since meeting of June 22, 2020)

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
<b>LA&amp;PS</b>						
Kusyk, Sophia	F	Administrative Studies, Business Ethics	Sessional Assistant Professor (professorial stream)	PhD, Management (Ramon Llull, Spain, 2008)	Dr. Kusyk was recently a course director in the School of Administrative Studies at York University. From 2008 to 2013, she was an Assistant Professor at the IESE Business School at the University of Navarra, Spain. Dr. Kusyk's research interests include ethical decision making, critical thinking, ethical leadership and corporate social responsibility.	2 years
Tawwab, Samia Abdel	F	Languages, Literatures & Linguistics, Italian Studies	Sessional Assistant Professor (professorial stream)	PhD, Drama & Performance Medieval Italian (Toronto, 2014)	Dr. Tawwab also holds The500 Graduate Certificate, Teaching at the Higher Education, OISE. She has taught a number of Italian courses at every level and the University of Toronto and York University. Dr. Tawwab's research areas include Italian language, literature and linguistics, including English learners' needs in the classroom, academic writing and language teaching and learning at the post-secondary level.	1 year
<b>Health</b>						
Dobney, Danielle	F	Kinesiology, Athletic Therapy	Sessional Assistant Professor, Teaching Stream	PhD, Rehabilitation Science (McGill, 2018)	Dr. Dobney recently held a Postdoctoral Fellow at York University. Dr. Dobney has been an athletic therapist for the past 12 years including six years with Canada Basketball and six years as an Assistant Athletic Therapist at Ryerson University. She specializes in human anatomy, assessment rehabilitation, and manual therapy.	1 year
<b>Science</b>						

<sup>2</sup> All appointments effective July 1, 2020 except where indicated in the Name column.

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Belozarov, Vladimir Kyle	M	Chemistry	Sessional Assistant Professor, Teaching Stream	PhD, Biochemistry and Molecular Biology (Georgia, 2004)	Dr. Belozarov has held a Postdoctoral Research Associate position in Biology and Chemistry at York University and with the Lunenfeld-Tanenbaum Research Institute. He has been a Sessional Lecturer of Biology, Chemistry and Natural Science since 2013. His expertise is in therapeutic discovery, pharmacology, and drug-protein interaction biochemistry.	2 years
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Note: "Specially funded" includes Endowed Chairs, Canada Research Chairs, CFREF VISTA, etc.

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



# Board of Governors

## Memorandum

To: Board of Governors  
From: Julie Lassonde, Chair, External Relations Committee  
Date: October 5, 2020  
Subject: Brand Stewardship Policy

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### Recommendation:

**The External Relations Committee recommends that the Board of Governors approve amendments to the Brand Stewardship Policy, attached as Appendix B.**

### Background and Rationale:

The current Brand Stewardship Policy was first brought forward in 2006, endorsed by UEC and approved by the President on June 7, 2006.

On the advice of the President-Vice President group (PVP) and upon consultation with the University Secretary, it was decided that, due to changes in the external context since the Policy was first approved, as well as increased focus on managing risk, and the importance of the matter at hand, the Brand Stewardship Policy should now be enacted under the authority of the Board of Governors.

Since 2006, there have been substantial changes in the external context, including the explosion of social media use as a main communications channel, and the increasing importance of online / digital content. As such, York University must treat social media and online / digital properties as University property, subject to the University's Brand Stewardship Policy.

The Communications & Public Affairs Division (C&PA) is responsible for proactively and reactively managing the University's brand and reputation across all communications channels, including internal, external, traditional (print), and online. The University is accountable for all branded "York University" properties and enjoys the benefits of association, and in some cases, is also held responsible for negative brand affiliation, including usage of its name in conjunction with inappropriate or off-brand content, tone, and overall approach. By providing clarity about who we are and what we stand for through the brand and branded properties, the value that York brings to the world will be clear.

## **Board of Governors – External Relations Committee**

With the new brand differentiation strategy launch underway, C&PA believes now is an appropriate time to update this Policy and take other steps to ensure a more rigorous approach to managing York's branded properties and thereby reducing and mitigating reputational risk to the University. Below are four recommendations that will help the University achieve these goals, including Recommendation #1 which proposes amendments to the Brand Stewardship Policy (BSP).

All four recommendations consider the importance of brand channels and the responsibility of the University to properly manage all branded properties as an essential part of reputation management.

### **Recommended changes to strengthen brand management at York:**

**Recommendation #1:** Updating the BSP to reflect social media user-names, handles, URLs, language and more, as university properties – see attached for Recommended Amendment;

**Recommendation #2:** Updating the BSP Procedures to reflect the social media context (to occur following Presidential and Board approval of the Policy amendments);

**Recommendation #3:** Undertake a review of land/properties that have chosen to use the University's name whether or not they have sought or received York's approval and determine whether there are instances where the University may wish to take back its 'name' and;

**Recommendation #4:** Develop protocols with social media companies in order to minimize the burden on the Office of the Counsel.

### **The Policy**

The proposed amendments modernize and strengthen the existing 2006 policy by broadening the scope of brand stewardship at York to include online/digital channels, properties, and platforms, and as a result, to empower C&PA and the Office of the Counsel to enact stricter voluntary and mandatory compliance of any use of the University brand and branded properties.

### **Attachments:**

1. Policy amendments (Appendix A)
2. Policy (Appendix B)

**Brand Stewardship policy amendments – summary of proposed changes**

<b>Current Policy</b>	<b>Proposed modifications</b>	<b>Recommended Policy</b>
<p><b>Background Section:</b></p> <p>This policy is intended to protect and uphold the image and reputation of the university by regulating the use of brand properties. Protecting the university from inappropriate associations or use is desirable for the establishment and promotion of a professional and distinctive image for the university. This policy is designed to limit the proliferation of brand properties that detract from the university’s core positioning by diluting the University’s distinctive image and legal right in its names and marks.</p>	<p><b>No change proposed</b></p>	<p><b>Background Section:</b></p> <p>This policy is intended to protect and uphold the image and reputation of the university by regulating the use of brand properties. Protecting the university from inappropriate associations or use is desirable for the establishment and promotion of a professional and distinctive image for the university. This policy is designed to limit the proliferation of brand properties that detract from the university’s core positioning by diluting the University’s distinctive image and legal right in its names and marks.</p>
<p><b>Definition:</b></p> <p>The term "brand property" means a term, name, mark, insignia, logo, seal, crest, design or symbol that has been adopted and used by the university.</p> <p>Examples include York University's name, mark and design; the tagline, "redefine the possible"; the logo for each</p>	<p><b>Definition:</b></p> <p>The term "brand property" means <u>print or digital usage of a</u> term, name, mark, insignia, logo, seal, crest, design or symbol that has been adopted and used by the university, <u>in physical installations, in University nomenclature (department, office, job titles), and in</u></p>	<p><b>Definition:</b></p> <p>The term "brand property" means print or digital usage of a term, name, mark, insignia, logo, seal, crest, design or symbol that has been adopted and used by the university, in physical installations, in University nomenclature (department, office, job titles), and in</p>

<p>of Osgoode Hall Law School, Glendon College, and Schulich School of Business; and design treatment for units such as the Alumni Office.</p>	<p><a href="#">web and social media properties (handles, accounts, hashtags).</a></p> <p>Examples include York University's name, mark and design; the logo for each of <a href="#">the University's professional schools and campuses</a>; and <a href="#">visual design treatment for all administrative units</a>.</p>	<p>web and social media properties (handles, accounts, hashtags).</p> <p>Examples include York University's name, mark and design; the logo for each of the University's professional schools and campuses; and visual design treatment for all administrative units.</p>
<p><b>Scope:</b></p> <ol style="list-style-type: none"> <li>1. This policy applies to: <ol style="list-style-type: none"> <li>a. every brand property used by the university;</li> <li>b. graphic and standards; and</li> <li>c. the development of a new brand property.</li> </ol> </li> <li>2. This policy is not intended to limit any academic affiliation or research initiative or undertaking but extends in so far as it is relevant and applicable to ensure that York University is properly represented within that relationship, in particular, when a brand property is used for promotion or identification.</li> </ol>	<p><b>Scope:</b></p> <ol style="list-style-type: none"> <li>1. This policy applies to: <ol style="list-style-type: none"> <li>a. every <a href="#">York University brand property encompassed by the "Definitions"</a>;</li> <li>b. graphic and <a href="#">language standards</a>; and</li> <li>c. the development of <a href="#">any</a> new brand property.</li> </ol> </li> <li>2. This policy is not intended to limit any academic affiliation or research initiative or undertaking but extends in so far as it is relevant and applicable to ensure that York University is properly represented within that relationship, in particular, when a brand property is used for promotion or identification.</li> </ol>	<p><b>Scope:</b></p> <ol style="list-style-type: none"> <li>1. This policy applies to: <ol style="list-style-type: none"> <li>a. every York University brand property encompassed by the "Definition";</li> <li>b. graphic and language standards; and</li> <li>c. the development of any new brand property.</li> </ol> </li> <li>3. This policy is not intended to limit any academic affiliation or research initiative or undertaking but extends in so far as it is relevant and applicable to ensure that York University is properly represented within that relationship, in particular, when a</li> </ol>

		brand property is used for promotion or identification.
<p><b>Policy:</b></p> <p>1. York University shall use, develop, and manage brand properties in such a manner as to uphold and promote a professional, consistent, coherent and distinctive image for the university in all its communications and activities.</p> <p>2. York University may develop new brand properties, or identities or affiliations incorporating existing brand properties, subject to the prior consent and approval of the President or the President's designate.</p>	<p><b>No change proposed</b></p>	<p><b>Policy:</b></p> <p>1. York University shall use, develop, and manage brand properties in such a manner as to uphold and promote a professional, consistent, coherent and distinctive image for the university in all its communications and activities.</p> <p>2. York University may develop new brand properties, or identities or affiliations incorporating existing brand properties, subject to the prior consent and approval of the President or the President's designate.</p>
<p><b>Related Policies/Procedures:</b></p> <p>University Postering Guideline</p>	<p><b>Related Policies/Procedures:</b></p> <p>University Postering Guidelines</p> <p><a href="#"><u>Brand Stewardship Guidelines</u></a></p>	<p><b>Related Policies/Procedures:</b></p> <p>University Postering Guidelines</p> <p>Brand Stewardship Guidelines</p>



## University Policy

### Brand Stewardship Policy

<b>Topic:</b>	Brand Stewardship
<b>Approval Authority:</b>	Board of Governors
<b>Responsible Office/Body:</b>	Communications and Public Affairs Division
<b>Approval Date:</b>	
<b>Effective Date:</b>	
<b>Last Revised:</b>	June 7, 2006

#### 1. Background

This policy is intended to protect and uphold the image and reputation of the university by regulating the use of brand properties. Protecting the university from inappropriate associations or use is desirable for the establishment and promotion of a professional and distinctive image for the university. This policy is designed to limit the proliferation of brand properties that detract from the university's core positioning by diluting the University's distinctive image and legal right in its names and marks.

#### 2. Definition

The term "brand property" means print or digital usage of a term, name, mark, insignia, logo, seal, crest, design or symbol that has been adopted and used by the university, in physical installations, in University nomenclature (department, office, job titles), and in web and social media properties (handles, accounts, hashtags).

Examples include York University's name, mark and design; the logo for each of the University's professional schools and campuses; and visual design treatment for all administrative units.

#### 3. Scope

1. This policy applies to:
  - a. every York University brand property encompassed by the "Definition";
  - b. graphic and language standards; and

- c. the development of any new brand property.
2. This policy is not intended to limit any academic affiliation or research initiative or undertaking but extends in so far as it is relevant and applicable to ensure that York University is properly represented within that relationship, in particular, when a brand property is used for promotion or identification.

**4. Policy**

1. York University shall use, develop, and manage brand properties in such a manner as to uphold and promote a professional, consistent, coherent and distinctive image for the university in all its communications and activities.
2. York University may develop new brand properties, or identities or affiliations incorporating existing brand properties, subject to the prior consent and approval of the President or the President's designate.

**5. Related Policies/Procedures**

University Postering Guidelines.

Brand Stewardship Guidelines. (to be developed following approval of proposed BSP amendments)

<b>Legislative history:</b>	
<b>Date of next review</b>	2025 (on a five year cyclical review)
<b>Policies superseded by this policy:</b>	None
<b>Related policies, procedures and guidelines:</b>	Brand Stewardship guidelines and procedures <a href="https://secretariat-policies.info.yorku.ca/policies/brand-stewardship-procedures/">https://secretariat-policies.info.yorku.ca/policies/brand-stewardship-procedures/</a>

FALL 2020

# Points of Pride



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

## 1 YORK PROFESSOR TAPPED TO LEAD GLOBAL COVID-19 RESEARCH RECOVERY ROADMAP

COVID-19 has had a crushing socio-economic impact, especially for marginalized populations and people with complex needs. To build back better post-COVID-19 and make sure no one is left behind, [Professor Steven J. Hoffman](#) has been chosen by the United Nations to lead the global research roadmap for the post-pandemic recovery period.

## 2 YORK'S \$275 MILLION MARKHAM CENTRE CAMPUS TAKES SHAPE

York is moving forward with a bold plan to build the \$275.5 million Markham Centre Campus that will drive economic growth and social development in York Region and Ontario and ensure York Region students have access to high quality post-secondary education close to home.

## 3 8TH YEAR RUNNING YORK RECEIVES NATIONAL SUSTAINABILITY AWARD

In recognition of our efforts to contribute to a more sustainable world, York has been named one of Canada's Greenest Employers for 2020 for the eighth consecutive year.



# Budget Update

## September 29, 2020

Provost and VP Academic  
Vice-President Finance and Administration



# June Board Approved Multi-Year Budget: Operating Fund – In Year Positions

	Appendix Reference	2019-20		2020-21	2021-22	2022-23
		Budget	Actuals	Budget	Budget	Budget
<b>Operating Revenues</b>						
Government Operating Grants	[Appendix 3]	\$ 306.9	\$ 310.3	\$ 306.3	\$ 305.2	\$ 304.5
Student Fees	[Appendix 4]	695.6	714.0	742.2	825.5	897.2
Grants and Student Fees Subtotal		1,002.5	1,024.2	1,048.5	1,130.7	1,201.7
Funding from Donations, Endowments, & Trusts		7.1	6.6	7.9	5.6	5.6
Investment Income		7.9	21.9	12.9	8.5	7.1
Other Recoveries		40.9	47.4	47.8	46.7	48.2
<b>Total Operating Revenues</b>		<b>1,058.5</b>	<b>1,100.1</b>	<b>1,117.2</b>	<b>1,191.4</b>	<b>1,262.6</b>
<b>Contingencies</b>						
Enrolment Contingency		(18.9)	-	(38.4)	(44.1)	(51.4)
International Tuition Offset		-	-	(16.0)	-	-
<b>Total Contingencies</b>		<b>(18.9)</b>	<b>-</b>	<b>(54.4)</b>	<b>(44.1)</b>	<b>(51.4)</b>
<b>Total Operating Revenues, Net of Contingencies</b>		<b>\$ 1,039.6</b>	<b>\$ 1,100.1</b>	<b>\$ 1,062.8</b>	<b>\$ 1,147.4</b>	<b>\$ 1,211.2</b>
<b>Operating Expenditures</b>						
Salaries and Wages		590.4	573.3	627.1	653.5	675.5
Employee Benefits		135.4	128.0	150.8	155.6	160.5
Operating Costs		156.8	135.9	158.2	173.2	181.1
Scholarships and Bursaries		71.7	73.2	81.0	80.5	81.0
Taxes and Utilities		26.0	17.8	24.8	26.5	27.2
Interest on Long-Term Debt		21.1	21.6	24.9	25.1	25.3
<b>Total Operating Expenditures</b>		<b>\$ 1,001.3</b>	<b>\$ 949.9</b>	<b>\$ 1,066.9</b>	<b>\$ 1,114.3</b>	<b>\$ 1,150.7</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before Transfers</b>		<b>\$ 38.3</b>	<b>\$ 150.2</b>	<b>\$ (4.1)</b>	<b>\$ 33.0</b>	<b>\$ 60.5</b>
<b>Transfers to Restricted Funds</b>						
Transfers to Capital Fund		(27.4)	(90.5)	(51.1)	(40.2)	(40.0)
Transfers to Ancillary Fund		(3.8)	(3.8)	(3.9)	(3.8)	(3.8)
Transfers to Other Funds		(3.4)	(2.6)	(5.8)	(3.2)	(3.7)
<b>Total Transfers to Restricted Funds</b>		<b>\$ (34.6)</b>	<b>\$ (96.9)</b>	<b>\$ (60.9)</b>	<b>\$ (47.1)</b>	<b>\$ (47.5)</b>
<b>In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.</b>		<b>\$ 3.8</b>	<b>\$ 53.3</b>	<b>\$ (65.0)</b>	<b>\$ (14.1)</b>	<b>\$ 13.0</b>

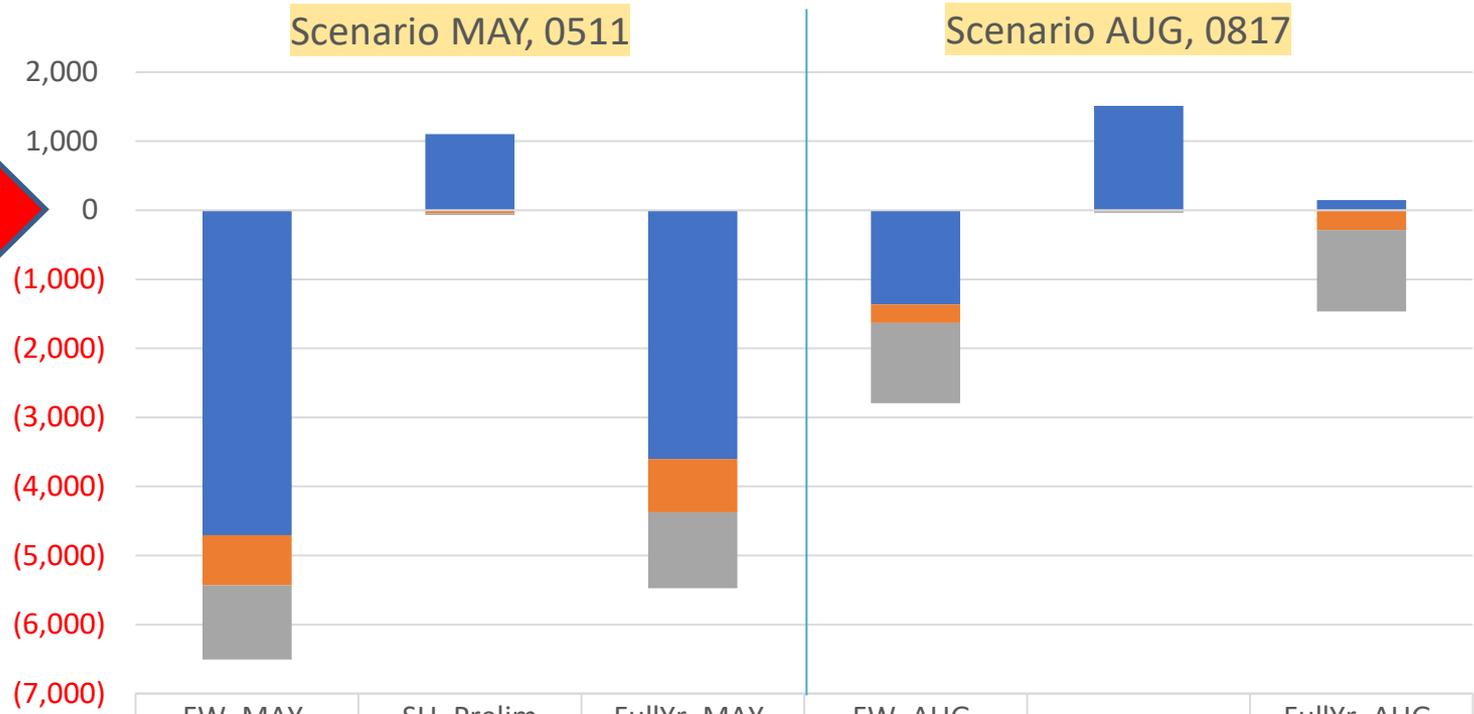
Figures in \$millions may not add due to rounding.

# Summary (in \$ million) of Covid-19 Implications on Operating Fund (as presented to Board on June 23, 2020)

Description	FY 2020/21	FY 2021/22	FY 2022/23
<b>(A) Board Approved Budget: In-Year Deficit</b>	<b>(65.0)</b>	<b>(14.1)</b>	<b>13.0</b>
Revenue Adjustments:			
Loss of Tuition Revenue	(92.8)	(81.6)	(58.4)
Loss of SCS Revenue	(11.0)	-	
Loss of ancillary fees for enrolment declines & athletics	(6.9)	(3.9)	(2.4)
Provision for additional costs (PPE, Cleaning, etc)	(3.0)	-	
Offset by: existing enrolment contingencies already budgeted in the Faculties	38.4	44.0	51.4
<b>(B) Total Net Revenue Adjustments</b>	<b>(75.3)</b>	<b>(41.5)</b>	<b>(9.4)</b>
<b>(C) Total Cost Mitigation/Saving Adjustments:</b>	<b>56.3</b>	<b>62.7</b>	<b>73.2</b>
<b>Adjusted In-Year Surplus (Deficit): A+B+C</b>	<b>(84.0)</b>	<b>7.1</b>	<b>76.8</b>
Opening Carryforward (including UF & GI)	240.3	156.3	163.4
<b>Closing Carryforward (including UF &amp; GI)</b>	<b>156.3</b>	<b>163.4</b>	<b>240.2</b>

# August Enrolment Scenario Update: as of Aug 31, 2020

# 2020/21 FFTE Loss, relative to Contract, by Degree Type and Term



	FW, MAY, 0511	SU, Prelim 0511	FullYr, MAY, 0511	FW, AUG, 0817	SU Actual	FullYr, AUG, 0817
Total	(6,508)	1,034	(5,474)	(2,795)	1,480	(1,316)
■ MA Research & PhD	(1,074)	(24)	(1,099)	(1,163)	(16)	(1,179)
■ MA Prof	(730)	(45)	(775)	(268)	(18)	(286)
■ UG	(4,704)	1,103	(3,601)	(1,365)	1,514	149

# 2020/21 FFTE and Tuition Revenue Loss

## From Assumptions to Actuals: MAY to AUG Scenarios

- May enrolment Scenario was informed by system estimations as well as anticipated behavioural impacts (gathered through internal and external surveys) for fall and winter, and actual summer enrolments at the time. Assumptions for new and continuing students were largely predicted with assumptions noted below.
- August Scenario used Summer actuals for the entire term as well as registration data from new and continuing students who had paid a deposit on their courses.

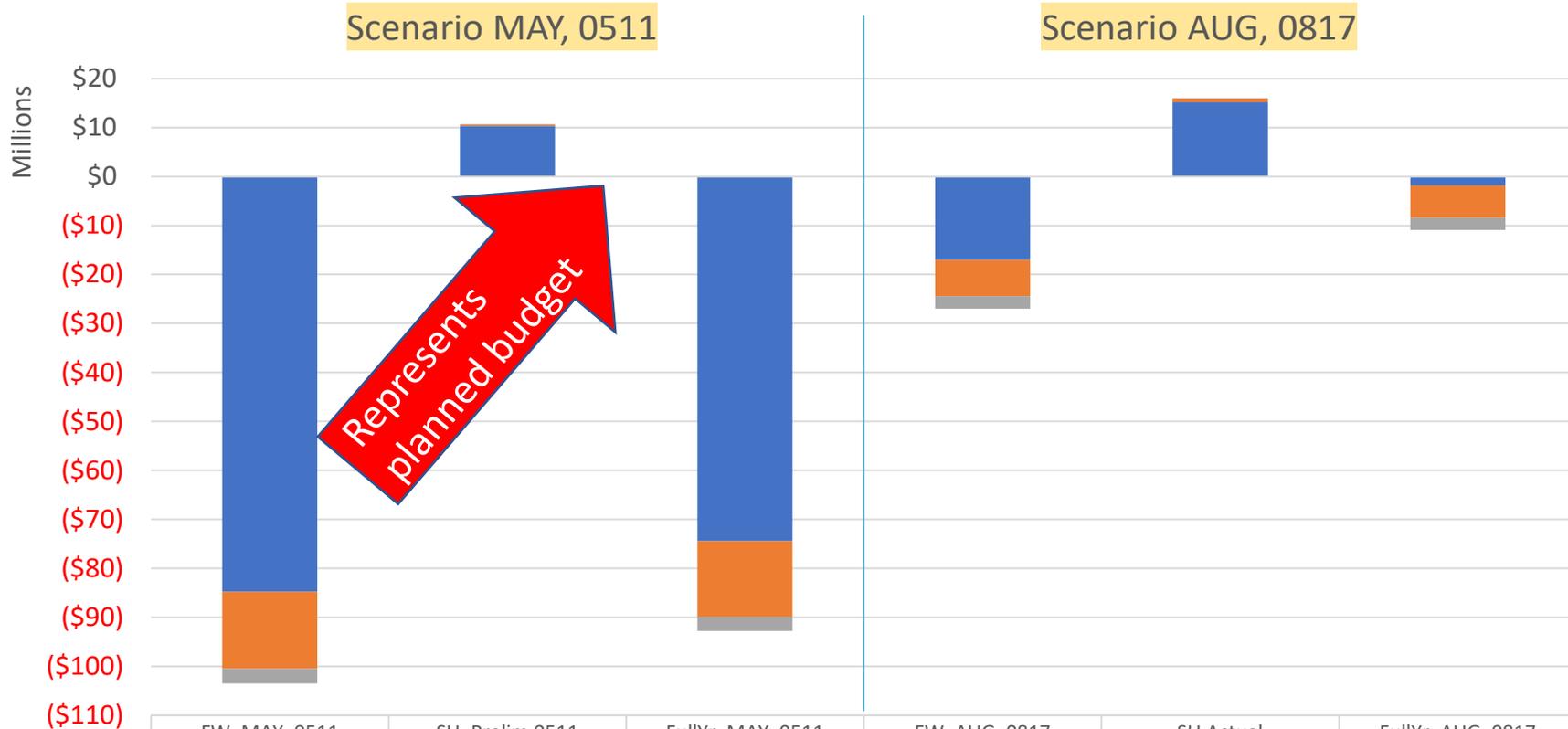
Table below illustrates the difference between the May Scenario assumptions and August actuals to date.

Term	Scenario May as of May 11	Scenario AUG as of Aug 17	Comments (Green indicates where Aug Scenario has improved over May Scenario, Red indicates where Aug Scenario is worse than May Scenario)
SU 2020	Preliminary actual as of <b>May 11</b>	Actual SU20 – Over target by 1,480 FFTEs (final count still pending)	Exceeded Summer FFTE Targets by 30%.
FW Continuing	Dom UG & MA prof 5% decrease Dom MA research & PhD 10% decrease Visa UG & MA prof 20% decrease Visa MA research & PhD 15% decrease	UG & GR: Preliminary FA20 as of <b>Aug 17</b> and projected WI21: Dom UG = +631 (+2.7%) Visa UG = -36 (-0.6%) Dom MA prof = -54 (-4.3%) Visa MA prof = -76 (-7.8%)	Undergraduate domestic is over target by 2.7%. Undergraduate VISA is almost at target - 0.6% improved over May -20%. Professional Masters is under target by -4.3% (Dom) and -7.8% (VISA) in Aug versus May -5% (Dom) and -20% (VISA). <b>Research Masters and PhD are -17% lower which is worse than the May -15%</b>
FW New	Dom: UG 15% GR 10% Visa: UG 60% GR 50%	UG & GR: Preliminary FA20 as of <b>Aug 17</b> and Winter contract intake: Dom UG = -1600 (-18%) Dom MA prof = -11 (-1.5%) Visa UG = -360 (-20%) Visa MA prof = -126 (22.6%)	<b>Domestic undergraduate fell lower to -18% versus May -15%.</b> VISA undergraduate is better at -20% versus May -60% Professional Masters doing better than anticipated only being down -1.5% versus May -10% VISA Professional Masters decline of -23% is just under a third of May assumption of -60% <b>Research Masters and PhD intakes are at -37% down which is worse than the anticipated -15% loss in May</b>

# Reasons for Improved Results

- Strategy implemented for summer to mitigate a portion of the anticipated drop in Fall/Winter enrolments by increasing summer session offerings - Exceeded summer session targets by 1,480 FFTEs/30%
- Fall/Winter continuing student retention improved and masked the decline in incoming student decline. Successful SEM strategies implemented:
  - Targeted course offerings
  - Reach out previous York students to re-enrol
  - Clear messaging on Fall course formats
  - Frequent reach out to new and continuing students
  - Extension of enrolment and registration dates

# 2020/21 Tuition Revenue Loss relative to Budget Envelope, by Degree Type and Term



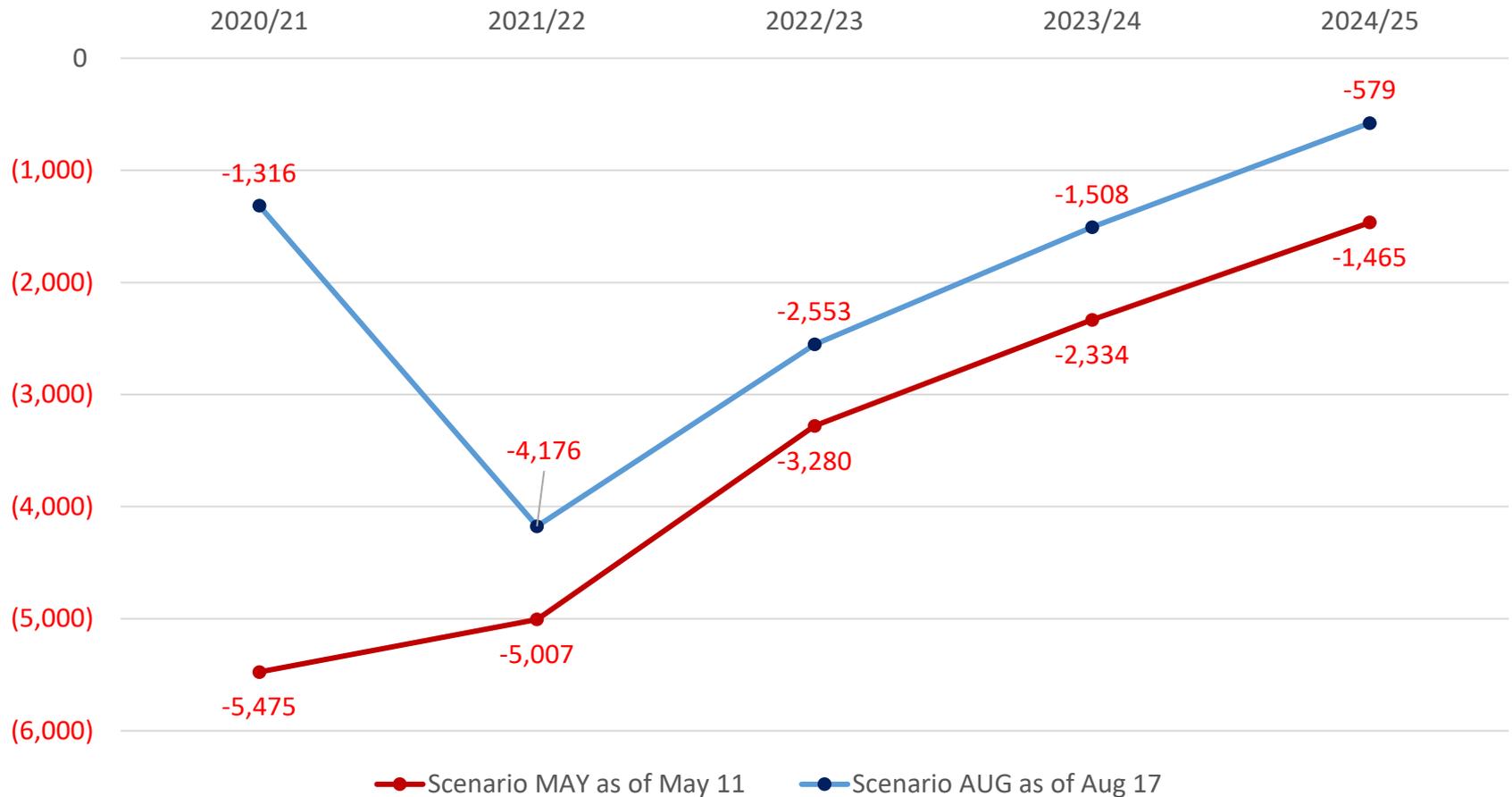
	FW, MAY, 0511	SU, Prelim 0511	FullYr, MAY, 0511	FW, AUG, 0817	SU Actual	FullYr, AUG, 0817
Total	(\$103,506,083)	\$10,688,704	(\$92,817,378)	(\$26,965,641)	\$16,026,864	(\$10,938,777)
■ MA Research & PhD	(\$2,988,635)	\$84,406	(\$2,904,229)	(\$2,549,223)	\$67,895	(\$2,481,327)
■ MA Prof	(\$15,742,613)	\$257,352	(\$15,485,261)	(\$7,429,978)	\$760,882	(\$6,669,096)
■ UG	(\$84,774,835)	\$10,346,947	(\$74,427,888)	(\$16,986,440)	\$15,198,087	(\$1,788,353)

# Enrolment Risks – Future Exposure

- Decline in new student intakes (domestic and international) creates significant multi-year enrolment impacts
- Current course loads could decrease by mid/late September early October
- Uneven impact on Faculties
- Decline in graduate enrolment impacts research funding and course support
- Potential significant international student enrolment decline:
  - ~36% of international students that are out-of-country and may choose to de-enrol or may have to de-enrol
  - This could result in an enrolment decline up to a potential maximum of -2,257 FTEs or -\$71.6 million in 2020, however exact amount at risk will be a smaller number
  - While the Ontario government has approved the University's quarantine plan, delays in Federal government designation of learning institutions prolongs border issues for students.
  - On-line curriculum issues – access and censorship of sensitive topics by external governments
- Appeal/experience of on-line course delivery
- Admission deferral to future term
- Multi-year impacts

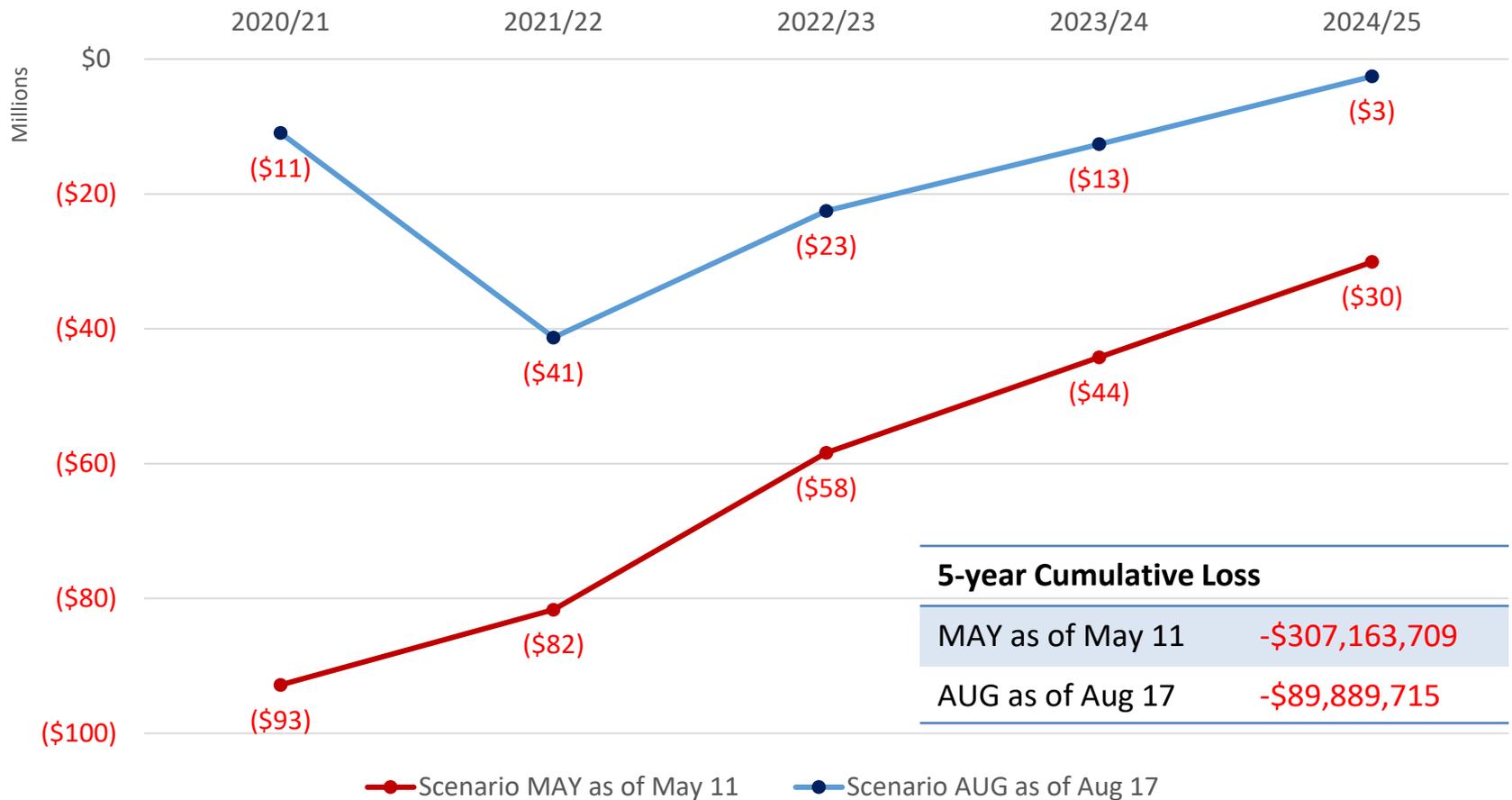
# Multi-Year FFTE Loss

## FFTE loss relative to contract



# Multi-Year Tuition Revenue Loss

## Tuition revenue loss relative to Budget Envelope



# Detail of August 2020 Update on Mitigation Strategies

	\$M
Cost mitigations (June 2020) –	56.3
Cost mitigations (August 2020) –	61.8

Cost mitigations cover a range of cost categories including savings associated with:

- Proceeding with essential hires only
- Delays in hiring
- Casual labour
- Travel, conferences, and hospitality
- Office expenses

# Covid-19 Implications to FY 2020/21 Operating Fund: August 2020 Updates vs Board Presentation June 2020

Description	FY 2020/21		Comments
	June 2020 (Board)	August 2020 Update	
<b>(A) Board Approved Budget: In-Year 2020/21 Deficit</b>	<b>(65.0)</b>	<b>(65.0)</b>	
Revenue Adjustments:			
Loss of Tuition Revenue	(92.8)	(10.9)	
Loss of SCS Revenue (net of direct costs)	(11.0)	(11.0)	
Loss of ancillary fees for enrolment declines & athletics	(6.9)	(6.2)	
Provision for increase in international tuition bursaries due to increase in VISA enrolment		(8.0)	
Provision for additional costs (PPE, Cleaning, Bursaries, equipment rental, quarantine costs, etc.)	(3.0)	(13.2)	Included incremental costs identified in the Faculty and Admin Unit submissions
Offset by: existing enrolment contingencies already budgeted in the Faculties	38.4	38.4	
<b>(B) Total Net Revenue Adjustments</b>	<b>(75.3)</b>	<b>(11.0)</b>	This is the total of the above revenue adjustments
<b>(C) Total Cost Mitigation/Saving Adjustments:</b>	<b>56.3</b>	<b>61.8</b>	See detail on mitigation strategies page
<b>Adjusted In-Year Surplus (Deficit): A+B+C</b>	<b>(84.0)</b>	<b>(14.2)</b>	
Opening Carryforward (including UF & GI)	240.3	240.3	
<b>Closing Carryforward (including UF &amp; GI)</b>	<b>156.3</b>	<b>226.1</b>	

# Breakdown of Provision for Additional Costs (August Update)

	Million \$
PPE, Cleaning, Quarantine Costs	3.0
Loss of ACFs	1.1
Loss of Facilities/Rental Revenue	2.3
Cost for new strategies (online, remote teaching, etc.)	1.3
Increase bursaries & scholarships	2.0
Others (equipment rental, set-up costs, etc.)	3.6
<b>Total Provision for additional costs:</b>	<b>13.2</b>

# Multi-Year Covid-19 Implications to Operating Fund: August 2020 Updates

Description	2020/21	2021/22	2022/23	Comments
<b>(A) Board Approved Budget: In-Year Deficit</b>	<b>(65.0)</b>	<b>(14.1)</b>	<b>13.0</b>	
Revenue Adjustments:				
Loss of Tuition Revenue	(10.9)	(41.0)	(23.0)	August enrolment scenario
Loss of SCS Revenue (net of direct costs)	(11.0)	-		
Loss of ancillary fees for enrolment declines & athletics	(6.2)	(1.5)	(1.0)	
Provision for new tuition framework		(3.5)	(7.0)	Budget assumed 3% tuition increases; Government may only approve 2%
Provision for increase in international tuition bursaries due to increase in VISA enrolment	(8.0)			
Provision for additional costs (PPE, Cleaning, Bursaries, equipment rental, quarantine costs, etc.)	(13.2)	(1.0)	(0.1)	
Offset by: existing enrolment contingencies already budgeted in the Faculties	38.4	44.0	51.4	
<b>(B) Total Net Revenue Adjustments</b>	<b>(11.0)</b>	<b>(3.0)</b>	<b>20.3</b>	
<b>(C) Total Cost Mitigation/Saving Adjustments:</b>	<b>61.8</b>			Potential cost savings for the outer years are excluded pending enrolment outcomes
<b>Adjusted In-Year Surplus (Deficit): A+B+C</b>	<b>(14.2)</b>	<b>(17.1)</b>	<b>33.3</b>	
Opening Carryforward (including UF & GI)	240.3	226.1	209.0	
<b>Closing Carryforward (including UF &amp; GI)</b>	<b>226.1</b>	<b>209.0</b>	<b>242.3</b>	

# Additional Budget Risks

- Pressure on the University Fund
  - Incremental costs associated with the pandemic continue to grow
  - Contributions from Ancillary Services are at risk, due to their significant revenue shortfalls
  - Potential for differential impact on certain Faculties, who may require support
- Government (Federal & Provincial) policy related to funding, tuition framework, public health, and visas for international students
- Impact on research activity and funding

# September Enrolment Scenario Update: as of September 16, 2020

# 2020/21 FFTE and Tuition Revenue Loss

## - Institution Assumptions, Scenario MAY, AUG & SEP

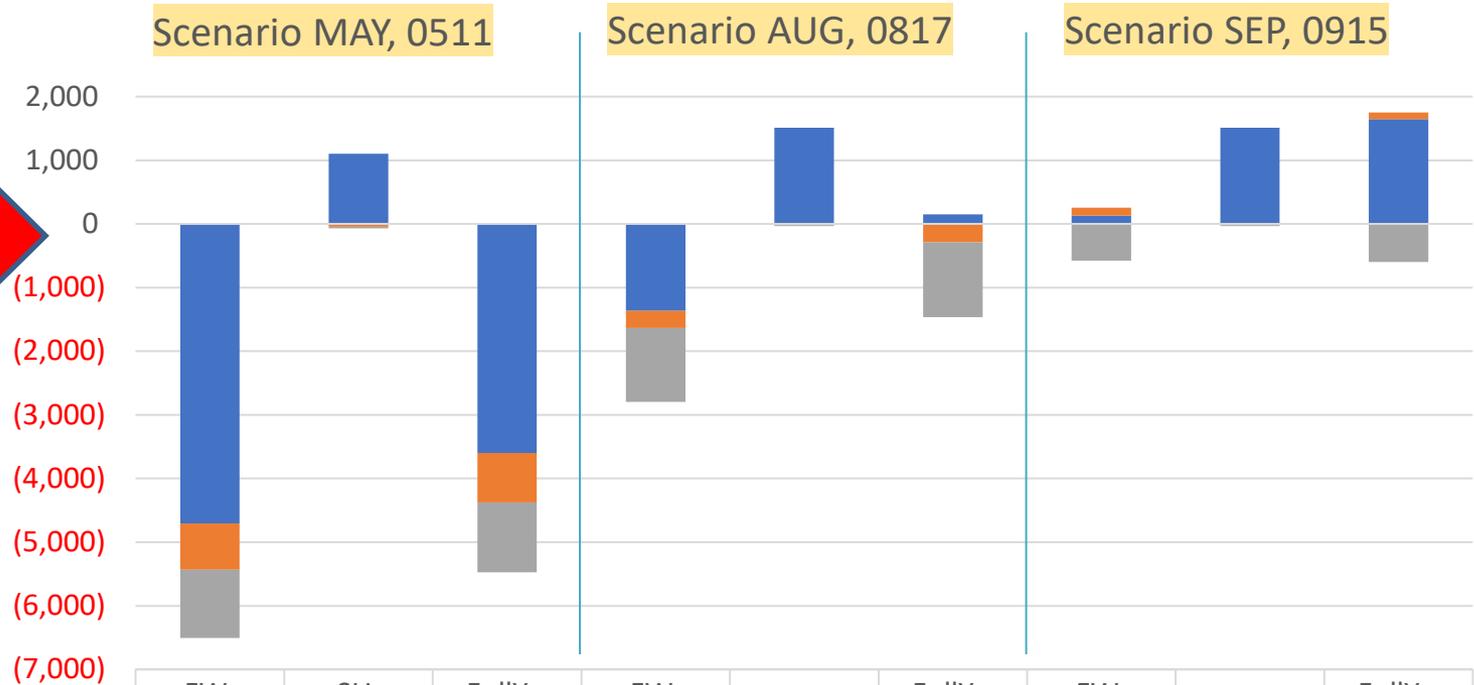
- Projected FFTEs and Tuition revenue are provided under Scenarios MAY, AUG & SEP.
- MAY uses preliminary SU enrolments (as of May) and makes assumptions about FW as shown below (compared to Contract). Undergrad projection assumes reduction of Fall intakes only, while Grad reduces both Fall and Winter intakes.
- AUG and SEP update SU to actual final, use preliminary FA enrolments (as of Aug 17 and Sep 15 respectively), and project WI.

	Scenario MAY as of May 11	Scenario AUG as of Aug 17	Scenario SEP as of Sep 15
SU 2020	Preliminary actual as of <b>May 11</b>	Actual SU20 (exceeds target by 16%)	
FW Continuing	Dom UG & MA prof 5% Dom MA research & PhD 10% Visa UG & MA prof 20% Visa MA research & PhD 15%	Preliminary FA20 ( <b>as of Aug 17 &amp; Sep 15</b> ) and projected WI21:	
		Dom: UG = +631 (+2.7%) MA prof = -54 (-4.3%) MA research & PhD = -775 (-17%) Visa: UG = -36 (-0.6%) MA prof = -76 (-8%) MA research & PhD = -126 (-17%)	→ +1376 (+5.9%) → +65 (+5.1%) → -334 (-7.2%) → +235 (+4.4%) → -33 (-3.4%) → -84 (-11%)
FW New	Dom: UG 15% GR 10% Visa: UG 60% GR 50%	Dom: UG = -1600 (-18%) MA prof = -11 (-1.5%) MA research & PhD = -173 (-15%) Visa: UG = -360 (-20%) MA prof = -126 (-23%) MA research & PhD = -89 (-37%)	→ -1162 (-13%) → +97 (+14%) → -120 (-10%) → -317 (-17%) → -4 (-0.7%) → -42 (-18%)

- No additional assumptions are made about retention rates, course load, program mix or FT/PT. Tuition assumes the board-approved rates of 2020-21.

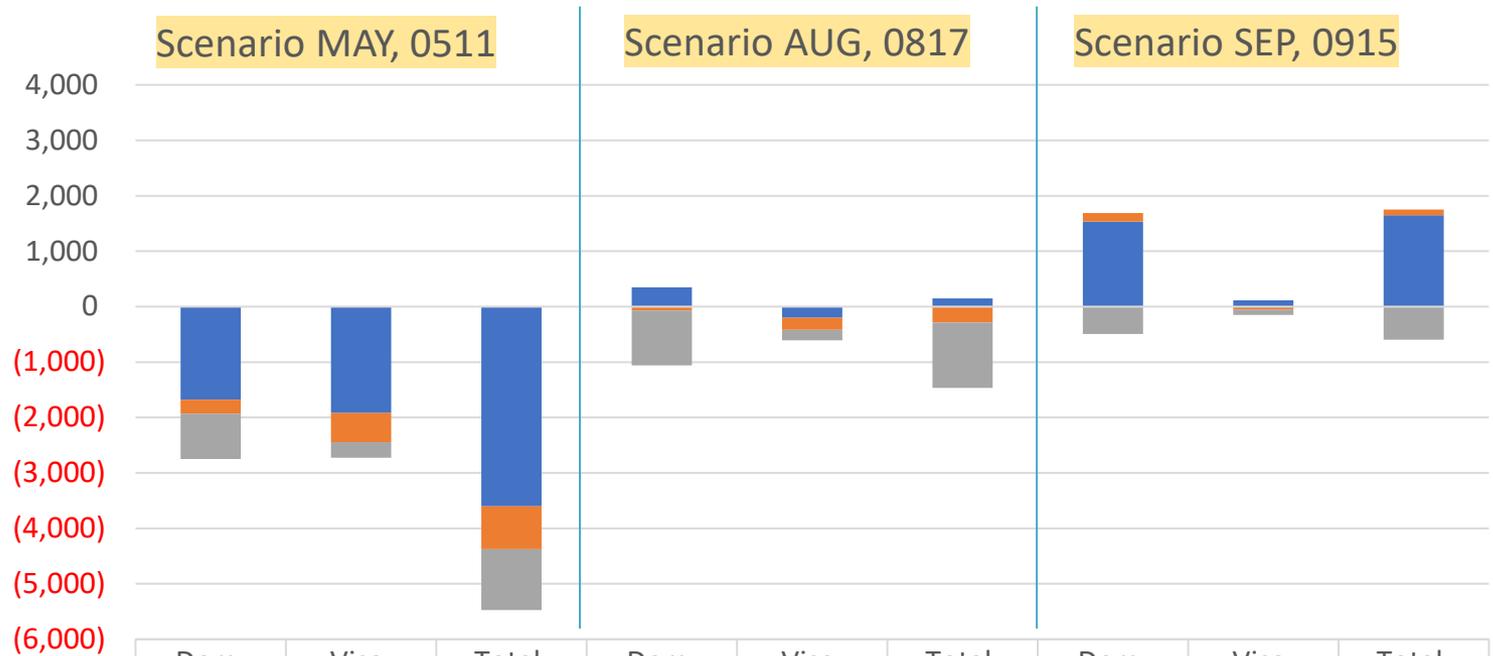
# 2020/21 FFTE Loss, relative to Contract, by Degree Type and Term

Represents enrolment contract level



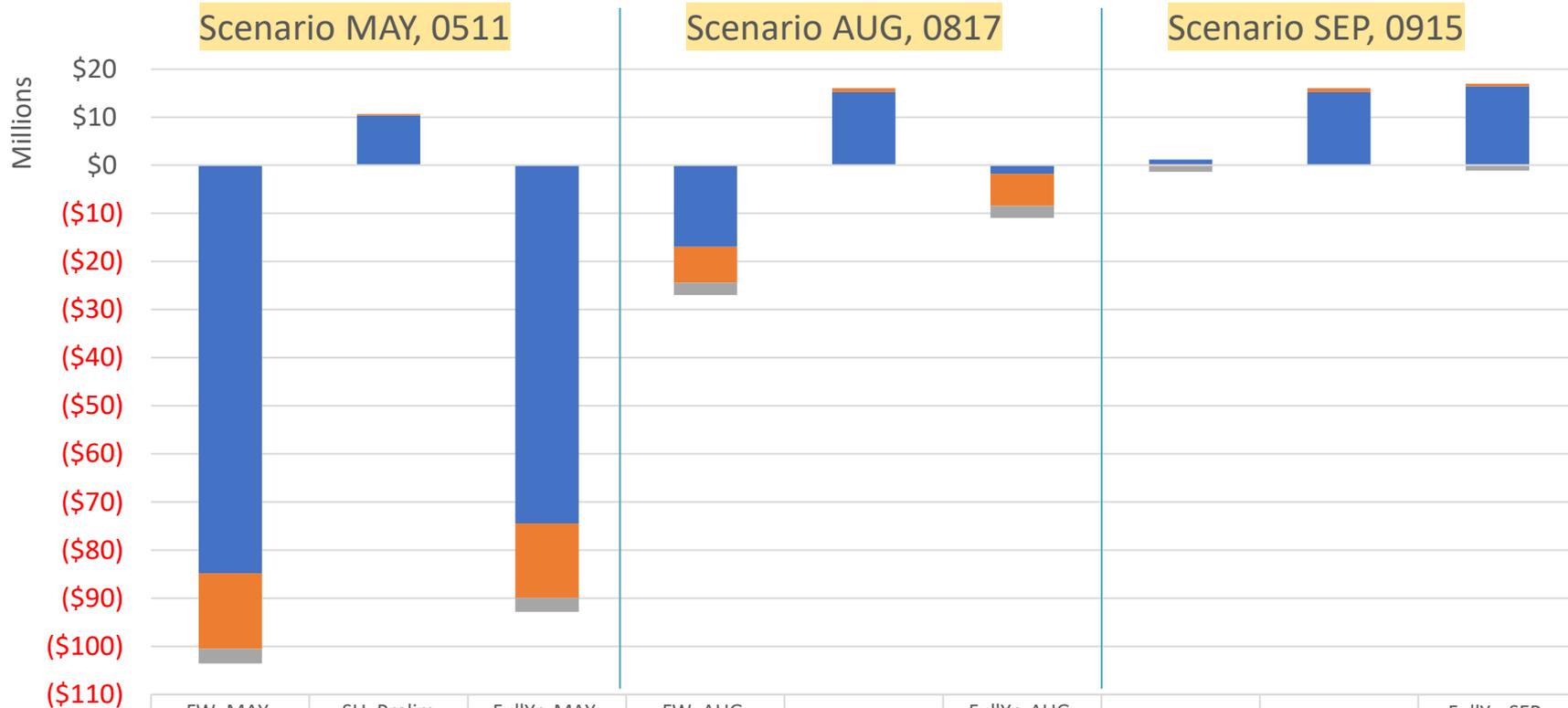
	FW, MAY, 0511	SU, Prelim 0511	FullYr, MAY, 0511	FW, AUG, 0817	SU Actual	FullYr, AUG, 0817	FW, SEP, 0915	SU Actual	FullYr, SEP, 0915
Total	(6,508)	1,034	(5,474)	(2,795)	1,480	(1,316)	(322)	1,480	1,158
■ MA Research & PhD	(1,074)	(24)	(1,099)	(1,163)	(16)	(1,179)	(579)	(16)	(595)
■ MA Prof	(730)	(45)	(775)	(268)	(18)	(286)	125	(18)	107
■ UG	(4,704)	1,103	(3,601)	(1,365)	1,514	149	132	1,514	1,646

# 2020/21 Full-year FFTE Loss, relative to Contract, by Degree Type and Dom/Visa



	Dom, Scenario MAY, 0511	Visa, Scenario MAY, 0511	Total, Scenario MAY, 0511	Dom, Scenario AUG, 0817	Visa, Scenario AUG, 0817	Total, Scenario AUG, 0817	Dom, Scenario SEP, 0915	Visa, Scenario SEP, 0915	Total, Scenario SEP, 0915
Total	(2,746)	(2,728)	(5,474)	(710)	(606)	(1,316)	1,195	(37)	1,158
■ MA Research & PhD	(815)	(283)	(1,099)	(990)	(189)	(1,179)	(495)	(100)	(595)
■ MA Prof	(251)	(523)	(775)	(70)	(215)	(286)	157	(50)	107
■ UG	(1,680)	(1,921)	(3,601)	350	(201)	149	1,534	113	1,646

# 2020/21 Tuition Revenue Loss relative to Budget Envelope, by Degree Type and Term



	FW, MAY, 0511	SU, Prelim 0511	FullYr, MAY, 0511	FW, AUG, 0817	SU Actual	FullYr, AUG, 0817	FW, SEP, 0915	SU Actual	FullYr, SEP, 0915
Total	(\$103,506,083)	\$10,688,704	(\$92,817,378)	(\$26,965,641)	\$16,026,864	(\$10,938,777)	(\$160,858)	\$16,026,864	(\$15,866,007)
■ MA Research & PhD	(\$2,988,635)	\$84,406	(\$2,904,229)	(\$2,549,223)	\$67,895	(\$2,481,327)	(\$1,179,094)	\$67,895	(\$1,111,199)
■ MA Prof	(\$15,742,613)	\$257,352	(\$15,485,261)	(\$7,429,978)	\$760,882	(\$6,669,096)	(\$184,327)	\$760,882	\$576,555
■ UG	(\$84,774,835)	\$10,346,947	(\$74,427,888)	(\$16,986,440)	\$15,198,087	(\$1,788,353)	\$1,202,564	\$15,198,087	\$16,400,650

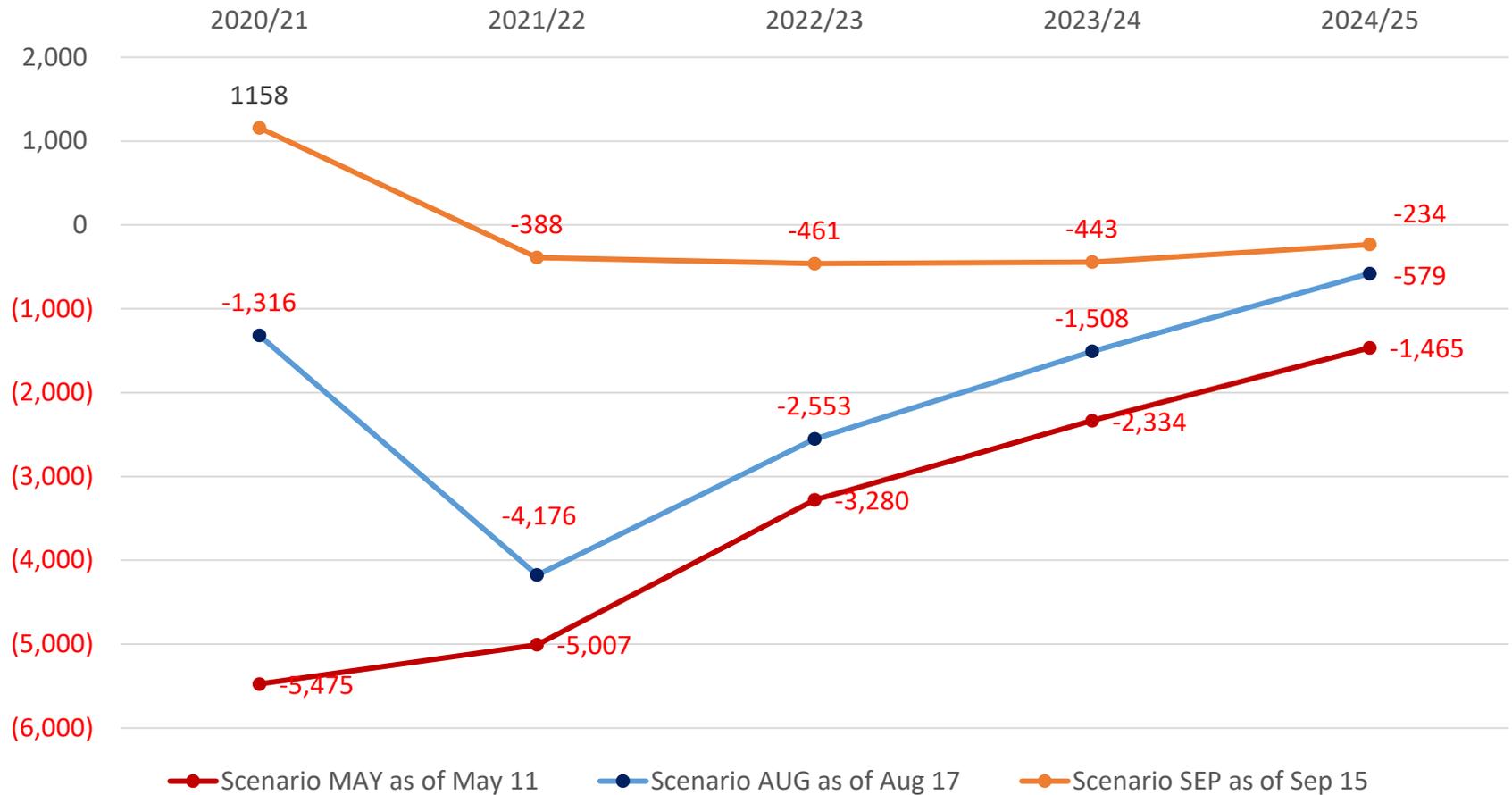
# 2020/21 Full-year Tuition Revenue Loss, relative to Budget Envelope by Degree Type and Dom/Visa



	Dom, Scenario MAY, 0511	Visa, Scenario MAY, 0511	Total, Scenario MAY, 0511	Dom, Scenario AUG, 0817	Visa, Scenario AUG, 0817	Total, Scenario AUG, 0817	Dom, Scenario SEP, 0915	Visa, Scenario SEP, 0915	Total, Scenario SEP, 0915
Total	(\$19,527,686)	(\$73,289,692)	(\$92,817,378)	(\$2,173,731)	(\$8,765,046)	(\$10,938,777)	\$9,735,248	\$6,130,758	\$15,866,007
■ MA Research & PhD	(\$1,229,626)	(\$1,674,603)	(\$2,904,229)	(\$1,465,841)	(\$1,015,487)	(\$2,481,327)	(\$726,096)	(\$385,103)	(\$1,111,199)
■ MA Prof	(\$4,588,696)	(\$10,896,565)	(\$15,485,261)	(\$1,375,121)	(\$5,293,975)	(\$6,669,096)	\$1,594,874	(\$1,018,319)	\$576,555
■ UG	(\$13,709,363)	(\$60,718,525)	(\$74,427,888)	\$667,231	(\$2,455,584)	(\$1,788,353)	\$8,866,470	\$7,534,180	\$16,400,650

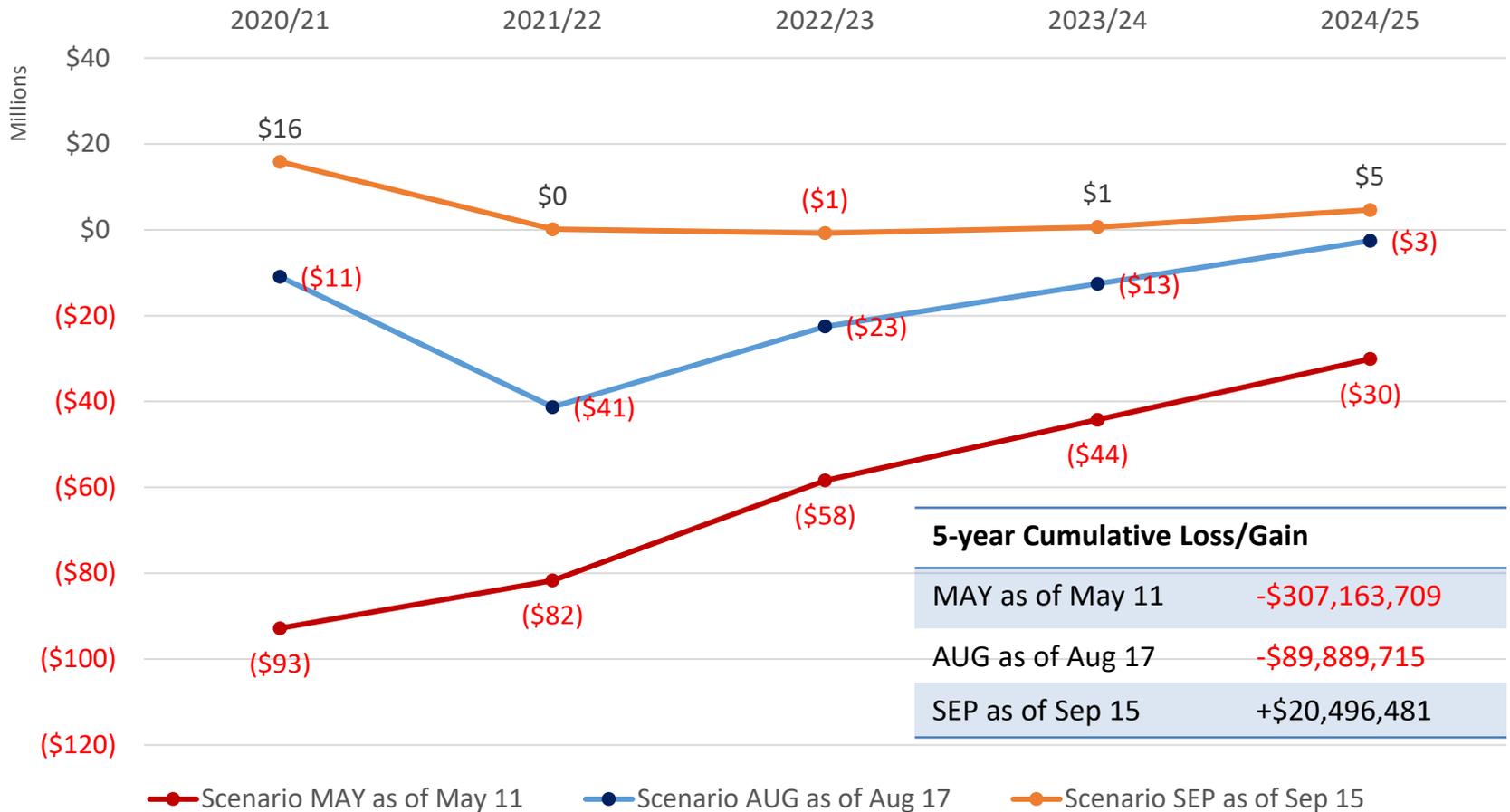
# FFTE and Tuition Revenue Loss

## FFTE loss relative to contract



# FFTE and Tuition Revenue Loss

## Tuition revenue loss relative to Budget Envelope



# Covid-19 Implications to FY 2020/21 Operating Fund: September 2020 Update vs Board Presentation June 2020

Description	FY 2020/21		Comments
	June 2020 (Board)	September 2020 Update	
<b>(A) Board Approved Budget: In-Year 2020/21 Deficit</b>	<b>(65.0)</b>	<b>(65.0)</b>	
Revenue Adjustments:			
Loss of Tuition Revenue	(92.8)	15.9	
Loss of SCS Revenue (net of direct costs)	(11.0)	(11.0)	
Loss of ancillary fees for enrolment declines & athletics	(6.9)	(3.5)	
Provision for increase in international tuition bursaries due to increase in VISA enrolment		(8.5)	
Provision for additional costs (PPE, Cleaning, Bursaries, equipment rental, quarantine costs, etc.)	(3.0)	(13.2)	Included incremental costs identified in the Faculty and Admin Unit submissions
Offset by: existing enrolment contingencies already budgeted in the Faculties	38.4	38.4	
<b>(B) Total Net Revenue Adjustments</b>	<b>(75.3)</b>	<b>18.1</b>	This is the total of the above revenue adjustments
<b>(C) Total Cost Mitigation/Saving Adjustments:</b>	<b>56.3</b>	<b>61.8</b>	See detail on mitigation strategies page
<b>Adjusted In-Year Surplus (Deficit): A+B+C</b>	<b>(84.0)</b>	<b>14.8</b>	
Opening Carryforward (including UF & GI)	240.3	240.3	
<b>Closing Carryforward (including UF &amp; GI)</b>	<b>156.3</b>	<b>255.1</b>	

# Multi-Year Covid-19 Implications to Operating Fund: September 2020 Update

Description	FY 2020/21	FY 2021/22	FY 2022/23
<b>(A) Board Approved Budget: In-Year Deficit</b>	<b>(65.0)</b>	<b>(14.1)</b>	<b>13.0</b>
Revenue Adjustments:			
Loss of Tuition Revenue	15.9	-	(1.0)
Loss of SCS Revenue (net of direct costs)	(11.0)	-	
Loss of ancillary fees for enrolment declines & athletics	(3.5)	-	-
Provision for new tuition framework		(3.5)	(7.0)
Provision for increase in international tuition bursaries due to increase in VISA enrolment	(8.5)		
Provision for additional costs (PPE, Cleaning, Bursaries, equipment rental, quarantine costs, etc.)	(13.2)	(1.0)	(0.1)
Offset by: existing enrolment contingencies already budgeted in the Faculties	38.4	44.0	51.4
<b>(B) Total Net Revenue Adjustments</b>	<b>18.1</b>	<b>39.5</b>	<b>43.3</b>
<b>(C) Total Cost Mitigation/Saving Adjustments:</b>	<b>61.8</b>		
<b>Adjusted In-Year Surplus (Deficit): A+B+C</b>	<b>14.8</b>	<b>25.4</b>	<b>56.3</b>
Opening Carryforward (including UF & GI)	240.3	255.1	280.6
<b>Closing Carryforward (including UF &amp; GI)</b>	<b>255.1</b>	<b>280.6</b>	<b>336.8</b>

# Next Steps

Budget update to Senate

Budget update to employee groups

Continue to monitor and mitigate COVID-19 risks

Continue to monitor enrolments, in particular November melt and Winter

Decisions on cost mitigations and strategic investments

Work on SHARP-2 enhancing the budget model's ability to support strategy and sustainability

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 6 October 2020

Subject: Executive Learning Centre - Long Term Plan

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### Recommendation:

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

### COVID 19 – Vandalism & Flood

The budget plan accounts for the estimated impact on the ELC operations including food sales from Miles Nadal Centre from the COVID 19 pandemic which began in March and business loss due to the June 2020 vandalism and flood of the ELC Hotel to year-end April 2021. Revenue will be short to Plan by \$4.4M. The total net loss is \$1,029K due to the revenue loss being offset partially by labor and expense savings.

Discussions are ongoing regarding options related to the lease at the Miles Nadal Centre and whether to shift courses to online or on-campus.

It is estimated that the net loss attributed to the pandemic will be upwards of \$920K for guest room, rental, and food services. The vandalism to the facility caused major water damage through all floors, causing a net loss of approximately \$110K. The hotel was closed due to the pandemic from May through the fall, and is anticipated to remain so during the winter term. The hotel repairs are expected to be completed by late February, not in time to accommodate the students in the Executive MBA program, unless the repairs are completed by early January.

All repairs and restoration will be in the amount of \$5M and will be covered through insurance with a deductible. Betterment costs (if any) would be charged to the Schulich School of Business.

## **Executive Learning Centre/Nadal Management Centre**

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

Aramark is one of the largest managed service companies in the world, employing over 270,000 people. Aramark has managed numerous high end executive centres for major U.S. business schools, including Wharton in Philadelphia and Kellogg in Chicago.

The ELC provides accommodations to approximately 10,000 visitors annually to York University, and is home to the Schulich Executive Master of Business Administration (EMBA) program as well as the Schulich Executive Education Centre (SEEC). The executive dining room is utilized widely by York University community members and external organizations for dining and meetings, including high profile events such as York’s convocation dinners, Board meetings, and conferences hosted by the Four Seasons Hotels, the Toronto Centre, and Bird Construction.

The ELC team is committed to ensuring that all clients receive exceptional service and become part of a loyal consumer base, while sustaining the integrity of the Schulich School of Business and York University. Its leadership team and all employees are dedicated to maintaining a positive work environment which fosters growth and development for the entire team. Many of the employees have worked with Aramark and the ELC for over ten years.

The Learning Centre builds and maintains professional working relationships with anchor clients, EMBA, the Schulich School of Business, SEEC, and York’s academic and administrative divisions, while continuing to identify new business opportunities to increase its client base. It continually focuses on increasing sales and revenue with a quality product and a dedicated service team.

## **Marketing Overview**

External hotel guests and meeting planners that utilize the ELC must have a connection with the University or with a faculty or staff member. Any business or user of the facility must be aligned with the core objectives of the ELC - providing an environment for business and learning.

## **Pricing**

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

The EMBA and SEEC base rent has increased by 2.5% in 2020-2021 and the pricing for the daily meeting package has increased by between 3% for the same period. Banquet menu prices are increased based on market conditions and cost of goods.

Once the ELC is given approval to re-open, there will be dine in food service based on the ELC following guidelines from Toronto Public Health (TPH), Ontario Government, Canadian Government, and York University directives.

## **Market Trends**

The Hotel and meeting business generally books months if not years ahead of the actual event. FY 2021 will be different as all operations are getting settled with reduced attendance in Dining Rooms etc. We will be continuing to put business on the books for future.

The ELC has always focused on mining business on campus as well as targeting new external meetings and conferences that have ties to York University. The York University English Language Institute (YUELI) has provided bookings of over 1,000 guest room nights in each of the last two years; this business is dependent on YUELI enrollment, which is impacted by the current pandemic. The fall term classes have been online and the winter term will continue online completely. YUELI also utilizes York University residences for accommodation if space is available. The ELC is a very good alternative if needed.

## Board of Governors

Each year the ELC is promoted internally to the York community with a familiarization event to improve awareness of the available services. Relationship building on campus is a key factor to ensuring ELC is the vendor of choice for groups wishing to place guests in a campus hotel or to arrange a conference. Sales calls by the general manager and the director of conference catering will continue to have increased emphasis on potential campus business.

The Executive Learning Centre will continue to position itself as the best choice for corporate meetings and overnight stays for individuals and companies that are associated with or who are doing business on campus.

We believe that even with the combined efforts on quality of food and service, physical plant upgrades and relationship building with new clients, the Hotel average daily rate (ADR) will be attainable however the occupancy projections due to COVID 19 may continue to be reduced meaning business will be down upon re-opening. In 2021 – 2022 we expect that business levels will resume to normal levels as long as the pandemic does not continue into that period.

Projections below have been affected negatively by the pandemic. As communicated through all government channels due to flight restrictions, lack of face to face meetings, inability to have dine in patrons there has been a decrease in business causing a revenue shortfall of over \$4.0M with a net loss attributed to the pandemic of \$920K and a net loss attributed to the vandalism of \$110K.

### **Operational Plans**

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

The York University and Aramark "Services Agreement" provided a \$1M "grant" in 2014 for capital improvements. Through this partnership and with the \$1M "grant" there were thirty-six (36) projects expedited, including new kitchen equipment, IT Upgrades, and the conversion of twenty (20) guest rooms to accommodate twin beds, which allowed the ELC to expand YUELI business.

Aramark's current contract provided York University with a \$500K "Grant" to be used for capital improvements. Over the past two years there were thirteen (13) projects which are still continuing and they include the replacement of guest room and meeting room chairs, hotel drapes and sheers, IT Upgrades, equipment for the new café in the McEwen building along with carpet replacements, telephone system replacement, and food and beverage equipment upgrades.

## Board of Governors

January 2023 Aramark will provide an additional \$1M “grant” for capital improvements.

The ELC contributes approximately \$600K towards the costs of central services, each year.

Surpluses generated each year are used to pay down the debt associated with the construction of the ELC as well as to pay down the accumulated early year deficits.

	Actual	Budget				
	2019	2019	2020	2021	2022	2023
	2020	2020	2021	2022	2023	2024
<b>Revenue</b>						
Executive Learning Centre	\$4,782	\$5,203	\$5,573	\$5,669	\$5,669	\$5,669
Nadal Management Centre	1,266	1,261	1,261	1,278	1,296	1,261
Revenue transfer from SSB	2,971	3,141	2,692	2,599	2,603	2,790
<b>Total Revenue</b>	<b>9,019</b>	<b>9,605</b>	<b>9,526</b>	<b>9,546</b>	<b>9,568</b>	<b>9,720</b>
<b>Expenses</b>						
Executive Learning Centre	5,223	5,556	5,669	5,669	5,669	5,626
Nadal Management Centre	1,105	1,259	1,067	1,087	1,109	1,261
Provision for Covid 19			1,029			
Debt Repayment	1,483	1,483	1,483	1,483	1,483	1,483
SHARP Budget Allocation	558	657	657	657	657	700
<b>Total Expenses</b>	<b>8,369</b>	<b>8,955</b>	<b>9,905</b>	<b>8,896</b>	<b>8,918</b>	<b>9,070</b>
Net Income for Fiscal Year	650	650	-379	650	650	650
Deficit, beginning of year	-6,420	-6,420	-5,770	-6,149	-5,499	-4,849
Deficit, end of year	-5,770	-5,770	-6,149	-5,499	-4,849	-4,199

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 6 October 2020

Subject: Contract for Workplace Print and Services (Photocopiers)

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### Recommendation:

**The Finance and Audit Committee recommends Board of Governors' approval for York University to enter into a 3-year contract with Ricoh Canada for the supply of workplace print and services. The value of the contract is \$2.2M, exclusive of HST, based on a three-year period from March 1, 2020 to February 28, 2023, with two optional one-year extensions.**

### Background:

This recommendation is being advanced in accordance with the University's procurement policy and to be compliant with the Ontario Government's Broader Public Sector (BPS) Procurement Directive. A Request for Proposal (RFP) was completed by the Ministry of Government and Consumer Services (MGCS).

The MGCS Master Adoption Agreement (Tender #11359,) resulting from the MGCS' public RFP process, came into effect March 1, 2020 and can be leveraged by interested BPS entities. York was signatory to the previous MGCS agreement, awarded to Ricoh Canada, which expired in January of 2020. The financial terms under this new MGCS agreement presents an estimated cost savings of \$423,547 over a five (5) year term.

The York photocopier fleet, on the current agreement, includes 273 copiers – 116 monochrome units and 157 colour units.

## Board of Governors

### Contract Value Adds:

York has the potential to build a uniform copier fleet with the phase out of the remaining non-Ricoh units. This MGCS agreement has value adds that will allow York's UIT division to implement a University-wide Unified Print Management ("UPM") program allowing oversight to the York printing network that may also include networked printers from other manufacturers.

Additional value adds available under this new MGCS agreement include:

- Streamline NX
  - remote connection to all Ricoh devices to allow UIT to begin the UPM program
  - device would allow UIT to manage user profiles and roles to assist with troubleshooting and set up of network printers
  - enhanced remote support from Ricoh including automatic meter reads and toner ordering
- Papercut integration – Ricoh is also a distributor of the Papercut software currently being used by York (under separate contract) for device management for print by proximity and YU card potential.
- DocuSign – *eSignature* offering of *DocuSign* is included in the MGCS contract. This will allow York to directly negotiate with Ricoh and implement this software quickly for pan-university deployment.
- Printer devices available for purchase under the Ricoh agreement with a service bundle under the same cost per copy fee structure.

No transition costs for the UIT staff to change the drivers for any new units once the York fleet is uniform.

### Contract Terms / Details

The term of the contract is three years and will cover the period of March 1, 2020 to February 28, 2023, with two optional one-year extensions.

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 5 October 2020

Subject: Contract Renewal: Sun Life Financial - Health, Dental and Long-Term Disability Benefits

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the extension of York University's existing agreement with Sun Life for the provision of administrative services only (ASO) Health, Dental and Long-Term Disability (LTD) benefits, covering the period of May 2, 2020 to April 31, 2025. The approximate value of the contract is \$2M annually (\$10M over 5 years), exclusive of HST.**

### Background and Rationale

On December 1, 2008 Sun Life was awarded the administration services only (ASO) contract for York's health and dental benefits. The initial contract was for five years, effective May 1, 2009, with three successive two-year renewals which were executed. While the renewals expired on May 1, 2020, the contract contained evergreen language meaning it automatically renews on an annual basis.

York University had a separate contract for LTD with Sun Life, that was awarded October 1, 1999. This contract was subsequently merged with the health and dental benefits contract in 2013.

The University is recommending a five-year extension of the current contract with Sun Life, for the following reasons:

- Going to market for a potential new benefits provider during bargaining may be disruptive. Collective bargaining is commencing with the Canadian Union of Public Employees (CUPE) – Unit 3903 later this year, and contracts with several other bargaining units, including the York University Faculty Association (YUFA) and the York University Staff Association, are expiring in 2021.

## Board of Governors - Finance and Audit Committee

- Given that York has 34 varying health and dental benefit plans with Sun Life, the University will incur the additional expense of a dedicated benefits consultant and legal counsel for an RFP process.
- A survey of Ontario Universities with ASO benefits revealed an average administration fee of 5%, same as York's, indicating that there is no opportunity for cost savings among the other two viable providers - Manulife and Great West Life.
- Sun Life has agreed to a rate guarantee until April 30, 2022 and has also agreed to investigate expense reductions until April 30, 2025.
- YUFA has expressed desire to remove their LTD from the University policy. With the University not knowing the timing of YUFA's potential exit from the University's LTD plan, it would be challenging for carriers to provide a competitive bid.
- Due to significant resources dedicated to COVID-19 related issues and planning, an RFP process for a new benefits administrator is not recommended at this time.

### **Contract Terms**

If approved by the Board, procurement services will finalize the terms of a five-year contract extension with Sun Life, with a two-year freeze on costs and amended costs for the remaining three years, as yet to be confirmed. Additionally, in accordance with the *Canadian Free Trade Agreement - Article 516: Transparency of Procurement Information*, procurement services will post the details of the extended Sun Life contract on the University's website for 30 days.

The University has committed to going to market prior to the expiration of the extended term.

# Board of Governors

## Memorandum

To: Board of Governors  
From: David McFadden, Chair, Governance and Human Resources  
Date: 6 October 2020  
Subject: Policy on Alcohol and Cannabis Use

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### Recommendation:

**The Governance and Human Resources Committee recommends that the Board of Governors approve the revised Policy on Alcohol and Cannabis Use, attached at Appendix B.**

### Background and Rationale:

York University's existing alcohol policy – *“The Sale, Service and Use of Alcoholic Beverages on Campus”* (Appendix A) was approved by the Board in April 2004. It provides overarching principles for the sale, service and use of alcoholic beverages on campus, which satisfied the requirements for the campus at that time. Much has changed since the approval of the 2004 policy, including the following:

- The growth in, and age profile of, the student population
- Increased access to alcohol (aided by technology)
- Legalization of cannabis (including edibles and infused beverages)

### Revisions to the Existing Policy:

The existing policy has been fully incorporated in the revised policy as indicated in Appendix A with corresponding highlights in Appendix B. In addition, the policy name was changed from *“The Sale, Service and Use of Alcoholic Beverages on Campus”* to policy on *“Alcohol and Cannabis Use”*, to reflect the legalization of cannabis and related consumables.

The revised Policy aims to demonstrate York's commitment to fostering and maintaining a safe and secure environment for all community members. It provides an expanded framework for managing risks to individuals (users) and to the institution by clearly outlining responsibility and accountability for the sale, service and use of alcohol and cannabis, as permitted by law and other related University policies.

## Board of Governors

The Policy also addresses the need for an increased focus on campus-wide alcohol and cannabis education, in alignment with other University services and programs, supporting health, well-being, and success of all University community members.

The revision exercise was informed by a review of like policies at several Canadian post-secondary institutions, including other Toronto universities, as well as input from key stakeholders at York, including the following:

- Ancillary Services
- York University Development Corporation (YUDC)
- Legal and Literary Society (Osgoode)
- York University Student Centre
- Winters College Council
- York Federation of Students
- Health Safety and Employee Well-being
- Division of Students
- Risk Management
- Legal Counsel

The President and Vice-Presidents group reviewed and endorsed the revised Policy.

### **Attachments:**

- Appendix A: Existing alcohol policy
- Appendix B: Revised policy on alcohol and cannabis use

### The Sale, Service and Use of Alcoholic Beverages on Campus (Policy)

#### Legislative History:

Approved by UEC: March 24, 2004; Approved by the Board 2004/04/26: Date Effective: 2004/04/26

**Approval Authority:** Board of Governors

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**Description:** [Has associated procedures.](#)

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#### Policy

1. All students, faculty, staff, and guests of York University have an obligation to make responsible decisions and abide by all applicable laws concerning the use, sale, and service of alcohol on York University premises. (5.1 of revised policy)
2. York University permits the sale and use of alcohol on its premises in accordance with the law and the terms of relevant liquor licenses and food service agreements and the terms of any rules and regulations promulgated pursuant to this policy. (5.2 of revised policy)
3. Failure to abide by this policy or the rules, guidelines, or procedures established hereunder may lead to disciplinary or other legal action. (5.9 of revised policy)
4. The Vice-President, Students and the Vice-President, Finance & Administration shall establish regulations and guidelines pursuant hereto from time to time. (6.1 of revised policy)



## University Policy

### Alcohol and Cannabis Use, Policy on

<b>Topic:</b>	Alcohol and Cannabis
<b>Approval Authority:</b>	Board of Governors
<b>Responsible Office/Body:</b>	Vice-President Finance & Administration
<b>Approval Date:</b>	
<b>Effective Date:</b>	
<b>Last Revised:</b>	26 April 2004

#### 1. Introduction

1.1 York University is committed to fostering and maintaining an environment that is safe and secure for all community members. The University policy on Alcohol and Cannabis Use promotes self-responsibility and self-accountability with respect to the use of alcohol and cannabis. The use, sale and service of alcoholic beverages, and the use of cannabis on the University's campuses are privileges accorded only to the extent that there is compliance with York University's policies, procedures and regulations, including but not limited to those relating to use of University space, and applicable municipal, provincial and federal laws. The University reserves the right and responsibility to manage the access to, and the use of its space to ensure that academic and administrative activities and the safety of community members are not compromised.

#### 2. Purpose

2.1 This policy affirms York University's commitment to fostering a campus environment that supports the well-being and success of students and employees, including, faculty and staff, by:

- a. complying with federal and provincial laws, municipal by-laws, and University policies related to the use of cannabis, and the use, sale and service of alcohol;

## Board of Governors

- b. providing educational programs to promote responsible attitudes and choices related to alcohol and cannabis use, along with awareness on misuse of the same;
- c. respecting the needs of community members who are prohibited by law or who choose not to consume alcohol or cannabis, by creating and supporting social experiences and spaces that exclude or deemphasize such use; and
- d. creating guidelines for alcohol-related advertising, promotion and sponsorship on campus, and for permitted events on and off campus.

### 3. Scope and Application

3.1 This policy is applicable to all York University students, employees, volunteers, guests, visitors, and businesses operating on campus.

### 4. Definitions

4.1 **Cannabis:** products that come from or can be made using the flowers and leaves of the cannabis plant. Depending on how they are made, these products can have a range of potencies of tetrahydrocannabinol (THC) and cannabidiol (CBD). For the purposes of this document, cannabis includes, but is not limited to the following:

1. Fresh or dried herbal material (flowers and leaves from the cannabis plant)
2. Cannabis oil (cannabis extract dissolved in oil)
3. Chemically concentrated extracts (e.g. shatter, hash oil)
4. Physically concentrated extracts (e.g. hash)
5. Edibles (food and drinks containing extracts of cannabis)
6. Tinctures/sprays (cannabis extract dissolved in a solvent, often alcohol)
7. Creams/salves/liniments (cannabis extract prepared with alcohol, oil or wax and applied to the skin)

4.2 **Event:** An activity that is planned, advertised and/or invitational in nature and is intended to attract participants and/or an audience.

### 5. Policy

5.1 All students, employees, volunteers, guests and visitors of York University have an obligation to make responsible decisions and abide by all applicable laws concerning the use, sale and service of alcohol on University premises.

5.2 York University permits the use, sale and service of alcohol on its premises in accordance with the law and the terms of relevant liquor licenses and food

## Board of Governors

service agreements, and the terms of any rules and regulations promulgated pursuant to this policy.

- 5.3 York University prohibits the advertisement, sale and distribution of cannabis on its campuses.
- 5.4 The University will provide educational programs and disseminate information related to the responsible use of alcohol and cannabis.
- 5.5 Events involving the sale of alcohol on University premises are restricted to areas licensed by the Alcohol and Gaming Commission of Ontario (AGCO) under a Liquor Sales Licence held by a University caterer, or a Special Occasion Permit issued by the AGCO and authorized by the Head of Ancillary Services.
- 5.6 Advertisement for events or activities at which alcohol is served must include information that the event is licensed under the Liquor Act. All event advertisements must be approved per the University's policy and procedures on posting.
- 5.7 Sponsorship or advertisement (e.g. logos, company or product names, mascots, etc.) by alcoholic beverage distributors or cannabis distributors is prohibited at University sanctioned events hosted both on-campus and off-campus.
- 5.8 University residences will develop and maintain procedures consistent with this policy and with legislation on cannabis and alcohol, including restrictions of use in public spaces.
- 5.9 Failure to abide by this policy or any rules, guidelines, or procedures established hereunder may lead to disciplinary action under the appropriate University policy, or other action available at law.

### 6. Roles and Responsibilities

- 6.1 The Vice-President Finance and Administration, and the Vice-Provost Students will establish procedures pursuant hereto from time to time.

#### Review

This policy will be reviewed one year after implementation by the Alcohol Working Group (AWG), and then every five years going forward. During the review, the policy will remain in full force and effect.

<b>Legislative history:</b>	
<b>Date of next review</b>	

## Board of Governors

<b>Policies superseded by this policy:</b>	
<b>Related policies, procedures and guidelines:</b>	<ol style="list-style-type: none"><li>1. Temporary Use of University Space, Policy and Procedures</li><li>2. Policy on Smoking</li><li>3. Postering, Policy and Procedures</li><li>3. Food Trucks on YU Campuses, Regulations</li><li>4. Healthy Workplace Policy</li><li>5. Code on Student Rights and Responsibilities</li></ol>

## Board of Governors

### Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 6 October 2020

Subject: Endowment Distribution Rate 2020-21

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### Recommendation:

**The Investment Committee recommends that the Board of Governors approve an endowment distribution rate of \$4.23 per unit for the 2020-21 academic year.**

### Background:

The York University Endowment Fund includes all endowed donations received by York University. The donations are generally for the awarding of scholarships and bursaries, research chairs, and other special projects. The endowed assets are invested in long-term investments in accordance with the Board approved Statement of Investment Policies and Procedures.

The University has adopted a Smoothed Banded Inflation (SBI) distribution approach, adjusted for other factors described below. Under the SBI approach, the endowment distribution rate grows approximately at the rate of inflation, within a distribution range of 3 to 6 percent.

### Smoothed Banded Inflation Spending Formula

While the distribution rate is guided by the SBI formula, there are other factors considered in determining the recommended amount to be distributed each year:

- Fund performance represented by the 4-year rolling moving average unit value. The fund's unit value since fiscal 2014 and 4-year moving average is shown in Figure 1.

## Board of Governors

- Capacity of individual endowments to sustain the dual objectives of steady inflation-adjusted spending and maintenance of purchasing power of capital. For example, as of April 30, 2020, 16 of the 2,159 endowment funds were underwater while on April 30, 2019, none of the 2,135 endowment funds were underwater<sup>1</sup>.
- Ability of individual endowments to meet the expectations documented in donor agreements.

The SBI formula is  $\$ \text{ Spending}_{(t)} = \$ \text{ Spending}_{(t-1)} \times (1 + \text{CPI}_{(t-1)})$  utilizing Toronto CPI

The Consumer Price Index (CPI) for Toronto as of April 2020 was 0%. Using that measure suggests that the spending allotment for each unit should remain unchanged as the expendable per unit for 2019-20 was (\$4.17/unit) plus the CPI inflation rate of 0% would yield \$4.17/unit. CPI data for Toronto and Canada are shown in Fig. 2.

Other factors were taken into consideration to recommend a distribution rate of \$4.23/unit (as opposed to the criteria outlined by the SBI formula):

- CPI measures for Canada and Toronto were particularly volatile in the first calendar quarter of 2020 (Figure 2) due to the economic shutdown necessitated by the COVID-19 pandemic. To compensate for the volatility, a moving average CPI for Toronto of 1.50% was used in place of the 0% as of April 2020 as it better represented inflation during the last fiscal year.
- The market value of each unit decreased 1.71% Yr/Yr from \$115.4543 to \$113.4797 (See Table 1, below). This was due to a return for the Endowment Fund of 2.17% in fiscal 2019-20, which was insufficient to offset the distribution for the same year. It should be noted that financial markets had sold off during February and March 2020, before rebounding sharply in late March and April leading to a rebound in the value of each unit (Figure 1).
- In the interest of maintaining stability, it is prudent to slowly grow distributions with regular and predictable growth to allow endowments to generate investment income, which will then allow for normal distributions in the event returns are negative over one or two years. This is particularly important for new endowments with less than two years invested.

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<sup>1</sup> "Underwater" is defined as market value below donated capital.

## Board of Governors

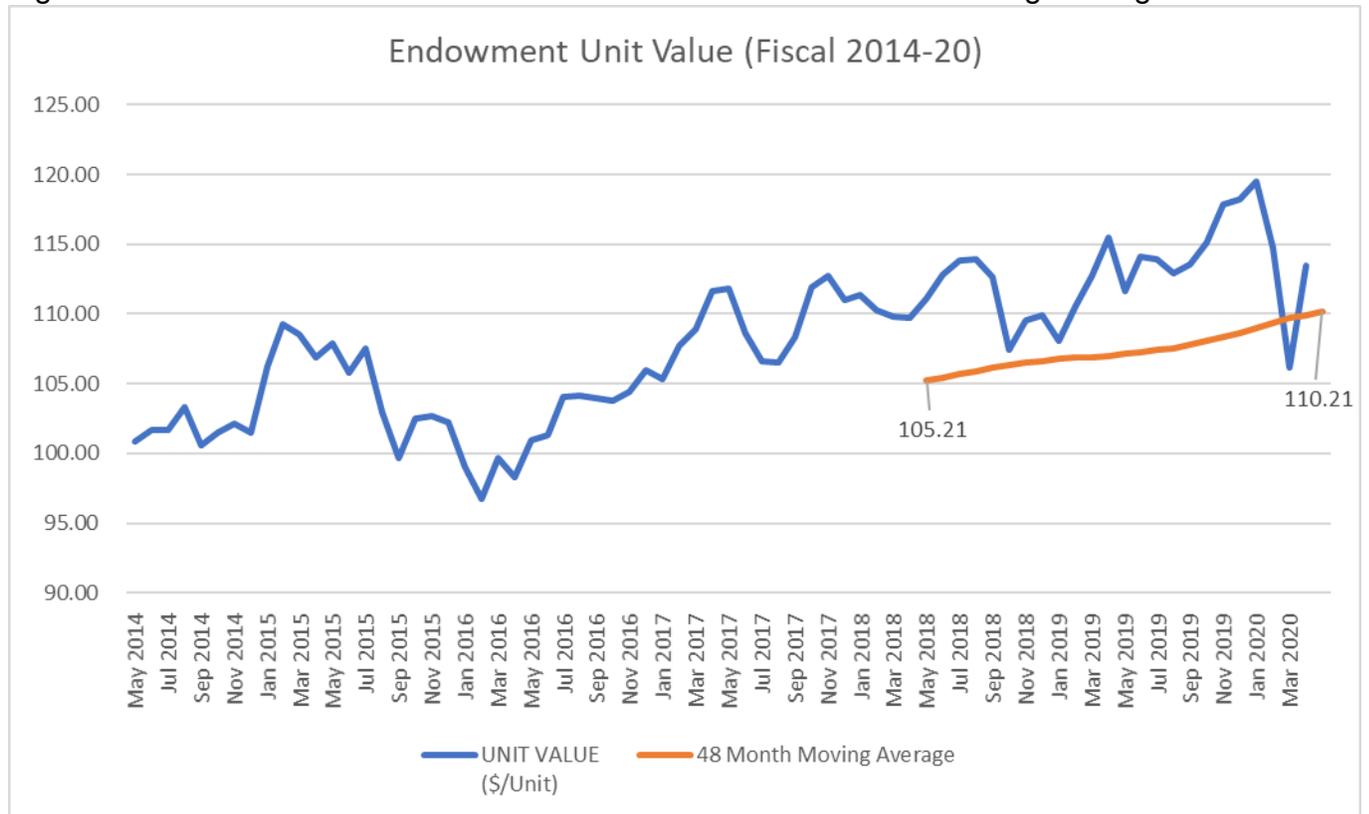
### Proposed Distribution Accrual Rate 2020-21

For the reasons outlined, Administration recommends a distribution rate of **\$4.23 per unit**. The distribution rate of \$4.23 per unit represents a yield of 3.73% of the unit value at 2020 FYE (Fiscal Year End). The proposed payout of \$4.23/unit represents a yield of 3.84% of the previous 4-year moving average of the unit values. Table 1 shows the actual (2014-20) and proposed yield based on unit distribution rate.

**Table 1: Actual and Proposed Distribution Rates and Yields**

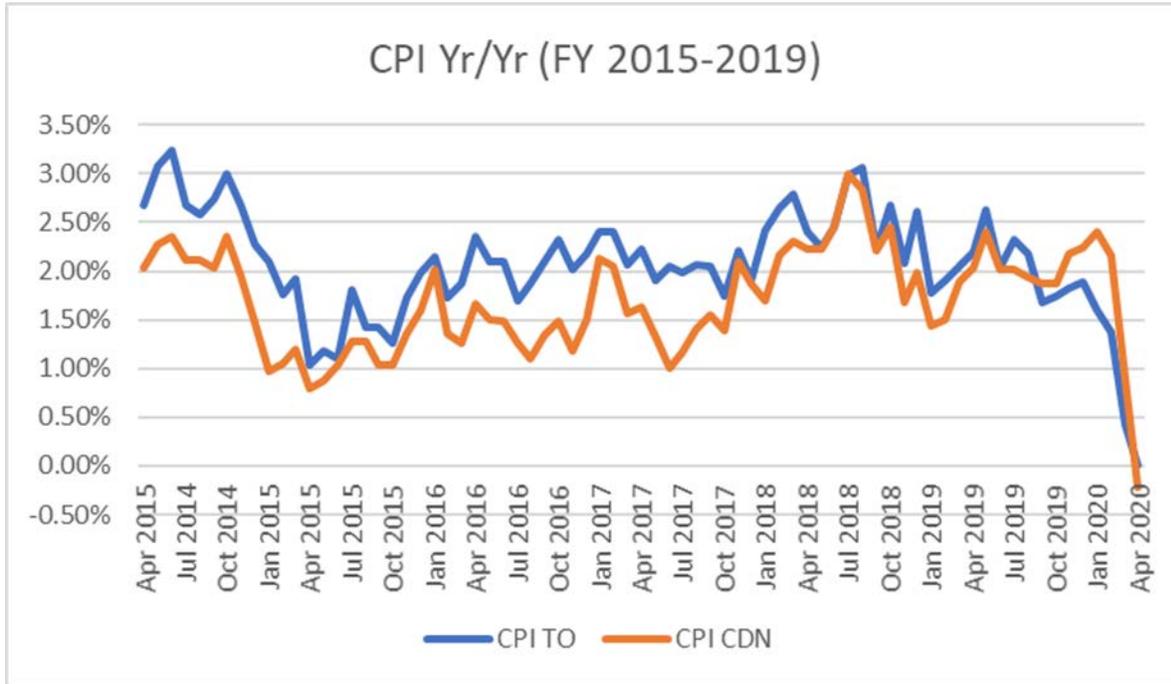
Fiscal Year End	Unit Vaue (FYE)	Accrual Distribution Rate	Yield
April 30, 2014	\$100.0000	\$3.90/unit	3.90%
April 30, 2015	\$106.8879	\$3.96/unit	3.70%
April 30, 2016	\$98.2817	\$3.96/unit	4.03%
April 30, 2017	\$111.6046	\$4.02/unit	3.60%
April 30, 2018	\$109.6943	\$4.08/unit	3.72%
April 30, 2019	\$115.4543	\$4.17/unit	3.61%
April 30, 2020	\$113.4797	\$4.23/unit	3.73%
4 Year MA value (FYE April 30, 2020) = 110.213402			
Yield for FY 2019-20 distribution: $\$4.23 \div \$110.213 = 3.84\%$			

Figure 1: Endowment Fund Unit Value Since 2014 and Four-Year Moving Average



# Board of Governors

Figure 2: Consumer Price Index Data for Toronto and Canada 2015-2020



# York University Board of Governors - Minutes



**Meeting:** Open Session 23 June 2020 at 1:30 pm  
via Videoconference

## **Present:**

Paul Tsaparis, Chair  
Francesca Accinelli  
Kirsten Andersen  
Jacques Demers  
Antonio Di Domenico  
Kate Duncan  
Jose Etcheverry  
David Garg  
Max Gotlieb  
Vijay Kanwar  
Konata Lake  
Loretta Lam  
Julie Lassonde  
Ilana Lazar  
Rhonda Lenton  
Carole Malo  
David McFadden  
Earle Nestmann  
Dee Patterson  
Helen Polatajko  
Anita Ramjattan  
Eugene Roman  
Ken Silver  
Narendra Singh  
George Turlakis  
Mary Traversy  
Bobbi White  
Randy Williamson

*Pascal Robichaud, Secretary*  
*Cheryl Underhill, Senior*  
*Assistant Secretary*

## **Regrets:**

## **Others:**

Amir Asif  
Kien Azinwi  
Anthony Barbisan  
Gary Brewer  
Mary Condon  
Sheila Cote Meek  
Aldo DiMarcantonio  
Lucy Fromowitz  
Vinitha Gengatharan  
Lisa Gleva  
Jane Goodyer  
Mazen Hamedeh  
Alice Hovorka  
Donald Ipperciel  
Barbara Joy  
Julie Lafford  
JJ McMurtry  
David Mochon  
Alex Matos  
Ijade Maxwell-Rodrigues  
Carol McAulay  
Jeff O'Hagan  
Lisa Philipps  
Alice Pitt  
Krisha Ravikantharaja  
Louise Spencer  
Graeme Stewart  
Susan Webb

Kathryn White, Secretariat  
Terry Carter, Secretariat  
Amanda Wassermuhl,  
Secretariat  
Elaine MacRae, Secretariat

# York University Board of Governors - Minutes

## I. Open Session

### 1. Chair's Items

Governors and community members were welcomed to the 465<sup>th</sup> meeting of the Board of Governors of York University. Noting the unprecedented circumstances at the University, the Board, the senior leadership and the whole of the community was thanked for helping navigate the pandemic response and supporting the University to continue its path forward. Prudent planning in previous years has positioned York well financially to manage the challenges arising from the circumstances. The post-secondary sector as a whole is responding well to the situation, with the Council of Ontario Universities advocating on behalf of institutions and sharing updates on provincial and federal governments' responses.

Appreciation was extended to George Turlakis, Anita Ramjattan and Illana Lazar who are completing their two-year terms on the Board this month, and a welcome extended to Joannie Cameron Pritchett, David Mochon and Mazen Hamedeh who will join as governors in the next year.

Citing the recent acts of anti-Black racism, President Lenton's statements issued in response were noted, which convey York's commitment to take action. The initiative on *Open and Respectful Dialogue* launched earlier this spring is all the more relevant. Governors were also encouraged to review the Report of the Independent Review conducted by Justice Thomas Cromwell, former Chief Justice of the Supreme Court of Canada, and York's official response to it.

The Chair noted receipt of a communication from the Chair of the Student Caucus at the Osgoode Hall School of Law, Akshay Aurora, advising that it conveys a request that the tuition fees for the JD program be reduced for the FW 2020-2021 academic year in recognition of the financial impact of the pandemic on students' livelihood, coupled with the pandemic-related increased costs that are burdening students, and on an understanding that the costs to the University of offering online instruction are reduced. Ms Lazar spoke to the communication, noting the concerns and challenges that students broadly are facing as a result of the COVID-19 pandemic. Understanding the students' request and acknowledging that the university experience alongside their learning is a valuable component of their education, President Lenton clarified that delivering programming online / remotely is not a cost-savings change, but rather a reduced revenue-higher cost scenario; investments are needed to support the sudden and unanticipated shift to online teaching, which followed the earlier challenge this year of the imposed 10% reduction to tuition fees, and the ongoing freeze for next year. Accommodation has been provided to students for the loss of access to the University's campus services by reduced ancillary services fees. Further, increased financial support is being made available through scholarships and bursaries for international students to mitigate the tuition fee increases for FW 2020-21. A written response to this effect will

## York University Board of Governors - Minutes

be provided to Mr Aurora, and other students who communicated to the University on this matter.

### a. Report on Items Decided in the Closed Session

The Chair reported the items decided in the Closed Session, set out below.

The following two-year appointments to the Board of Governors from 1 July 2020 to 30 June 2022:

- Mazen Hamadeh as the Senate nominee
- Joannie Cameron Pritchett as the non-academic employee nominee

The naming of the Executive Learning Centre building at the Schulich School of Business on the Keele Campus of York University as the “Dezsö J. Horváth Executive Learning Centre”, effective July 1, 2020.

### b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 5 May 2020
- updates to the Banking Resolution reflecting changes within the administration

## 2. Executive Committee

The Chair advised that, in addition to dealing with nominations and naming proposal, the Executive Committee reviewed and approved the performance evaluation of the President and the Vice-Presidents for the 2019-2020 year, and received updates from all committee chairs.

### a. Action Taken on Behalf of the Board

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 Sharon Murphy as Interim Dean of the Faculty of Education commencing July 1, 2020, until the search for a new Dean is completed.
- transferring the existing appointment of Professor Alice Hovorka as Dean of the Faculty of Environmental Studies to the inaugural Dean of the Faculty of Environmental and Urban Change, effective 1 September 2020.
- entering into a contract with Oracle, covering the period of May 22, 2020 to May 22, 2024, for the supply of Oracle Exadata Cloud at Customer platform, at a projected value of \$2.14M.

## York University Board of Governors - Minutes

### 3. President's Items

#### a. Year-End Retrospective

The President's *Year-End Retrospective* presentation was distributed to governors in the agenda. President Lenton drew from the detailed report highlights of the progress made on the priorities of the 2015-2020 University Academic Plan (UAP), and signaled the opportunities to take up in conjunction with the new 2020-2025 UAP proceeding to Senate for approval. There are exciting paths for York to differentiate its vision in its next chapter, key among them the new Faculty of Environmental and Urban Change, the launch of the CIFAL training centre, the development of the healthcare precinct in York Region and the opening of the Markham Centre Campus. The immediate planning context remains one of uncertainty and rapid change. York is weathering well the challenges of the pandemic with risk mitigation, and also seizing opportunities to maximize its COVID-19 research impact, exert leadership and build on its strengths from the needed investments in online pedagogy and technology. The University is also committed and well poised to take concrete steps to embed diversity, equity, inclusivity and access in all it does.

A new strategic plan will be finalized in the fall which, together with the University's strong financial footing and careful implementation of the contingency plans, will enable it to successfully navigate the next few years.

#### b. Kudos Report

The report as distributed was noted.

#### c. Presentation: Student Representative Roundtable Annual Report

On behalf of the students serving on the Board, Ms Lazar delivered an engaging presentation on the activities of the Student Representative Roundtable in 2019-2020. A focus for the Roundtable this year was participating in consultation sessions on key University initiatives, including the new University Academic Plan and the Scott Library Master Space Plan. Enhancing the experience of international students and mental health were also topics actively discussed by this body.

### 4. Academic Resources

On behalf of the Committee, Mr DiDomenico provided a summary of key items of business discussed, including the strong summer enrolments, planning for the fall and winter terms in the context of the pandemic, the progression of the UAP to Senate this week, the high level of research activity despite the pandemic and ramping up researchers' return to campus next week in a staged process.

#### a. President's Report on Appointments, Tenure and Promotion

## York University Board of Governors - Minutes

Documentation was noted. In response to a request to learn how the appointments process addresses diversity, the President advised that currently the ability to report on equity is limited to four broad affirmative action categories, but that the University is committed to disaggregate the data to be able to assess areas of underrepresentation in both appointments and progression processes. It is expected that the enhanced data will be available within the year and enable Faculties to better respond to and advance University strategies going forward.

It was duly *agreed* that the **Board of Governors concur with the President's June 2020 report on appointments, tenure and promotion.**

### 5. External Relations

In addition to referencing the Points of Pride circulated with the agenda, Ms Lassonde briefed the Board on the matters discussed by the Committee in this cycle which included:

- a Year-End Report from the Communications & Public Affairs Division conveying its progress on advancing the digital strategy, web optimization strategy and successes in increasing York's external visibility and strengthening its brand
- the success towards exceeding the fundraising campaign target of \$500M as the penultimate year is drawing to a close
- the steadily growing alumni engagement
- a year-end Government and Community Relations update underlining the initiatives over the past year that are building relationships with all levels of government

### 6. Finance and Audit Committee

#### a. Budget Plan and Financial Statements

##### *Multi-Year Budget Plan*

Referring to the documentation distributed with the agenda and a presentation, filed with these minutes, Vice-President Finance & Administration Carol McAulay spoke to the proposed Budget Plan for 2020-2021 to 2022-2023, highlighting the following:

- the University was in a strong financial position to start the 2019-2020 year despite the tuition reduction and freeze from the Province;
- the Budget Plan was developed, in large part, prior to the COVID-19 pandemic,
- several pandemic-related incremental costs could be projected with some certainty and they are included in the Plan – including investments in technology for the transition to online and remote program delivery in the Fall
- the University has developed a mitigation plan related to the pandemic and the potential loss of tuition revenues, utilizing enrolment scenarios.

## York University Board of Governors - Minutes

- the University has identified cost mitigation strategies at all levels.
- as the effects of the pandemic on University operations are better understood, adjustments to the Budget Plan will be made over the course of the 2020-21 fiscal year, and a budget update will be provided to the Board in early Fall once a more concrete picture of the impact of the pandemic is known

Ms White advised that the Finance and Audit committee had an in-depth discussion of the budget plan, the risks and contingencies developed in response, and expressed confidence in the planning. It was duly *agreed* **that the Board of Governors approve the Multi-Year Budget Plan for 2019-2020 to 2021-2022.**

### *Financial Statements for the Year Ended April 30, 2019*

Drawing on the documentation, Vice-President McAulay provided a high-level overview of the financial statements, highlighting that a standard unqualified audit report was issued by the external auditors.

Following a brief discussion, it was duly *agreed* **that the Board of Governors approve the financial statements for the year ended 30 April 2020.**

### b. Appointment of External Auditors

Ms White noted the documentation and advised that Ernst & Young has been the University's auditor for several years and had been selected again following the completion of an RFP in 2018. It was duly *agreed* **that the Board of Governors approve the reappointment of Ernst & Young LLP as the auditor for the University for the fiscal year 2020-21.**

### c. Membership Agreement YUGSA and GESSA

The proposed membership agreement stems from termination of the prior associate membership agreement between the York University Graduate Student Association (YUGSA) and the Graduate Environmental Studies Student Association (GESSA). Both student governments have approved the new agreement.

It was duly *agreed* **the Board of Governors approve that Master of Environmental Studies students be assessed the York University Graduate Student Association levy and that the Graduate Environmental Studies Student Association (GESSA) levy be terminated.**

### d. Spring 2019 Referendum on Affordable Housing

As set out in the documentation, the 2019 Spring Referendum took place in March 2019. After a slight delay to address a query about implementation details of the fee, the matter is ready to proceed. It was *duly agreed* **that the Board of Governors approve the following referendum results:**

## York University Board of Governors - Minutes

**Affordable Housing Committee: Implement a new levy of \$2.50 per term for part-time students and \$5.00 per term for full-time students, and to index the levy to annually increase or decrease in accordance with the Toronto Consumer Price Index.**

**Constituency: Graduate students in Faculty of Graduate Studies, Environmental Studies & Urban Change and the Schulich School of Business.**

### e. Tuition Fees

The tuition fees need to be established for two new Senate-approved programs housed in the Faculty of Liberal Arts & Professional Studies. Ms White confirmed that the proposed fees are in alignment with the MCU Tuition Fee Framework and consistent with competitor programs at other universities.

**It was *duly agreed* approve the following domestic and international tuition fees for two new programs offered through the School of Administrative Studies in the Faculty of Liberal Arts & Professional Studies:**

#### 1. Master of Science in Management Practice

- that the domestic full-time fee rate for 2020-21 be set at \$4,306.53 for 3 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. The fees are exclusive of centrally collected ancillary and student referenda fees.
- that the international full-time fee rate for 2020-21 be set at \$18,825.00 for 3 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. The fees are exclusive of centrally collected ancillary and student referenda fees.

#### 2. Graduate Diploma in Management

- that the domestic full-time fee rate for 2020-21 be set at \$7,000.20 for 2 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. This fee excludes centrally collected ancillary and student referenda fees.
- that the international full-time fee rate for 2020-21 be set at \$10,500.30 for 2 terms, effective in the fall term (September 2020). The part-time fee rate is 50% of the full-time rate. This fee excludes centrally collected ancillary and student referenda fees.

### f. Service Excellence Program: Award of Contract

Noting the documentation included in the agenda, Ms White reported that in 2017 the University commenced a benchmarking initiative to review user satisfaction with support services and functions, and to collect data related to expenditures on delivery of services/ functions across the University. A Service Transformation team was

## York University Board of Governors - Minutes

assembled in spring 2019, and after a broad pan-university consultation exercise a vision for service has been developed. With the vision carved out, an RFP was issued for an experienced firm to assist the University in developing and executing a roadmap to get the University to its new service model, facilitate its implementation, and in turn, achieve the forecasted efficiencies.

The Committee engaged in an extensive discussion about the award of contract, which explored the nature of the savings forecast, the reasons this consulting firm was selected over others, the relationship between the Service Excellence Program and the Student System Renewal Program; and the importance of milestones with clear deliverables in the contract.

It was duly *agreed* **the Board of Governors approve entering into a 3-year contract with NOUS Group Holdings (Canada) Ltd. for the development and execution of a service excellence roadmap. The value of the contract is \$7.8M, exclusive of HST, based on a three-year period from July 1, 2020 to June 30, 2023 with two (2) optional twenty-four (24) month extensions.**

### g. Capital Projects

#### *Cooling Tower 3: Replacement*

The replacement of the cooling tower is necessary at this time to prevent failure. Additionally, the replacement system is more energy sustainable and less reliant on fossil fuel. It was duly *agreed*, **that the Board of Governors approve a \$3M budget, exclusive of HST, for the replacement of cooling tower 3.**

#### *Dahdaleh Building: Exterior Enhancements*

Work to address deficiencies with the exterior façade of the Dahdaleh building began in 2016, with stages occurring through to this summer. In the course of that work an opportunity to modernize the building with updated aesthetics presented itself. The donor for whom the building is named expressed interest in the initiative and further enhancements to the building. As such, the exterior enhancements project will be funded by the donor. It was duly *agreed* **that the Board of Governors approve a budget of \$2.0M, inclusive of HST, for additional enhancements to the Victor P. Dahdaleh Building.**

### h. Campus Network Upgrade

The University's computer network was last upgraded a decade ago and is need of updates to mitigate technical, security, and functional risks. The investment will be resourced from the University Fund. It was duly *agreed* **that the Board of Governors approve a budget of \$8.15M, inclusive of HST, for the acquisition and implementation of equipment to renew York University's aging computer network.**

# York University Board of Governors - Minutes

## 7. Governance and Human Resources

On behalf of the Committee, Mr McFadden reported that, in addition to the nominations and appointments addressed earlier in the meeting, key items of business included:

- Receipt of the Annual Report from the Sexual Violence Office, noting the enhancements made this year to the University Policy on Sexual Violence and the ongoing work to create safe space on the campuses.
- A discussion of employee benefits usage costs and the multi-year plan to address benefit cost mitigation in response to the steadily increasing cost of benefits per member
- A quarterly health & safety report, which included the impact of the pandemic and on this area
- an update on labour relations
- the York University Pension Valuation results as at 31 December 2019
- vacancy planning for the Board, noting the effect of the pandemic to meet with candidates and plans to resume in the fall
- the 2019 Employment Equity Statistical Report, provided in the agenda as an information item

## 8. Investment

In addition to reporting on the solid investing performance of the endowment fund to May 2020, Mr Demers spoke to the key items of business discussed by the Committee. The shift in recent months to align the Endowment Fund and the Pension Fund investment approaches has been implemented; the early investment performance results of the equities portfolio indicate the changes were prudent. A comprehensive discussion about sustainable investing was also held, in which it was noted that at 0.18%, the portion of the endowment portfolio that includes fossil fuel holdings is negligible. Out of the discussion ongoing points included the option of being a signatory to the *United Nations Principles for Responsible Investment*, and a continued review of approaches to renewable energy for investment, with an RFP in progress for a manager of a renewable-energy focused infrastructure fund. The Annual Investment Report for 2019 was conveyed to the Board as an information item in the agenda.

With regard to the Pension Fund, Mr Demers reported that the Actuarial report for 2019 was received by the Pension Fund Board of Trustees, which recorded a surplus position of \$80M.

# York University Board of Governors - Minutes

## 9. Land and Property

A review of the progress of the Markham Centre Campus development featured prominently at the recent meeting of the Land and Property Committee, which focused on the construction preparations and preliminary planning for a student housing initiative; progress continues to track to the scheduled completion date July 2023. Mr Williamson also reported that the Committee discussed the Lands for Learning initiative, for which a real estate strategy and vision is being integrated into the plans, aided by the consulting firms DIALOG and Ernst & Young. The committee also received a presentation on a capital asset and debt management model being developed for the University by Ernst & Young to support scenario planning for capital projects and debt management over the long-term horizon.

## 10. Other Business

There was none.

## 11. *In Camera* session

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

Paul Tsaparis, Chair \_\_\_\_\_

Pascal Robichaud, Secretary \_\_\_\_\_

## Board of Governors

### Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 6 October 2020

Subject: Pension Fund Board of Trustees Appointments /Reappointments

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### Recommendation:

**The Executive Committee recommends that the Board of Governors approve the following appointments and reappointments.**

#### **(A) APPOINTMENTS:**

**1. Jason Springer, as a CUPE 1356 nominee, effective July 1, 2020 for a three-year term**

Jason Springer works in York's Community Safety Department and has been a member of CUPE 1356-1 since the spring of 2004. He has been a union representative and Chief Stewart for over 12 years. Jason is looking forward to the opportunity to working with the other Trustees and to be a contributing part of the Pension Fund Board of Trustees.

This is Jason's first term as a Pension Trustee, replacing Jasmin Halsband who resigned earlier this year.

**2. Frank D'Agostino, as a CUPE 1356 nominee, effective July 1, 2020 for a three-year term**

Frank D'Agostino has been employed with York University since 2006 and is a certified electrician. He has held positions on CUPE's 1356 Executive Committee for 6 years and is currently Sargent of Arms.

## Board of Governors

This is Frank's first term as a Pension Trustee, replacing Walter Silva who has served the maximum 9 years.

### **3. Mary Catherine Masciangelo, as a Presidential nominee, effective October 1, 2020 for a three-year term**

Mary Catherine Masciangelo joined York University in June 2019 as York's AVP, Human Resources and Chief Human Resources Officer. Mary Catherine is a senior HR leader who, prior to York, worked in the health, education and automotive manufacturing sectors. She holds a Master's degree in Industrial Relations and a BScH in Psychology, both from Queen's University in addition to a professional SPHR designation, and is a Certified Lean Green Belt. Mary Catherine brings 20 years of post-secondary teaching experience to her role as well as prior Board experience.

This is Mary Catherine's first term as a Pension Trustee, replacing Christine Silversides who has served the maximum 9 years.

### **(B) REAPPOINTMENTS:**

#### **1. Melanie Cao, as a YUFA nominee, effective July 1, 2020 for a three-year term**

Melanie Cao is a Professor of Finance in the Schulich School of Business, York University. She joined York in 2000 and has been teaching and conducting research in the finance and investments fields for more than 20 years. She has experience working in the financial industry and consulting for financial firms and has developed a deep understanding of financial markets and products. Currently, she is the director for the Masters of Finance program in the Schulich School of Business. She obtained a PhD in Finance from University of Toronto, and an MBA in Finance and Accounting from the University of Ottawa.

This is Melanie's second term as a Pension Trustee.

#### **2. Sonny Day, as a YUSA nominee, effective July 1, 2020 for a three-year term**

Sonny Day is currently President of the York University Staff Association after serving as the 1st Vice-President and 2nd Vice-President. Prior to working in the union office, he worked at York for over 10 years as an analyst in the University Information Technology department. He has also served a co-chair of the YUSA Health and Safety Committee, and as a member of the Constitution & Policy Committee and as a steward and has served on the YUSA Executive Board.

This is Sonny's second term as a Pension Trustee.

### **Rationale:**

The Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. Its Terms of

## Board of Governors

Reference, approved by the Board of Governors, specify that various bodies recommend members. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

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

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 6 October 2020

Subject: Banking Resolution Update

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the following signing officers on University bank accounts:**

#### GROUP A

**Chair, Board of Governors**  
**President**  
**Vice-President Academic & Provost**  
**Vice-President Finance and Administration**  
**Secretary of the University**

Paul Tsaparis  
Rhonda Lenton  
Lisa Philipps  
Carol McAulay  
Pascal Robichaud

#### GROUP B

**AVP Finance and CFO**  
**Comptroller**  
**AVP Budgets and Asset Management**  
**Director of Procurement Services**  
**Treasurer (Interim)**  
**Manager, Treasury Operations**

Terry Shields  
Sanish Samuel  
Ran Lewin  
Dexter King  
Arijit Banik  
Ian Tytler

For payments issued on the accounts held with the Bank of Montreal, HSBC Canada and the Royal Bank of Canada, any two signing officers of Group A and Group B are authorized to sign and/or endorse cheques, drafts, letters of credit, and orders for the payment of money.

All other banking obligations or liabilities of the University will require either two signatures of Group A or one of Group A and one of Group B.

## Board of Governors

### **Rationale:**

The Banking Resolution has been updated to reflect personnel change; specifically:

- The retirement of Aldo DiMarcantonio, AVP Finance and CFO, effective June 30, 2020, and the appointment of Terry Shields, AVP Finance and CFO, effective September 21, 2020.
- The appointment of Ran Lewin to the newly created position of AVP Budgets and Asset Management.

## Board of Governors

### Memorandum

To: Board of Governors

From: Antonio Di Domenico, Chair, Academic Resources Committee

Date: 5 October 2020

Subject: Report of the Joint Sub-Committee on Quality Assurance

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Attached are two reports from the Joint Sub-Committee on Quality Assurance: the first is from the last meeting held in June 2020 (Appendix A); the second is a slightly older report (Appendix B) from the 2019-2020 academic year that which was inadvertently not transmitted to Board at that time.



## Joint Sub-Committee on Quality Assurance

### Report to the Full Committees

#### Academic Policy, Planning and Research Committee Academic Standards, Curriculum and Pedagogy

*The Sub-Committee met on 8 June 2020 and submits the following report to the full Committees.*

#### **Members present were as follows:**

Joanne Magee, Chair (Member designated by APPRC)

Logan Donaldson (Member designated by ASCP)

Lyse Hébert (Member designated by APPRC)

Alice Pitt (Vice-Provost Academic ex officio)

Tom Wesson (Member designated by ASCP)

Tom Loebel (Dean of Graduate Studies, ex officio) sent regrets.

Cheryl Underhill (APPRC) and Kathryn White (ASCP) serve as the Sub-committee's secretaries. Additional support is provided by Julie Parna and Nina Unantenne (Vice-Provost Academic Office).

#### **1. Completed Cyclical Program Reviews (CPRs)**

The Sub-Committee received Final Assessment Reports and Implementation Plans, drafted by the Office of the Vice-Provost Academic, for two CPRs:

1. Master of Conference Interpreting and Graduate Diploma in General Interpreting, and
2. the Visual Art and Art History program (Undergraduate and Graduate).

The Sub-Committee did not determine it necessary to invite members of either program to discuss the CPRs. The Executive Summaries of both Final Assessment Reports, which include the Implementation Plans, are appended to this report.

#### **2. Lassonde School of Engineering CPRs**

The Sub-Committee discussed last year's decision to align the timing all Lassonde academic program CPRs with the School's scheduled accreditation review and the implications of the accrediting body's recent decision to defer all reviews for one year due to COVID-19. Alternatives were discussed and further information was requested.

J. Magee  
Chair

**YORK UNIVERSITY**

Final Assessment Report - Executive Summary

**Master of Conference Interpreting, (MCI)  
Graduate Diploma in General Interpreting (Type 1)**

Department of Translation, Glendon College

**Cyclical Program Review – 2012 to 2019**

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

**Program(s) Reviewed:**

Master of Conference Interpreting (MCI)  
Graduate Diploma in General Interpreting (Type 1)

**Reviewers appointed by the Vice-Provost Academic:**

- Dr. Claudia V. Angelelli, Chair in Multilingualism and Communication, Co-Director Post-Graduate Taught Programs, LINCS, Heriot-Watt University, Edinburgh Campus, UK
- Professor Laura Burian, Dean, Graduate School of Translation, Interpretation, and Language Education, Middlebury Institute of International Studies, California, USA
- Dr. Markus Biehl, Professor, Management Science Specialization, Schulich School of Business, York University

**Cyclical Program Review Key Milestones:**

Cyclical Program Review launch: September 20, 2018  
Self-study submitted to Vice-Provost Academic: August 16, 2019  
Date of the Site Visit: October 28, 2019  
Review Report received: January 21, 2020  
Program Response received: March 2020  
Dean's Response received: March 2020

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance in June 2020

Submitted by Alice Pitt, Vice-Provost Academic, York University



This review was conducted under the York University Quality Assurance Protocol, August 2013.

## **SITE VISIT: October 28, 2020**

The reviewers began their site visit with Alice Pitt, Vice Provost Academic and Thomas Loebel, Dean of the Faculty of Graduate Studies, followed by interviews with Ian Roberge, Co-Principal of Glendon College, Andrew Clifford, MCI Program Director, and Xiang Gu, Graduate Program Assistant. Interviews were also conducted remotely with eight Year 1 MCI Students, six MCI Part-time Instructors and six MCI Alumni Students.

In addition to interviews using the Online Adobe Connect platform, the reviewers toured the Person MCI (Simultaneous interpretation) lab.

## **OUTCOME:**

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the reviewers' recommendations and has approved the implementation plan.

A report on the progress of the initiatives undertaken as specified in the implementation plan will be provided in the Follow-up Report which will be due in 18 months (December 2021), after the review of this report by the York University Joint Sub-Committee on Quality Assurance.

The next Cyclical Program Review will begin in the Fall of 2026 with a site visit expected in the Fall of 2027 or Winter of 2028.

## **PROGRAM DESCRIPTION AND STRENGTHS:**

The reviewers were impressed with the fact that the program has been able to gain such recognition in so little time under the leadership of its Director and Associate Director.

The reviewers noted: "The MCI prides itself in providing outstanding and innovative educational experiences for students and cites the blending of conference interpreter training with legal and healthcare interpreting as well as the use of (synchronous) online courses for all Year 1 courses as prime examples. In fact, among conference interpretation MA degrees around the world, such a design is unprecedented and has led the way for others to learn from Glendon's innovative approach. Adding more languages beyond Canada's two official languages is also innovative compared to the one competitor program in country. Beyond this, the MCI also has found innovative ways to create real-life interpretation experiences by having its students provide interpretation services at Glendon events in Year 2 through remote tools, allowing their students to take advantage of the offerings on the larger campus and also to provide a service to the college community."

The reviewers suggest that, having come so far in a short time, the program should focus on refining its assessment practices to ensure alignment among its aspirations,

student experience and program outcomes. “The program (should) better define, in a measurable way, the outcomes it expects of its students – both academically (traditional learning outcomes), professionally (e.g., communication and networking skills), and administratively (e.g., retention and graduation ratios; placement rate for graduates). The program should also strive towards placing more emphasis on the generation and dissemination of knowledge and relying more on research-based pedagogy. In addition, goals for all of these should be set in collaboration with its home department. Starting to measure these outcomes would allow the program to further improve student success and academic credibility.”

The Reviewer’s specific recommendations elaborate these overarching themes. The actions laid out in the Implementation Plan are built upon the recommendations and the responses from the program and the Principal of Glendon College.

## IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in June 2020. A report on recommendations that are accepted will be provided in the 18 month follow up report due in December 2021.

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	That a clearer design of the program be developed showing articulation of differentiate courses to program learning outcomes.	Program to review and refine the Program Learning Outcomes and create a curriculum map (graphical representation) as a tool for communicating with stakeholders, including students and professionals.	MCI Graduate Program Director and faculty Members Principal to review final version before submission to Vice-Provost Academic. Support is available from the Office of the Vice-Provost academic and the Teaching Commons.	To be completed by December 2020. Report on activities and outcomes of recommendations in the 18 month follow-up report due December 2021.
2.	That the program more clearly align with the vision and mission statements of the Department of Translation.	Alignment of the MCI with Translation is documented by MCI and should be shared with stakeholders, as appropriate.  Recruitment efforts and development of an undergraduate course for translation studies students should be undertaken.	MCI GPD and Faculty Members / Director, School of Translation	Report on activities and outcomes of recommendations in the 18 month follow-up report due December 2021.
3.	That strong links with the Department of Translation Studies be maintained, for both faculty and students in the MCI program.	Explore new ways for MCI students to collaborate with MATS students during as well as beyond the annual Translation Studies conference, to explore topics of intersectional relevance.	MCI GPD and Director, School of Translation	Report on activities and outcomes of recommendations in the 18 month follow-up report due December 2021.

		A renamed School should include a governance structure to represent interests of all programs and develop synergies.	The renaming of the School will be part of a larger restructuring process that involves Glendon Council and Senate approvals.	
4.	That Program Learning Outcomes be reviewed and measured on an ongoing basis.	1. Program to develop a framework for the assessment of learning and program outcomes with support from Office of the Vice-Provost Academic 2. Establish a stakeholder Advisory Committee.	MCI GPD and YUQAP Office.	Report on activities and outcomes of recommendations in the 18 month follow-up report due December 2021.
5.	That additional administrative staff be made available to support program.	Recommendation outside of the review process. No action to be taken.	n/a	n/a
6.	That admissions processes be improved.	Substantive efforts have gone into streamlining the admission review process. Annual monitoring in co-ordination with FGS.	n/a	Report on activities and outcomes of recommendations in the 18 month follow-up report due December 2021.
7.	That a) an analysis of progression challenges be conducted and b) support for recruitment of a specialized pool of applicants be put in place.	Student outcomes to be monitored by program and proposed Advisory committee. Principal's Office and program to develop plan for enhanced marketing of program.	MCI GPD and AD Grad/Research	Report on activities and outcomes of recommendations in the 18 month follow-up report due December 2021.
8.	That the possibility of a part-time option be explored.	Program to respond to questions from Senate approval committee by September 2020 so option can be available for September 2021 intake.	MCI GPD, Faculty Members and the Grad Committee of Glendon Council	Report on outcomes in 18-month Follow-up Report due December 2021.
9.	That the program conceptualize itself as	Substantial efforts have already occurred and should continue to	MCI GPD, Faculty Members, and AD Grad/Research	Report on outcomes in 18-month Follow-up Report due December

**YORK UNIVERSITY**

Final Assessment Report – Executive Summary

**Art History (BA, BA Honours)**

**Visual Art (BFA)**

**Art History and Visual Culture (MA and PhD)**

**Visual Art (MFA and PhD)**

School of Arts, Media, Performance and Design

**Cyclical Program Review – 2011 to 2019**

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

**Program(s) Reviewed:**

Art History - BA (includes minor)  
Visual Arts - BFA (includes minor)  
Art History - MA  
Art History & Visual Culture – PhD  
Visual Arts –MFA, PhD,  
Combined MBA/MA/MFA) (Schulich and Art History/Visual Art)  
Graduate Diploma in Curatorial Studies in Visual Culture

**Reviewers appointed by the Vice-Provost Academic:**

- Dr. Patrick Mahon, Department of Visual Arts, School for Advanced Studies in the Arts and Humanities, Western University
- Dr. Johanne Sloan, Department of Art History, Faculty of Fine Arts, Concordia University
- Dr. Marlis Schweitzer, Department of Theatre, York University

**Cyclical Program Review Key Milestones:**

Cyclical Program Review launch: September 2018  
Self-study submitted to Vice-Provost Academic: Draft on Aug15/ Final on Sept 23, 2019  
Date of the Site Visit: December 2-3, 2019  
Review Report received: February 4, 2020  
Program Response received: March 31, 2020  
Dean's Response received:

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance, May 2020

Submitted by Alice Pitt, Vice-Provost Academic, York University



This review was conducted under the York University Quality Assurance Protocol, August 2013.

**SITE VISIT: December 2-3, 2019**

The reviewers met with the following individuals, Alice Pitt, Vice Provost Academic; Thomas Loebel, Dean of the Faculty of Graduate Studies; Sarah Bay Cheng, Dean; Mike Zryd, Chair of Graduate Program Directors for AMPD; Sarah Parsons, Chair of Visual Arts and Art History (VAAH) and the department's two Graduate Program Directors: Barbara Balfour (Visual Arts) and Anna Hudson (Art History). Meetings were held with the full-time Studio faculty and with full-time Art History faculty, as well as with York University librarians. The reviewers toured the studio and workshop facilities with Visual Art faculty members David Armstrong and Brandon Vickerd as well as Facilities Manager Terry Wright. The reviewers met with a group of undergraduate students, a group of graduate students and with the staff in the department.

**OUTCOME:**

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months (December 2021) after the review of this report by the York University Joint Sub-Committee on Quality Assurance.

The next Cyclical Program Review will begin in the Fall of 2026 with a site visit expected in the Fall of 2027 or Winter of 2028.

**PROGRAM DESCRIPTION AND STRENGTHS:**

The Department of Visual Art and Art History offers direct entry into a BFA in Visual Art and a BA Honours in Art History. The core program in VAAH is the BFA (founded 1969). In the 1990s the BA (90 credits) was introduced in order to provide a way for students to graduate even if they could not complete the full BFA. Although art history has always been a significant component of the department and studies courses were and are still a substantial requirement in the BFA, the BA in Art History was established in 2002. At the graduate level, the department offers an MA and PhD in Art History and Visual Culture and an MFA and PhD in Visual Art. The PhD was launched in 2008. In 1999, the combined option for MA/MFA/MBA was established. Students may also pursue the Graduate Diploma in Curatorial Studies in Visual Culture (2003).

The reviewers' overall assessment of the Department is, "that it is a vibrant pedagogical environment and that the programs provide students with the creative and intellectual foundation they need to flourish as individuals, and to succeed in their careers."

The reviewers made the following observation about the art history programs:

*The Department has developed and sustained a strong undergraduate art history program, in spite of faculty retirements on the one hand, and diminishing enrolment on the other. The emphasis on Modern and Contemporary Art is has proved to be a*

*successful strategy, and this area of concentration will be enhanced by the curatorial stream currently being worked out.*

About the graduate programs, they said this, “Grad students in Art History are fortunate to be able to work with excellent scholars, and the evidence suggests that they receive solid training, and good mentorship.”

About the studio programs, the reviewer noted:

*Students at all levels are fortunate to be working within Studio programs being led by artistically and intellectually dedicated and highly capable faculty. The quality of research activity at York being generated by both faculty and students is impressive. In recent years the program has generally maintained a character of rigour even in the face of some significant faculty reductions, enrolment challenges, and other demanding changes. Recent hires are a promising indicator of the commitment of the University to the program.*

The reviewers made recommendations that are intended to identify specific problems or gaps, in order to help strengthen the existing programs, and to ensure that student experiences remain positive. Regarding the graduate art history programs, they said, “Student experience could be strengthened, however, while the redistribution of supervisory responsibilities amongst all faculty members would alleviate what is currently an unsustainable situation.” For the studio programs, the reviewers indicated, “the discussions around further renewal and innovation that are reflected throughout this document are important and must be acted upon to ensure the sustained strength of the studio area.”

The recommendations are described in the Implementation Plan and the actions associated with each have been informed by responses from the program and the Dean of the School of Arts, Media, Performance and Design. The recommendations are numbered sequentially, but are organized by program as follows:

Art History (BA) 1-6  
Art History and Visual Culture (MA, PhD) 7-12  
Visual Art (BFA) 13-15  
Visual Art (MFA/PHD) 16-25  
All studio programs 26,27

## IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in June 2020.

	<b>Recommendation</b>	<b>Action</b>	<b>Responsible for Follow-up</b>	<b>Timeline</b>
	<b>FOR BA ART HISTORY</b>			
1.	That the Department continue to request a Tenure-track Indigenous position from the university.	<ol style="list-style-type: none"> <li>1. Connect with the Faculty of Environmental and Urban Change (EUC) to support future collaborations (Summer 2020)</li> <li>2. Propose cluster hire (June 2020)</li> </ol>	<ol style="list-style-type: none"> <li>1. VAAH Dept. Chair in consultation with ADA</li> <li>2. Dean</li> </ol>	Complete by September 2020. Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
2.	That the Department continue to augment their course offerings related to diversity and non-Western areas of research.	<ol style="list-style-type: none"> <li>1. Cluster hire recommendation</li> <li>2. Inter-departmental facilitation</li> </ol>	<ol style="list-style-type: none"> <li>1. Cluster hire: Dean's Office in consultation with Provost</li> <li>2. Inter-faculty facilitation: ADA, Dean in collaboration with department chairs</li> </ol>	Activity through remainder of 2020. Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
3.	That an undergraduate, upper-level methodology course be introduced.	Develop a distinct methodology course.	Department, Associate Dean Academic	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
4.	That the relationship between the Public History Certificate and the curatorial stream under	1. VAAH to forward the necessary language to AMPD communications	1. VAAH Department Chair	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.

	development be clearly described.	2. Revise website with additional information	2. Asst. Dean – Strategic Communications and Recruitment (SCR)	
5.	That the potential for collaboration with Visual Art faculty and students with students from both the BA and BFA programs be explored.	Dean to follow-up with Department on progress in the School’s annual review.	Associate Dean Academic, Dean	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
6.	That advising be assessed and improved.	<ol style="list-style-type: none"> <li>1. Create online forms for necessary advising forms, wherever possible; Department can prioritize these to Asst. Dean SCR.</li> <li>2. Follow-up with VAAH faculty advisors and Director of Student Engagement for consistency and coordination of advising; including awareness of the Civitas-Inspire tool, which supports advising appointments, records and referrals;</li> <li>3. Post program pathways on Department website as part of website revision;</li> <li>4. Follow up on VAAH advising program, year 1</li> </ol>	<ol style="list-style-type: none"> <li>1. Director of Student Engagement in consultation with Department Chair</li> <li>2. Director of Student Engagement, ADA</li> <li>3. Asst Dean SCR</li> <li>4. ADA, Dean</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.

	FOR MA, PHD ART HISTORY AND VISUAL CULTURE			
7.	That a rotation of graduate classes be considered so as to avoid repetition within a two-year cycle.	<p>Continue careful rotation of courses to ensure required two/third minimum of graduate only courses, and also the:</p> <ol style="list-style-type: none"> <li>1. Creation of Pan-AMPD <i>Theoretical Issues</i> courses</li> <li>2. Creation of VAAH degree handbook</li> </ol>	<ol style="list-style-type: none"> <li>1. GPD in Art History in consultation with Department Chair, AMPD Chairs, Grad Council, ADR &amp; AAPPC</li> <li>2. GPDs in consultation with Department Chair, ADR</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
8.	That PhD students be actively encouraged and enabled to register for doctoral courses across AMPD	Review enrolments across AMPD as part of School's annual review with Chair.	GPD Art History	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
9.	That the graduate supervision assignments be reviewed.	<ol style="list-style-type: none"> <li>1. Department to review and revise research release criteria</li> <li>2. Department to submit process for assigning graduate supervision, including proposals for equalizing workload</li> <li>3. Review in annual meeting with Chair and GPD</li> </ol>	<ol style="list-style-type: none"> <li>1. Department Chair</li> <li>2. GPD in consultation with Chair</li> <li>3. Dean</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.

10.	That doctoral students be provided with a clear set of degree progress milestones that are enforced.	As recommended, Department and GPDs to create doctoral handbook by fall 2020. Follow up in the School's annual review.	Departmental Graduate Program Directors, ADR	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
11.	That the outcomes of the Summer Institute (SI) be shared an example of successful studies/practice exchange.	<ol style="list-style-type: none"> <li>1. Share information and highlights from SI with Knowledge Mobilization Unit and Asst. Dean SCR</li> <li>2. Follow up in the School's annual review</li> </ol>	<ol style="list-style-type: none"> <li>1. GPDs should hold key responsibility with support from Chair and SI instructors</li> <li>2. Asst. Dean SCR</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
12.	That the Department allocate space for the use of Art History graduate students.	<ol style="list-style-type: none"> <li>1. Allocate temporary space for 2020/21 academic year</li> <li>2. Undertake space plan for AMPD</li> </ol>	<ol style="list-style-type: none"> <li>1. GPDs and Chair in conversation with Dean's Office</li> <li>2. Head of Facilities in conversation with all department chairs</li> <li>3. Department chairs</li> <li>4. Dean</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
FOR THE BFA PROGRAM				
13.	That promotion of BFA is targeted to opportune constituencies.	<ol style="list-style-type: none"> <li>1. Review recruitment strategy with department chair and area head</li> <li>2. Draft language for outreach campaign and marketing</li> <li>3. Include as part of targeted outreach in planned media campaign</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair, area head, Dean, Asst. Dean SCR</li> <li>2. Chair, area head, Dean</li> <li>3. Dean &amp; Asst. Dean SCR</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.

14.	That the undergraduate BFA program consider thematization and interdisciplinarity at other levels besides First Year.	AMPD to announce faculty wide theme in June 2020. As specific plans develop, these should be shared and circulated among departments and the broader Faculty and University community.	<ol style="list-style-type: none"> <li>1. Dean's office; department chairs, Asst. Dean SCR</li> <li>2. Department chairs, Asst. Dean - SCR</li> </ol>	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
15.	That Moodle be used consistently across all Studio courses and that workload for Foundation course is manageable for students while setting high expectations, including regarding work ethic.	Continue to encourage use of Moodle. Department to pursue proposed Fall 2020 team for studio course.	Department Chair with appropriate departmental colleagues; review with the Dean	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
	FOR GRADUATE STUDIO PROGRAMS (MFA, PHD)			
16.	That the MFA Supervision scheme be reviewed to ensure optimal availability of Studio faculty and integration with student schedules.	Review supervision roster annual with mid-year check in with students to ensure timely progression. Report to Dean in the School's annual review.	GPD, Chair, Dean	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
17.	That PhD Supervision and Teaching be reviewed to ensure optimal availability of VA faculty and other AMPD faculty.	Revise admissions process so that incoming PhD students have a dedicated and assigned supervisor at the start of their program.	GPD and graduate faculty in VA PhD in consultation with Dept. Chair Dean	Implementation for Fall 2021 incoming class. Report on outcomes of actions in the 18-month

				Follow-up Report due in December 2021.
18.	That end-of-term public critiques be held with guest critics for MFA students.	This activity already in place.	n/a	n/a
19.	That PhD milestones for visual arts students are clearly articulated.	Ensure status of student progress is discussed with GPD. Earlier supervisor assignment (see recommendation 17) should help. Departmental review of recommendations to be completed by May 2021.	GPD, ADR in consultation with Dept Chair	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
20.	That there be clarity about whether Research-Creation is a requirement.	Program already defined as a practice-based program. No further action required.	n/a	n/a
21.	That there be consideration for substitutions for MFA/PhD-VA cross-listed courses.	See recommendation 17.	See recommendation 17.	See recommendation 17.
22.	That a discussion about transcripts for award recipients be undertaken.	Review related communications in department and with FGS to ensure clarity with follow up at School's annual review.	GPD, Dept Chair; annual review with Dean by August 2020.	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.

23.	That the program consider reducing the number of MFA Committee members to 3 to foster more intensive contact.	The recommendation is consistent with present practice.	n/a	n/a
24.	That the program establish mechanisms/curriculum to enhance research-focused integration opportunities for Art History and Studio students.	Department to consider recommendations in detail and implementation options. Discuss with Dean at School's annual review.	GPDs and Dept. Chair; consultation with Dean	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
25.	That the graduate supervisory role of Teaching-Stream faculty is clear and understood Departmentally.	Establish supervision guidelines and include in supervision handbook. For discussion in School's annual review.	Dept. Chair, GPDs, ADA	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.
	FOR ALL STUDIO PROGRAMS			
26.	That consideration be given for a "cross-over" hire in Curatorial Practice, linking Art History & Studio.	Recommendation not accepted at this time. Hiring to be focused in priority areas noted in recommendations 1 and 2.	n/a	n/a
27.	That Media Art is covered by VAAH faculty, or through a collaborative arrangement within AMPD.	New Media Art course to be offered in 2020/2021; discussion about collaborating on courses is ongoing.	VAAH Dept. Chair in consultation with relevant chairs, ADA, and Dean	Report on outcomes of actions in the 18-month Follow-up Report due in December 2021.

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	York core faculty and highly capable part-time instructors in teaching and research/professional contributions.	maintain the existing cadre of highly qualified instructors; continued development of the T3 workshops to ensure best practices of research-informed pedagogy.		2021.
10.	That the program enact continuous improvement, to maintain the program's excellent standing.	The program should prepare an annual report on the quality of instruction and other matters.	MCI GPD, Faculty Members, and AD Grad/Research	Report on outcomes in 18-month Follow-up Report due December 2021.
11.	That revenue options be evaluated to ensure adequate resources for program.	The Office of the Principal and program consider funding opportunities and the streamlining of annual course offerings.	MCI GPD and AD Grad/Research/Principal's Office	Report on outcomes in 18-month Follow-up Report due December 2021.



# Joint Sub-committee on Quality Assurance Report to the Full Committees

## Academic Policy, Planning and Research Committee Academic Standards, Curriculum and Pedagogy

*The Sub-Committee met on 19 November 2020 and submits the following report to the full Committees.*

### 1. Membership and Chair for 2019-2020

The Sub-Committee's membership for 2019-2020 was confirmed in September as follows:

Joanne Magee, Chair (Member designated by APPRC)  
 Chloë Brushwood Rose (Member designated by ASCP)  
 Logan Donaldson (Member designated by ASCP)  
 Lyse Hébert (Member designated by APPRC)  
 Tom Loebel (Dean of Graduate Studies ex officio)  
 Alice Pitt (Vice-Provost Academic ex officio)

Cheryl Underhill (APPRC) and Kathryn White (ASCP) serve as the Sub-Committee's secretaries. Additional support is provided by Julie Parna and Nina Unantenne (Office of the Vice-Provost Academic).

All members were present at the meeting.

Professor Magee was confirmed as Chair of the Sub-Committee for 2019-2020.

Since the time of the meeting, Professor Brushwood Rose has stepped down from the Joint Sub-Committee due to other commitments associated with ASCP; a replacement will be sought from among ASCP members.

### 2. Cyclical Program Reviews (CPRs)

#### a. Completed CPR: Education (Undergraduate and Graduate)

The Sub-Committee reviewed the Final Assessment Report (FAR) drafted by the Office of the Vice-Provost Academic. Members commented on both process and substantive issues and made recommendations about modifications to be made to the FAR. After a short discussion, the Sub-Committee decided that it was not necessary to meet with members of the program to discuss the CPR. The FAR has now been finalized to reflect discussions at the meeting and its executive summary is appended to this report.

In executing its mandate, the Sub-Committee endeavors to bring out matters that extend beyond individual programs that have Faculty-wide or pan-University relevance. This is a

## **Joint Sub-committee on Quality Assurance Report to the Full Committees**

fundamental perspective to bring to the oversight function since the University Academic Plan enjoins us to “develop and implement Faculty plans to enhance the quality of our academic programs (aligned to the extent possible with cyclical program reviews).” One such reflection from this CPR was the observation that broad engagement within a program during the CPR process generally culminates in a more reflective and productive outcome. In that vein, members discussed ideas for providing greater support for the CPR process centrally.

### **b. Follow-up Reports**

The Sub-Committee received and reviewed the following five follow-up reports and was satisfied that programs have paid due regard to recommendations arising from the CPR process:

- Cinema and Media Arts, Undergraduate and Graduate, School of the Arts, Media, Performance & Design
- English Studies, Undergraduate, Glendon
- Environmental Studies, Undergraduate and Graduate, Faculty of Environmental Studies
- English Studies and Creative Writing, Undergraduate and Graduate, Faculty of Liberal Arts and Professional Studies
- Physics and Astronomy, Undergraduate and Graduate, Faculty of Science

Members agreed with Vice-Provost Pitt’s proposed course of action regarding a follow-up report that was due in June 2019 but had not yet been submitted; as a result, on November 27, a memo was sent from the Sub-Committee Chair to the Dean of the relevant Faculty requesting the report by December 19, 2019.

### **3. Revisions to the York University Quality Assurance Procedures (YUQAP)**

The Sub-Committee engaged in a preliminary review of proposed revisions to YUQAP and will provide additional feedback to the Office of the Vice-Provost Academic by Monday, January 20, 2020. The Sub-Committee will resume its discussion of the revisions to YUQAP as well as adjustments to the Senate Quality Assurance Policy at its next meeting, likely to be held in February, and begin to consult with the parent committees and other relevant groups within the University on the proposed revisions.

### **4. Vice-Provost Academic Updates**

Vice-Provost Pitt briefed members on a number of items, including:

- as the next cycle of Cyclical Program Reviews begins, the request that programs review their program learning outcomes with a view to articulating a limited

## **Joint Sub-committee on Quality Assurance Report to the Full Committees**

number, ideally between six and 15, while maintaining alignment with the provincial framework of Degree Level Expectations;

- a proposal from Lassonde School of Engineering to adjust the schedule of CPRs so that all of its programs would launch their CPRs in September 2023 to allow the CPRs to precede accreditation reviews, with which Sub-Committee members agreed; and
- clarification from the Ontario Universities Council on Quality Assurance (Quality Council) that institutions may make minor revisions to institutional quality assurance procedures (e.g. YUQAP) without seeking re-ratification from the Quality Council.

J. Magee, Chair of the Sub-Committee

**YORK UNIVERSITY**

Final Assessment Report – Executive Summary

**EDUCATION**

Faculty of Education

**Education, Undergraduate (BEd) and  
Graduate Program (MEd, and PhD)**

**Cyclical Program Review – 2011 to 2018**

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

**Program(s) Reviewed:**

BEd (Concurrent, including with Ryerson, and Consecutive)  
BEd Tech  
MEd  
PhD  
Graduate Diplomas

**Reviewers appointed by the Vice-Provost Academic:**

D. Gereluk, Dean and Professor, Werklund School of Education, University of Calgary  
J. Hare, Professor and Associate Dean, Indigenous Education, University of British Columbia  
N. Razack, Professor and Associate Dean, Global & Community Engagement, York University

**Cyclical Program Review Key Milestones:**

Cyclical Program Review launch: September 13, 2017  
Self-study submitted to Vice-Provost Academic: February 1, 2019  
Date of the Site Visit: April 24-25, 2019  
Review Report received: July 8, 2019  
Program Response received: August 23, 2019  
Dean's Response received: September 18, 2019

Implementation Plan and FAR confirmed by Joint Sub-Committee on Quality Assurance, November 2019

Submitted by Alice Pitt, Vice-Provost Academic, York University



This review was conducted under the York University Quality Assurance Protocol, August 2013.

**SITE VISIT: April 24-25, 2019**

The visit was organized around a set of interviews with multiple internal faculty stakeholder groups that included: Alice Pitt, Vice Provost Academic; Lyndon Martin, Dean of the Faculty of Education; Thomas Loebel, Dean of the Faculty of Graduate Studies; Sarah Barrett, Associate Dean, Academic Programs; Laura Crane, Director of Academic Affairs & Operations; Qiang Zha, Graduate Program Director, and faculty members in a focus group meeting. In addition, the reviewers met with faculty members who teach in the Graduate Program in Education and those who teach in Undergraduate Education, the Undergraduate Program Director, the Associate Director Experiential Education, and the Manager of Student Services. The reviewers met with both graduate students in Education (YGSE), and undergraduate students and members of the undergraduate student association (FESA). The following were also consulted: Peggy Warren and Adam Taves, Associate Librarians and Adam Trent, Director, Information Technology Services and Education Resource Centre. An overview of off-site locations was provided that highlighted the Glendon, Wabean, Catholic Education Center.

**OUTCOME:**

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan. The Faculty is to be commended on its progress on and on-going commitment to Indigenization. A top priority for the graduate program is revision of its learning outcomes. Plans for responding to recommendations are clear and implementation will enhance the quality of the programs and student experience.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months (May 2021) after the review of this report by the York University Joint Sub-Committee on Quality Assurance.

The next Cyclical Program Review will begin in the Fall of 2025 with a site visit expected in the Fall of 2026 or Winter of 2027.

**PROGRAM DESCRIPTION AND STRENGTHS:**

The reviewers stated that “the Faculty of Education at York University is highly regarded locally, nationally and internationally. It continues to thrive despite political, labour, and financial constraints that have impacted programming. Overall, the Faculty has established an environment for teaching, research, and service to the community that is effective, collegial, and productive.” They also acknowledged that “the Strategic Plan of the Faculty of Education (2016-2021) outlines an ambitious set of directives and goals grounded in sound values of social justice and equity, innovation, deepening relationships, inclusivity and diversity, and sustainability.”

In considering the BEd the reviewers noted that “the intent to attract a diverse student

body with distinct pathways is reflective of the guiding principles in the Education Strategic Plan, and is evident in the ethos and culture of the faculty” and that “pathways offer a diverse demographic of students into the program. This is clearly its strength.” They further commented that “The faculty prides itself on its flexibility and diversity in the electives that they provide, and in the range of courses, and community engaged opportunities that are mandated for undergraduate students.”

In considering graduate programs, the reviewers noted “the structure of the graduate program is based on the interdisciplinary principles of literacy, teaching, culture. Given the non-departmentalized structure, the intent is for students to have a cross fertilization of ideas that go beyond disciplinary constructs that may hinder and constrict the ways in which education intersects across disciplinary divides.” They also commented the flexibility, which is key to realizing interdisciplinarity, also poses difficulties. Of particular note, faculty commented that there is a delicate balance between enhancing flexibility and responding to logistical issues that create challenges for running such a program. The reviewers further recognized that “there is a will and strong affiliation to the work that faculty do at the graduate level. Notably, the collegiality and appreciation for faculty intellectual freedom is one that was observed by the committee.”

About the program and curriculum, the report provided comments under the following headings: Overarching Aims and Purposes, Assessment, Community Engagement, Indigenous Education, External Pressures.

The reviewers urged the program to consider its interdisciplinary positioning, to enhance program coherence, and to continue to address the Truth and Reconciliation Commission’s Calls-to-Action including systematically developing Indigenous Education.

The Reviewers commented, “Building upon the strengths of its individual faculty members, students, and administrative leadership, the recommendations provided are intended to build capacity and elevate beyond the individual achievements by its members, toward a collective vision that resonates with the entire Faculty. Providing space to create collective ownership and responsibility for a collective vision and the principles that have been articulated, will help with future planning and sustainability at undergraduate and graduate levels.”

**IMPLEMENTATION PLAN**

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in November 2019

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	Establish a process to develop clearly articulated principles of interdisciplinarity and how these can be reflected in Education programs.	Graduate program to review and make recommendations for curriculum and/or marketing materials.  The BEd is exempt from this recommendation	Associate Dean, Academic and Graduate Program Director	Revised graduate program learning outcomes with statement that documents the program's use of and expectations for the program's interdisciplinary nature to be submitted with the Follow-up Report in May 2021.
2.	Establish a process to enhance the cohesiveness of the undergraduate program and the coherence of multi-section courses.	Undergraduate program: establish communities of practice for BEd retreat.  Graduate program: revisit graduate program learning outcomes and assessment, as well as mapping curriculum.	Associate Dean, Academic; UPD; GPD  Note: support for review of graduate program learning outcomes will be provided through the Vice-Provost Academic, the Faculty of Graduate Studies and the Teaching Commons	Report on progress in the Follow-up Report in June 2021 for UG program.  Revised graduate program learning outcomes to be submitted with the Follow-up Report in May 2021
3.	Work to integrate, scaffold and embed Indigenous ways of knowing across undergraduate and graduate, including articulated plans and	Adopt a deliberate phased approach for the inclusion of indigenous perspective in common course courses; the establishment of Faculty-wide understandings; and the	Associate Dean, Academic; UPD; GPD; colleagues teaching in the programs.	Ongoing; phase one completed by 2021-2022. Report on progress and further plans in the Follow-up Report in May 2021.

	commitments. Indigenous community partnerships should be built and enhanced to support pathways to all programs.	deepening and broadening of the curriculum in this area.		
4.	Develop more online and blended courses to better respond to the diverse populations of students.	Continue to explore and support pedagogical innovation through both blended and fully online courses with an emphasis on fully online innovation. Develop evaluation to determine the extent to which formats improve student access.	Associate Dean, Academic	Report on the increase in numbers of blended or online courses that have been developed and the impact these courses have had on accessibility in the Follow-up Report due May 2021.
5.	Conceptualize and distinguish between Year 1 and Year 2 of the practicum experience	Year 1 students to participate in a Culminating Practicum Experience in 2019-20. Practicum Facilitators will have smaller groups in 2019 and an exit practicum meeting. Facilitators to focus on specific expectations of Year 1 and Year 2.	Associate Dean, Academic; UPD; EE Coordinator	Report on outcomes as part of the Follow-up Report in May 2021. The report should include commitment and/or revisions to practices based on experience.
6.	Establish mentoring initiatives for graduate students that are faculty-driven and ensure a more even experience among students, with attention being given to indigenous teacher candidate given the programming initiatives that	Peer-mentoring was begun in 2018-2019 and will continue. A graduate initiative will begin in 2019-2020. Continue to develop mentorship programs in partnership with York Graduate Students in Education and Indigenous Education Centre ).	Associate Dean, Academic; GPD	Follow-up Report to include details on the number of participants and activities undertaken, due May 2021

	create a pathway to doctoral studies.			
7.	Establish formalized Faculty-level discussion forums to look at broader themes and substantive debates as they relate to programs, curriculum, scholarship, and workload/supervision, to foster deliberation, reinvigoration, and collective reflection and collaboration	Increase number and regularity of program focused retreats. Launch and evaluate collegial conversation series. Maintain other spaces for conversations.	Dean; Associate Dean, Academic; Associate Dean, Research; GPD; UPD	2019 and ongoing  Follow-up Report to describe plans and events held along with comments on how such conversations have been or will be responded to.
8.	Increase alumni engagement to enhance, support, and extend the ways in which alumni can feel a lifelong affiliation and pride with the Faculty of Education.	Liaise with and support Education Alumni Network. Continue to seek new opportunities for alumni engagement.	Dean; Associate Dean, Academic; GPD	2019-2020 Report on activities in the Follow-up Report due May 2021.

## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 6 October 2020

Subject: Annual Report on York University Pension Plan and Fund

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

The Pension Plan paid out over \$120M in 2019 (2018 - \$110M) in monthly pensions, termination benefits, and death benefits.

The valuation results at December 31, 2019 show a going concern surplus of \$80.1M compared to a deficit of \$48.1M at the end of 2018. This is due primarily to a (net) return of 16.3% for the pension fund for 2019 (compared to -0.65% for 2018). York's employer contribution requirements for 2020 are expected to be \$42.5M, up from \$40.6 in 2019.

The long-term returns continue to be healthy at 9.6% net per year over the 10 years ending December 31, 2019. The market value of the Pension Fund was \$2.9B at the end of 2019.

The Fund's investment strategy has been successful over the years and the Fund has met its objectives over the long term. To ensure continued success into the future, the investment policies are continually reviewed to ensure risk is appropriately managed and the Fund remains well diversified as it grows. New investments also continue to be made in real estate and infrastructure.

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

## Board of Governors

Included in this report are the following documents:

- Annual Report from the Vice-President Finance and Administration, including:
  - Funding Valuation Summary as at December 31, 2019, prepared by the actuary
- Annual Report from the Pension Fund Board of Trustees, including:
  - Signing Authority Register
  - Statement of Investment Policies and Procedures



# **YORK UNIVERSITY**

## **PENSION PLAN**

**2019 Annual Report**

**from the**

**Vice-President Finance & Administration**

**for the**

**Board of Governors**

**September 29, 2020**

## Introduction

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

## Annual Report Requirements

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

## Achievement of Plan Mission

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

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

This objective has been achieved. In 2019 the pension plan provided \$120.2M in pension, death, and termination benefits (\$110.6 million in 2018). The University contributions into the pension fund totaled \$40.6M in 2019 (\$39.5M in 2018).

As of the end of 2019, the Plan had 4,621 active members (4,435 in 2018), 2,746 retirees (2,650 in 2018), and 1,666 terminated members (1,723 in 2018) with deferred pensions.

At the end of 2019, the market value of the York University Pension Fund was \$2.86B (\$2.50B at the end of 2018).

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

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every three years. In April 2018, the new Ontario Regulation 250/18 that modifies the funding rules for Ontario pension plans was released. This provided an

opportunity to eliminate the special pension contributions that the University had been making for the last number of years. The actuarial valuation report at December 31, 2017 was filed with the regulators in July 2018.

For 2019, the positive return generated by the pension fund and the revised regulation affecting pension plans in Ontario positively impacted the going concern position of the Plan. The 2019 valuation resulted in a surplus of \$80.1M, up from a deficit of \$48.1M last year.

The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent and the pension plan is wound up) improved with a deficit of \$5.9M (\$122.1M in 2018). The solvency ratio was increased to 99% (2018 - 95%). As per the new regulations, if the solvency ratio is better than 85%, no special payments are required.

The contribution requirements as per the valuation results from 2018 currently remain in effect, however the 2019 valuation will be filed with the regulators prior to September 30, 2020. The December 31, 2019 valuation report is being filed due to the good Pension Fund investment performance in 2019, and the uncertainty in the capital markets for the remainder of 2020 due to COVID-19.

For more details, see the attached Funding Valuation Summary as at December 31, 2019 prepared by Aon, the Plan actuary.

## Summary of Contributions

The table below shows the actual contributions that were made into the Pension Fund for 2018 and 2019, and the estimated expected contributions for 2020:

	2020 (\$ millions est.)	2019	2018
Employer:			
Money purchase contributions	\$ 35.0	\$ 34.7	\$ 32.4
Minimum guarantee contributions	7.5	5.9	7.1
Special payments to fund deficit	0.0	0.0	0.0
Employees:			
Regular contributions	35.0	33.8	31.6
Additional voluntary contributions		.5	.5
Transfers in from other plans		1.9	3.8
<b>Total</b>	<b>\$77.5</b>	<b>\$ 76.9</b>	<b>\$ 75.4</b>

## **Changes to the Plan Text and Funding Policy**

The pension plan text was amended effective January 1, 2017 to incorporate changes and legislative updates since January 1992. The restated pension plan text has been filed and approved by the regulators. There were no changes in 2019.

## **Legal and Regulatory Requirements**

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

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

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

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

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

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

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

## York University Pension Plan

### Funding Valuation Summary as at December 31, 2019 and Related Developments

#### Background

York University filed an actuarial valuation of the plan as at December 31, 2017 reflecting the revised funding rules in Ontario.

Even though the next actuarial valuation was not required to be filed with the regulators until December 31, 2020, York University chose to file an expedited actuarial valuation of the plan as at December 31, 2019.

- Actual minimum contribution requirements for 2020 to 2022 are based on this report as at December 31, 2019 until a new valuation report is filed.
- The next actuarial valuation required to be filed with the regulators is as at December 31, 2022.

#### Valuation Highlights

The actuarial valuation of the plan as at December 31, 2019 will be filed with the regulatory authorities by the end of September 2020, The valuation highlights are as follows:

- Valuation results as at December 31, 2019 show an increase in the going-concern funded position mainly due to a favourable fund return (16.3102% for 2019). The solvency position also strengthened as at December 31, 2019 primarily due to the same reason.
- Going concern funded status improved from a deficit of \$48.1 million at December 31, 2018 to a surplus of \$80.1 million at December 31, 2019.
- Plan termination deficiency decreased from a deficit of \$122.1 million at December 31, 2018 to \$5.9 million at December 31, 2019.
- Based on the December 31, 2019 valuation results, the 2020 actuarial cost of benefits (excluding employee contributions) amount to \$43.5 million or 124.4% of employee contributions versus 121% of employee contributions for 2019 as per the last filed valuation as at December 31, 2017.
- The going concern assumptions as at December 31, 2019 were revised to include the results of the termination and retirement experience study completed in late 2019. Based on the results of the experience study, the termination and retirement rates were modified to better reflect the plan experience in the last 10 years.
- For members who retired prior to January 1, 2015, the pensions payable were adjusted by 2.4581% effective January 1, 2020 based on a 4-year moving average of 8.6056%.

- For members retiring on or after January 1, 2015, the pensions payable were adjusted effective January 1, 2020 reflecting a 5-year moving average fund return incorporating backfill at 6% and, so, actual increases vary by cohort of retirees and beneficiaries, as shown in the following table:

Cohort	Moving Five-Year Average	Pension Adjustment at January 1, 2020
2015 Retirements	8.0794%	1.9617%
2016 Retirements	7.7643%	1.6644%
2017 Retirements	6.5966%	0.5628%
2018 Retirements	7.9862%	1.8738%

- The active membership in the plan increased from 4,435 as at December 31, 2018 to 4,621 as at December 31, 2019.
- The number of retirees receiving pension benefits from the Plan increased by 96 to 2,746.
- The Pension Benefits Guarantee Fund (“PBGF”) Annual Assessment fee for 2019, payable by September 30, 2020, is estimated to be \$427,290 based on the December 31, 2019 valuation report.

### Financial Position on Going Concern basis (000’s)

	December 31, 2019	December 31, 2018	December 31, 2017
<b>Market Value of Assets</b>	<b>\$ 2,861,800</b>	<b>\$ 2,501,900</b>	<b>\$ 2,554,842</b>
Money Purchase Accounts	<u>1,312,500</u>	<u>1,151,000</u>	<u>1,177,442</u>
<b>Defined Benefit Assets</b>	<b>\$ 1,549,300</b>	<b>\$ 1,350,900</b>	<b>\$ 1,377,400</b>
Pensioner Liability	1,371,944 <sup>1</sup>	1,246,619 <sup>1</sup>	1,223,871 <sup>1</sup>
Other Member Minimum Guarantee Liability	<u>97,256<sup>1</sup></u>	<u>152,381<sup>1</sup></u>	<u>133,181<sup>1</sup></u>
<b>Excess/(Unfunded Liability)</b>	<b>\$ 80,100</b>	<b>\$ (48,100)</b>	<b>\$ 20,348</b>

<sup>1</sup> Incorporates the PfAD under the revised Ontario funding rules (8.6% as at December 31, 2019 and December 31, 2018; 8% as at December 31, 2017)

## Developments

Three Ontario universities – the University of Toronto, Queen’s University and the University of Guelph – have banded together to create a University Pension Plan (UPP) with the backing of their faculty associations and unions including the United Steelworkers Union. Regulatory notice consent period for active, former and retired members ended in June of 2019 with consent granted for joining the UPP. The UPP is expected to be effective on July 1, 2021.

## Appendix – Significant Actuarial Assumptions on Going-Concern Basis

Interest Rate	5.75% per year (net of investment expenses only)
Salary Scale	Active Members: 4.00% per year Disabled Members: 2.00% per year Suspended Members: 0.00% per year
Increase in YMPE	3.00% per year
Increase in Maximum Pension Limits	Limits prescribed up to 2019 and indexed at 3.00% per year starting in 2020
Mortality	80% CPM2014 Public Sector Mortality Table with generational improvements using MI-2017 Scale
Retirement Age	Revised rates apply from ages 55 to 70 based on plan experience study performed in 2019
Termination Rate	Revised rates apply up to age 54 based on plan experience study performed in 2019
Conversion Basis	80% CPM2014 Public Sector Mortality Table with generational improvements using MI-2017 Scale (unisex 55% male and 45% female) with 6% interest rate
Administrative Expenses	\$1,200,000
Non-reduction Reserve	Post January 1, 1992 special non-reduction reserve contribution account plus further levy against money purchase accounts at retirement reduced by subsidized “excess interest” pension benefits
Deferred Indexing Reserve	Reflects projected future change in pension related to past returns for members who are retired
Retirement Reserve	Established to mitigate future retirement losses due to conversion basis different from valuation basis



# **YORK UNIVERSITY PENSION FUND**

**2019 Annual Report**

**from the**

**Pension Fund Board of Trustees**

**for the**

**Board of Governors**

**September 2020**



### Introduction

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

### Annual Report Requirements

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

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

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

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

**Achievement of Fund Objectives**

	<u>2019</u>	<u>4 years</u>	<u>5 years</u>	<u>10 years</u>
Gross Fund Return	16.7%	9.0%	9.2%	10.0%
Net Fund Return	16.3%	8.6%	8.8%	9.6%
Benchmark Return	16.6%	8.1%	8.8%	9.4%
CPI	2.2%	1.9%	1.8%	1.7%

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

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

This objective has been achieved: The Fund outperformed the benchmark return over the four-year and five-year periods ending December 31, 2019. The Fund achieved added value of 0.4% p.a. over the past 5 years.

**Pension Fund Board of Trustees**

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

**Membership**

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment, to a maximum term of 9 years. In 2019 the following people became new members or were re-appointed to the Pension Fund Board of Trustees:

<u>New/Reappointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Dee Patterson	Vacancy	Board of Governors
David Garg	Vacancy	Board of Governors
Paul Battistuzzi (Jan. 1/20)	Dale Domian	President
Richard Wellen	Amin Mawani	YUFA
Robert Wai	Reappointed	Osgoode

## 2019 Annual Report from Pension Fund Board of Trustees to Board of Governors

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The membership of the Pension Fund Board of Trustees at the end of 2019 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Jacques Demers, Chair	Board of Governors
Dee Patterson	Board of Governors
David Garg	Board of Governors
Christine Silversides	President
Paul Battistuzzi (Jan. 1/20)	President
Ran Lewin	President, CPM
Sonny Day	YUSA
Tammy Paglia	YUSA
Richard Wellen	YUFA
Melanie Cao	YUFA
Robert Wai	OHFA
Walter Silva	CUPE 1356
Jasmin Halsband	CUPE 1356-01
Sylvia Peacock	CUPE 3903
Vacant	IUOE
Bruno Bellissimo	YURA

### **Officers**

Jacques Demers remained as Chair throughout the year.

Vice-Chair position remained vacant throughout 2019.

Leona Fields, Director, Pension Fund continued as Secretary throughout 2019.

### **Meetings**

The Pension Fund Board of Trustees met 4 times in 2019 on March 19, June 4, September 17, and November 26. A quorum was present at all meetings. An attendance summary is below. Minutes were recorded for all meetings and are available for viewing in the Pension Investments Office.

<b>Trustees</b>	<b>Meeting Attendance</b>	
	<b>No.</b>	<b>%</b>
Jacques Demers, Chair	3 of 4	75
Dee Patterson	3 of 3	100
David Garg	2 of 3	67
Christine Silversides	2 of 4	50
Dale Domian	2 of 3	67
Ran Lewin	4 of 4	100

## 2019 Annual Report from Pension Fund Board of Trustees to Board of Governors

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Sonny Day	1 of 4	25
Tammy Paglia	2 of 4	50
Melanie Cao	3 of 4	75
Richard Wellen	3 of 3	100
Robert Wai	3 of 4	75
Walter Silva	4 of 4	100
Jasmin Halsband	2 of 4	50
Sylvia Peacock	1 of 4	25
Bruno Bellissimo	4 of 4	100

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

Betsy Yeung and Andrew Greene were appointed to PFIC as of April 1, 2019. George Klar was re-appointed as of July 1, 2019, and Jacques Demers as of January 1, 2020. At the end of the year (Jan. 1, 2020), PFIC membership was as follows:

Guy Burry, Chair	External expert
Mary Condon	York University Law Professor
Jacques Demers	External expert, Chair Pension Fund Board of Trustees, Board of Governors
Andrew Greene	External expert
George Klar	York University Finance Professor
Barbara Miazga	External expert
Pauline Shum-Nolan	York University Finance Professor
Don Walcot	External expert
Rick Waugh	External expert, Past Chair Board of Governors
Betsy Yeung	External expert

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

#### SIP&P

An updated SIP&P was approved by the BoT in November 2019. The updated SIP&P includes one addition required under a new regulation in the Ontario Pension Benefits Act, plus a variety of minor wording changes and housekeeping updates. The new regulation requires that the actuarial liabilities include a Provision for Adverse Deviation (PfAD), the calculation of which is dependant on the percentage of fixed income assets in a Plan's target asset allocation. The new regulation prescribes a percentage of fixed

## **2019 Annual Report from Pension Fund Board of Trustees to Board of Governors**

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income exposure for various asset categories and requires the target allocation for relevant asset categories to be included in the SIP&P. A table with these target allocations was added.

No updates are substantial changes to the Investment Policy or change the way assets are required to be invested.

### **Other Approvals**

Real Assets: In June 2019, the BoT approved an investment of USD\$25 million to each of Global Infrastructure Partners GIP IV and Brookfield's BIF IV. In November 2019, a commitment of CAD\$40 million to Axiom Infrastructure North American Fund was approved.

Fixed Income: The Investment Policy Review project that started in 2018 culminated in 2019 with a recommendation to reduce the duration of the fixed income allocation from long bonds to Universe bonds. In September 2019, BoT approved that change, with TDAM continuing to invest Canadian bonds using a different pooled fund.

Signing Authority Register: In September 2019, the BoT approved the Signing Authority Register with no changes.

Pension Fund Financial Statements: In March 2019, the BoT approved the audited financial statements for the Pension Fund at December 31, 2018.

PFIC Appointments: In March 2019, the BoT approved the appointments of Betsy Yeung and Andrew Greene to the PFIC, in June 2019, approved the reappointment of George Klar to the committee, and in November 2019, approved the reappointment of Jacques Demers to the committee.

Pension Fund Operating Budget: In November 2019, the BoT approved the 2020 Pension Fund operating budget for investment expenses.

### **Monitoring**

During 2019, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2018 Annual Report from PFIC for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

**Audited Financial Statements**

The Financial Statements for the Pension Fund at December 31, 2019, audited by Ernst & Young, are attached.

Attachments

Statement of Investment Policies and Procedures as at December 31, 2019

Audited Financial Statements for the Pension Fund as at December 31, 2019

# York University Pension Fund Signing Authority Register

June 2017

	Description	Approval Authority	Execution Signatories <sup>1</sup>
<b>Payments from the Pension Fund</b>			
Reimbursement to York University for pension expenses <sup>2</sup>	Fees for investment management, custodial, consulting, legal, audit, and pension administration services; salaries and benefits for pension staff, annual regulatory filing fees, and other misc expenses	As per the Pension Fund Operating Budget approved annually by the Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Investment Instructions <sup>3</sup>	Capital calls, rebalancing, currency hedging settlements, global markets documentation	As per the Statement of Investment Policies & Procedures and/or Manager Mandates	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Benefit Payments <sup>4</sup>	Initial pension payment, lump sum payments	As per the terms in the Pension Plan text	Associate Director, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>and</u> Associate Director, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>or</u> Director, Pension Fund <u>or</u> Treasurer
<b>Documents and Agreements<sup>5</sup></b>			
Investment Policy Documents	Statement of Investment Policies and Procedures, Investment Beliefs	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Director, Pension Fund
Pension Fund Financial Statements	Audited Financial Statements	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Vice President, Finance & Administration
Manager Mandates	Includes investment guidelines and constraints, performance expectations, reporting requirements	Sub Committee on Investment Performance	Chair, Sub-Committee on Investment Performance <u>and</u> Director, Pension Fund

cont'd...

# York University Pension Fund Signing Authority Register

June 2017

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

<sup>1</sup> Two different signatories are required for everything

<sup>2</sup> Expenses paid out of CIBC Mellon operating account

<sup>3</sup> Transfers between CIBC Mellon investment manager accounts

<sup>4</sup> Paid from CIBC Mellon operating account

<sup>5</sup> Does not involve any payments out of the Pension Fund

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



**YORK UNIVERSITY PENSION FUND**  
**Ontario PBA Reg. No. 0329763**

**STATEMENT OF INVESTMENT POLICIES**  
**AND PROCEDURES**

Amended in November 2019

Approved and adopted by York University Pension Fund Board of Trustees on November 26, 2019

  
\_\_\_\_\_  
Jacques Demers  
Chair, Pension Fund Board  
Of Trustees

  
\_\_\_\_\_  
Leona Fields  
Director, Pension Fund

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## Section I – Introduction

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

## Section II – Overview of the Fund

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

## Section III – Governance and Administration

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

## Section IV – Asset Classes Eligible for Investment

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

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

## Section V – Return Considerations

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

## Section VI – Asset Allocation Guidelines

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

Asset Class	Investment Policy Portfolio (% of total fund)	Minimum	Maximum
Equity	50%	45%	65%
<b>Total Equity</b>	<b>50%</b>	<b>45%</b>	<b>65%</b>
Global Fixed Income <sup>1</sup>	10%	0%	15%
Canadian Fixed Income	20%	15%	25%
Cash	0%	0%	10%
<b>Total Debt</b>	<b>30%</b>	<b>25%</b>	<b>35%</b>
Real Estate	10%	0%	15%
Infrastructure	10%	0%	15%
<b>Total Real Assets<sup>2</sup></b>	<b>20%</b>	<b>0%</b>	<b>30%</b>

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

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

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

## Section VII – Portfolio Diversification and Constraints

- 7.1 The Fund shall be diversified by investment category, company, region, industry, currency and country as deemed appropriate by the Committee.
- 7.2 An investment in any security of, or a loan to, a person, any associated persons or affiliated corporations shall not be made directly or indirectly, if:
- (a) 10% or more of the total market value of the Plan assets has already been lent or invested, in total, to or in the person, the associated persons or the affiliated corporations; or
  - (b) 10% or more of the total market value of the Plan assets would be lent or invested, in total, to or in the person, the associated persons or the affiliated corporation as a result of the loan or investment.
- 7.3 The Fund shall comply with all quantitative constraints documented in the Act, and all investments shall be made in accordance with the Code of Ethics and Standards of Practice of the CFA Institute.
- 7.4 The Fund will be managed to maintain sufficient liquidity to fund benefit payment outflows or other obligations for the Plan as needed. Consideration will be given to liquidity needs when structuring the portfolios for the Fund.
- 7.5 In respect of the Equity portfolios of the Fund:
- (a) Holdings include public or private securities which represent ownership in a company, partnership or trust;
  - (b) Holdings shall be diversified by company, region, industry, currency and country; however, consideration may be given to the relative sizes of economic activity and stock market capitalization.
- 7.6 In respect of the Fixed Income portfolios of the Fund:
- (a) The overall average credit quality of the Fixed Income portfolios shall be at least DBRS "BBB(low)" or equivalent.
- 7.7 In respect of the Real Asset portfolios of the Fund:
- (a) No direct holdings in real assets are permitted.

- (b) The portfolio will be diversified by industry, company, region and country; however, due to the illiquid nature of these asset classes it may take time to build out this diversification.
  
- 7.8 In respect of Cash and Cash Equivalents of the Fund or any Pooled Fund, deposits with banks or trust companies must be rated “A” or better or be with institutions that have a long-term rating of “A” or better.
  
- 7.9 In respect of Derivatives:
  - (a) Derivatives may be used only to:
    - (i) create an asset mix position within the ranges and among the asset classes set out in this Policy;
    - (ii) adjust the duration and/or credit exposure of the Fixed Income portfolio;
    - (iii) replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
    - (iv) create an exposure to securities that are otherwise permitted under this Policy;
    - (v) manage the currency exposure of foreign assets; or
    - (vi) reduce risk as part of a hedging strategy.
  - (b) Derivatives may not be used to create exposures that would not otherwise be permitted under this Policy or which would be outside the limits under this Policy had the exposure been obtained in the cash markets.
  - (c) All collateral held in connection with any Derivative shall comply with the requirements of this Policy for Cash and Cash Equivalents.
  - (d) Any Manager investing in Derivatives must determine the market value of that Manager’s exposures on a daily basis.
  
- 7.10 Environmental, Social, and Governance (“ESG”) factors are incorporated into the investment policies.
  - (a) The Fund’s Sustainable Investing Principle states: “Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that the Fund shall provide sustainable investment performance over the long term. The Fund will continue to monitor sustainable investing practices and evaluate whether an allocation or specific criteria are worthy of inclusion, considering

potential return enhancement, cost, resource requirements and other relevant factors”.

- (b) ESG factors encompass a broad range of issues in addition to traditional financial and risk analysis. ESG factors are applied within the Manager portfolios, however, the particular factors and risks assessed differ depending on the Mandate. The determination and evaluation of relevant ESG factors is delegated to the Fund’s Managers, to be used in the risk assessment and investment decision making process as deemed appropriate, considering their particular Manager Mandate. A description of each Manager’s approach to the integration of ESG factors has been documented and is contained under separate cover.

## Section VIII – Loans and Borrowing

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

## Section IX – Valuation of Investments

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

## Section X – Conflicts of Interest & Related Parties

### 10.1 Conflicts of Interest

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

### 10.2 Related Party Transactions

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

- (a) The transaction is required for the operation or administration of the Fund and be on terms and conditions that are not less favourable to the Fund than market terms and conditions at the time of the transaction, and does not involve the making of loans to, or investments in, the Related Party; or
- (b) The transaction involves loans to, or investments in, a Related Party that are
  - (i) selected by a Manager acting independently within a Pooled Fund that complies with applicable requirements in the Act; and

- (ii) such investments will be considered nominal or immaterial and constitute in the aggregate less than 5% of the market value of that Pooled Fund. In assessing whether the value of a transaction is nominal or immaterial, two or more transactions with the same Related Party shall be considered as a single transaction.
- (c) Managers shall provide their internal policies and guidelines on Conflict of Interest and personal trading.

## Section XI – Voting Rights

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

## Section XII – Monitoring

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

## Section XIII – Policy Review

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

## Section XIV – PfAD Target Allocations

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

**TABLE A**  
**PfAD Target Asset Allocation**

Investment Category	Target Asset Allocation	PfAD treatment
Real estate	10%	50% fixed income
Non-Canadian stocks other than investments referred to in categories 1 to 12	50%	0% fixed income
Canadian bonds and debentures (other than investments referred to in categories 1 to 12) that meet one of the minimum credit ratings in Table B	20%	100% fixed income
Non-Canadian bonds and debentures (other than investments referred to in categories 1 to 12) that meet one of the minimum credit ratings in Table B	7%	100% fixed income
Non-Canadian bonds and debentures (other than investments referred to in categories 1 to 12) that do not meet any of the minimum credit ratings in Table B.	3%	50% fixed income
Investments other than investments referred to in categories 1 to 16	10%	50% fixed income

**TABLE B**  
**Minimum Credit Rating Table**

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

# Board of Governors

## Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 6 October 2020

Subject: Board Evaluation Survey Results

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Annually, members of Board are surveyed on Board operations, conduct of meeting, quality of documentation, effectiveness of the Chair, relations with administration and overall satisfaction with support and assistance. Members of Board Committees are also surveyed on the appropriateness of the committee's terms, on the effectiveness of the committee chair, the adequateness of the committee's complement, the conduct of meetings and overall satisfaction that the committee is working effectively. Full results are found in Appendix A.

## Response rate

The response rate in 2018 - 2019 was significantly improved over preceding years (See table 1), owing to the decision to conduct the survey by paper during the final meeting of the Board in June. With the survey being delivered entirely online this year, the response rate has declined somewhat. From this, we can gather that the response rate is higher when members fill the surveys during a meeting.

## Board Survey Result Highlights

In general, members agree or strongly agree that the Board carries out its duties as it should. Members feels properly informed and supported and clearly understand their duties and the roles of Board officers and University Officials. Results are slightly lower when considering the size of the Board, the right mix of experience and competence need to achieve goals and the Board's compliment reflects the diversity of the community.

The relationship between the Board and the President is largely satisfactory, with only a slightly lower result when considering the regularity of assessment of the President's performance against established goals. As reflected in comments, this is not criticism of the President's performance, but rather some unease with the assessment process.

Members feel free to partake is discussions and know where to seek resources if needed. However, some members indicate a lack of knowledge of University

## Board of Governors – Executive Committee

Operations and feel that the Board orientation process didn't provide sufficient background information, especially when stepping into a new committee.

### Committee Survey Results

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

Across most committees, there is a slightly less positive response to statements regarding the timely delivery of documents.

For some committees, members have expressed a lack of ability to engage in fulsome discussions and the related capacity to fully deliver the committee's mandate.

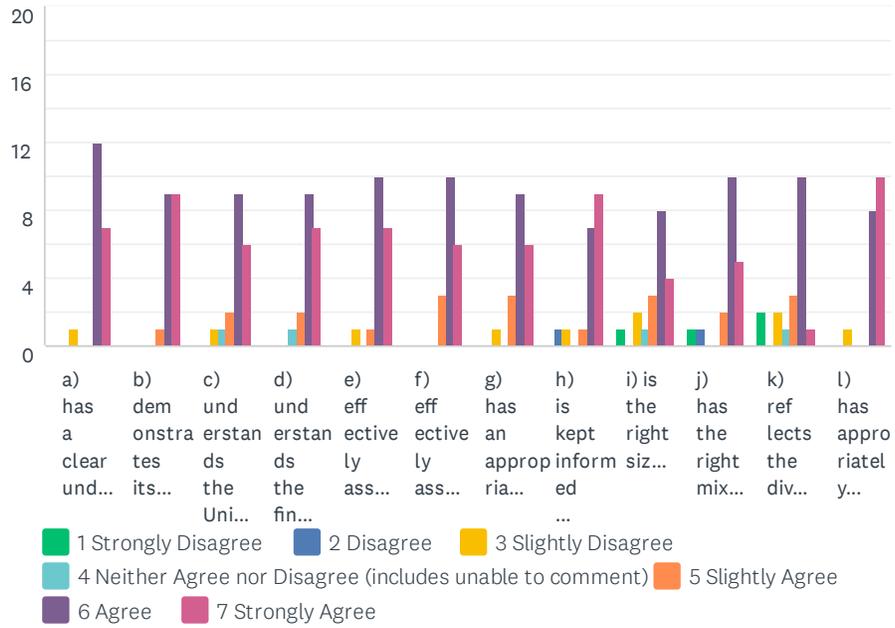
**Table 1. Board and Board Committee Response Rate from 2016/17 to 2019/20**

<b>Board / Committee</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>
<b>Board</b>	13/25 52%	12/27 44%	24/29 83%	20/27 74%
<b>Academic Resources</b>	- <sup>1</sup>	3	10	6
<b>Executive</b>	-	3	8	4
<b>External Relations</b>	-	4	8	4
<b>Finance &amp; Audit</b>	-	1	8	5
<b>Governance &amp; Human Resources</b>	-	2	7	6
<b>Investment</b>	-	3	7	6
<b>Land &amp; Property</b>	-	5	7	6
<b>Total - Committees</b>	-	21	55	37

<sup>1</sup> The number of responses was negligible, and the results were not shared with the committees that year.

### Q1 I am satisfied that the Board:

Answered: 20 Skipped: 0

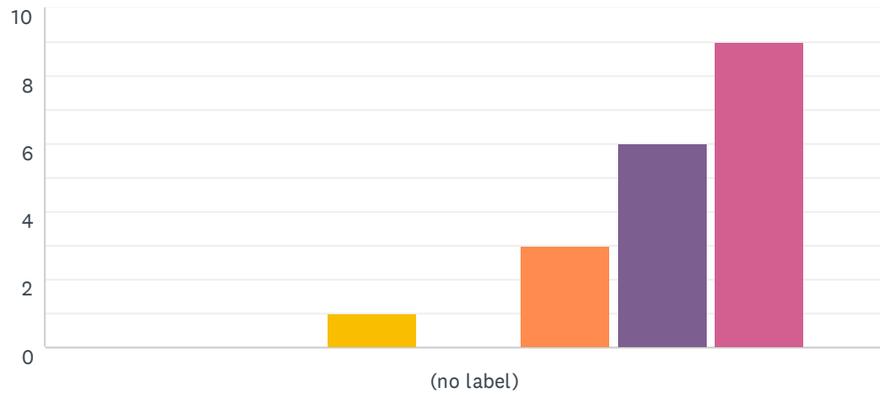


	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTE AVERAG
a) has a clear understanding of its mandate and responsibilities.	0.00% 0	0.00% 0	5.00% 1	0.00% 0	0.00% 0	60.00% 12	35.00% 7	20	6.20
b) demonstrates its awareness of the difference between the role of the Board and that of management.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	47.37% 9	47.37% 9	19	6.42
c) understands the University's bicameral governance system and the role of the Senate.	0.00% 0	0.00% 0	5.26% 1	5.26% 1	10.53% 2	47.37% 9	31.58% 6	19	5.95
d) understands the financial framework of the University.	0.00% 0	0.00% 0	0.00% 0	5.26% 1	10.53% 2	47.37% 9	36.84% 7	19	6.16
e) effectively assesses and monitors risks that impact the University's reputation.	0.00% 0	0.00% 0	5.26% 1	0.00% 0	5.26% 1	52.63% 10	36.84% 7	19	6.16
f) effectively assesses and monitors risks that impact the University's overall effectiveness.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.79% 3	52.63% 10	31.58% 6	19	6.16
g) has an appropriate level of involvement in the University's strategic planning process.	0.00% 0	0.00% 0	5.26% 1	0.00% 0	15.79% 3	47.37% 9	31.58% 6	19	6.00
h) is kept informed of all significant issues affecting the University.	0.00% 0	5.26% 1	5.26% 1	0.00% 0	5.26% 1	36.84% 7	47.37% 9	19	6.05
i) is the right size for effective discussion and action.	5.26% 1	0.00% 0	10.53% 2	5.26% 1	15.79% 3	42.11% 8	21.05% 4	19	5.37

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTE AVERAG
j) has the right mix of experience, skills and competencies among Governors to guide the University toward achieving its goals.	5.26% 1	5.26% 1	0.00% 0	0.00% 0	10.53% 2	52.63% 10	26.32% 5	19	5.68
k) reflects the diversity of the community.	10.53% 2	0.00% 0	10.53% 2	5.26% 1	15.79% 3	52.63% 10	5.26% 1	19	4.95
l) has appropriately delegated authority to its committees	0.00% 0	0.00% 0	5.26% 1	0.00% 0	0.00% 0	42.11% 8	52.63% 10	19	6.37

## Q2 I receive adequate information at Board meetings regarding the issues being addressed by committees of which I am not a member.

Answered: 19 Skipped: 1

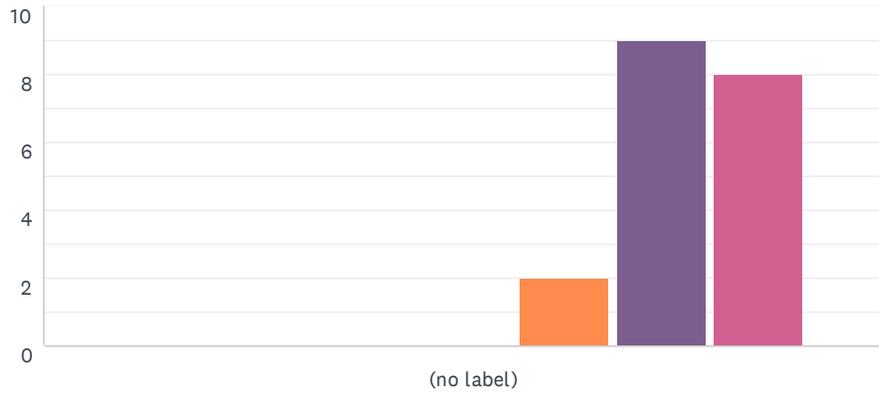


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.26% 1	0.00% 0	15.79% 3	31.58% 6	47.37% 9	19	6.16

### Q3 Overall, the Board is functioning effectively.

Answered: 19 Skipped: 1



■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

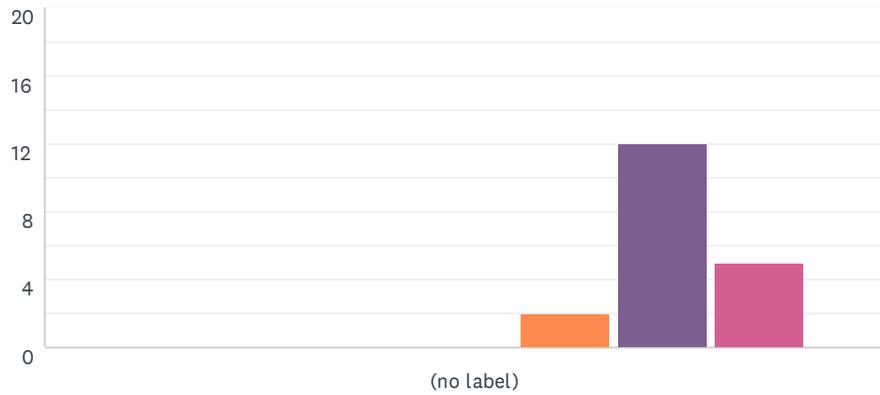
	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.53% 2	47.37% 9	42.11% 8	19	6.32

## Board of Governors Evaluation Survey 2019-2020

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME	DATE
1	I felt a lot more comfortable and engaged with the Board in my second year as a member.	6/23/2020 2:29 PM
2	The Chair is excellent and does an excellent job in engaging the board and keeping a the discussion focussed and action related. I am impressed that the the VPs presentations and the desire to get genuine input from the members of the board. I still have much to learn	6/23/2020 1:55 PM
3	Paul and Rhonda have done an exemplary job working with the committees and BOG.	6/23/2020 1:54 PM
4	I disagreed about receiving adequate information relating to subjects discussed at committees for which I am not a member, because I do not receive the university's financial information reviewed by the finance committee. On other boards, if I was not on the finance committee, I could still access the committee info to stay informed on the financial status of the organization.	6/22/2020 11:08 AM
5	Board members appear unwilling to challenge the governance approaches of senior leadership and administrators during full board or committee meetings such that the Board appears to have a 'rubber stamp' function, rather than a deliberative one. There doesn't appear to be a process in place for visible and meaningful engagement with Board members who introduce new or disruptive perspectives. This may be reflective of some lack of clarity around the Board's mandate, or an excessively narrow application of the Board's 'fiduciary responsibility'. The Board doesn't reflect the diversity of the York community. Members are overwhelmingly drawn from a few select professions and sectors. This results in high quality governance in areas with the greatest financial implications and lower quality governance in areas related to the University's relationship with its own community and Canadian postsecondary educational institutions writ large. Consequently, the York community doesn't appear to feel connected to or represented by the Board as evidenced by a widespread ignorance of the Board's existence and role in the University.	6/21/2020 1:58 PM
6	Of the 3 Board chairs I've experienced, the current Chair is by far the best informed, and most effective in identifying issues and providing appropriate leadership.	6/18/2020 3:09 PM

### Q4 The number and length of Board meetings are appropriate for the Board's needs.

Answered: 19 Skipped: 1

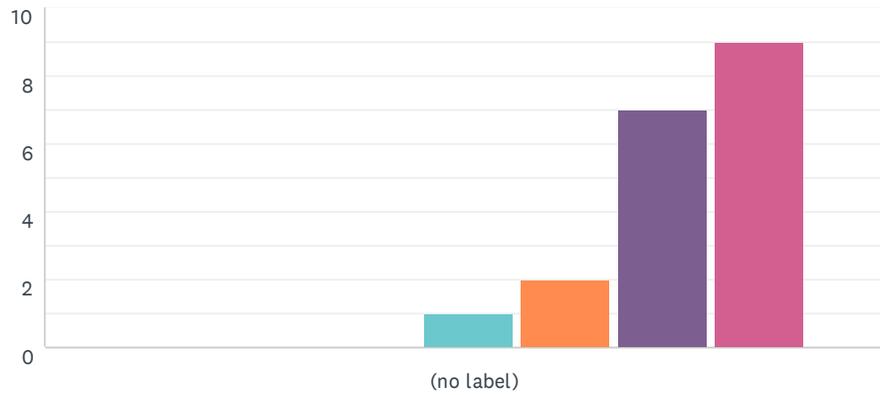


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.53% 2	63.16% 12	26.32% 5	19	6.16

### Q5 The quality of management presentations meets the Board's expectations.

Answered: 19 Skipped: 1

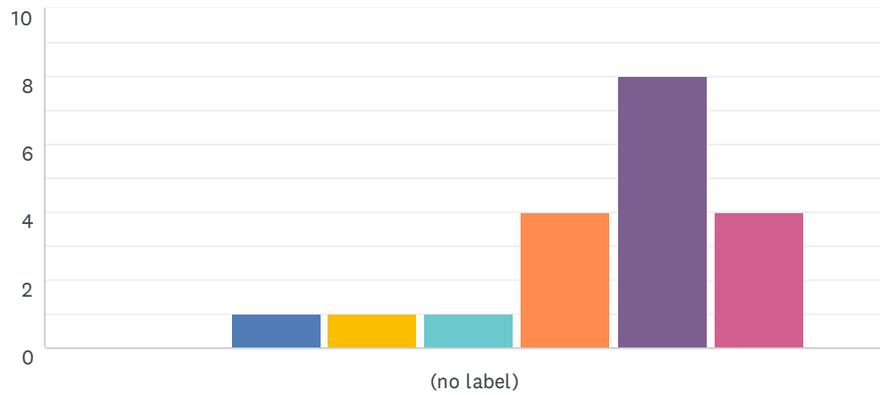


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.26% 1	10.53% 2	36.84% 7	47.37% 9	19	6.26

### Q6 Discussions at Board meetings are fulsome and productive.

Answered: 19 Skipped: 1

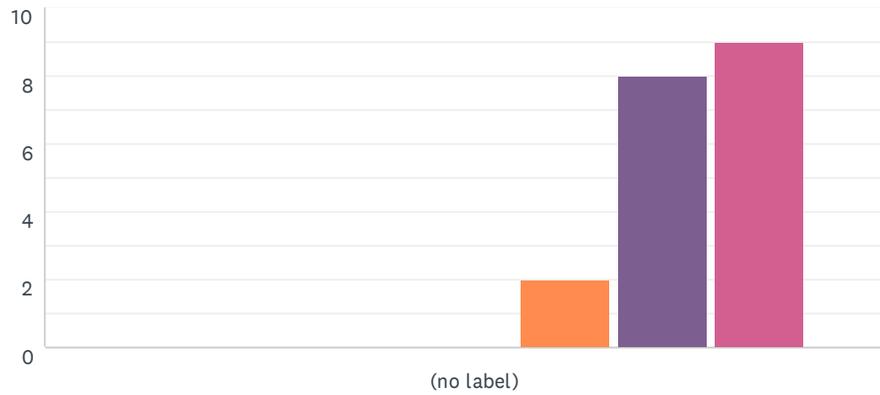


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.26% 1	5.26% 1	5.26% 1	21.05% 4	42.11% 8	21.05% 4	19	5.53

### Q7 Governors have sufficient opportunities to meet in camera (i.e. in the absence of management).

Answered: 19 Skipped: 1

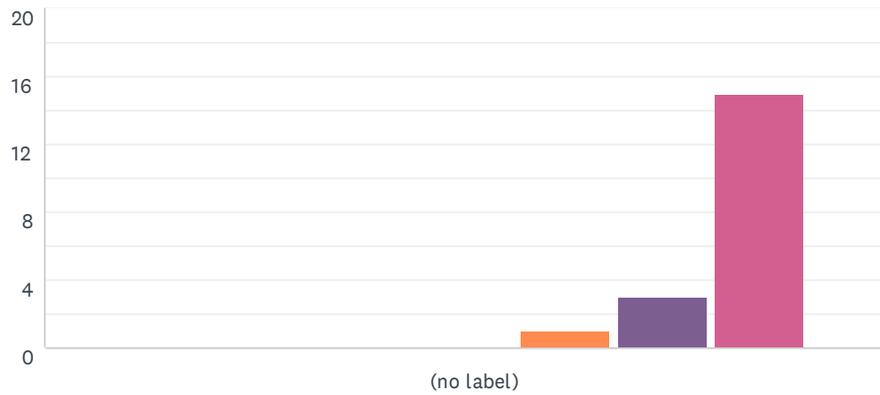


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	10.53% 2	42.11% 8	47.37% 9	19	6.37

### Q8 The Board Chair provides effective leadership to the Board.

Answered: 19 Skipped: 1

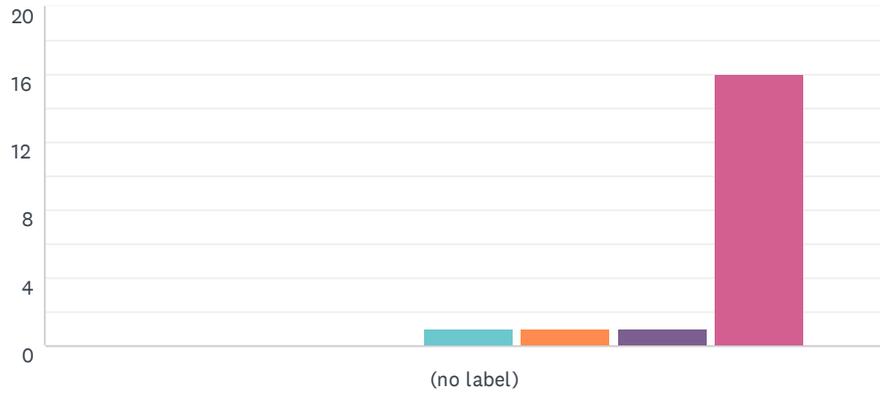


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	15.79% 3	78.95% 15	19	6.74

### Q9 The Board Chair encourages participation and discussion.

Answered: 19 Skipped: 1

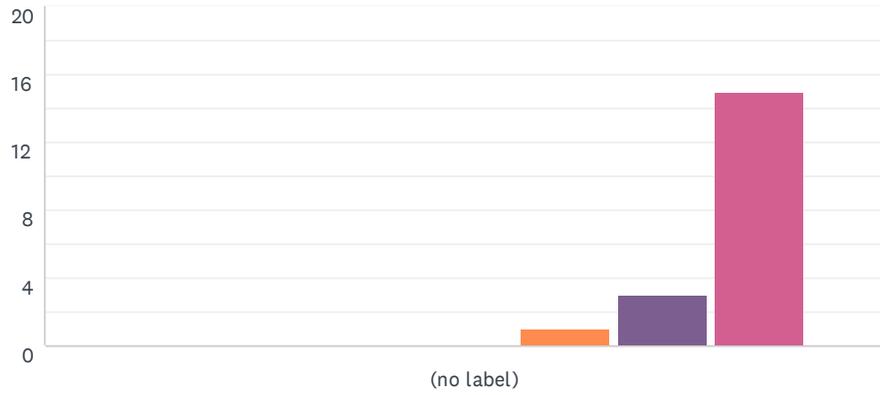


■ 1. Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1. STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.26% 1	5.26% 1	5.26% 1	84.21% 16	19	6.68

### Q10 The Board Chair runs meetings effectively.

Answered: 19 Skipped: 1

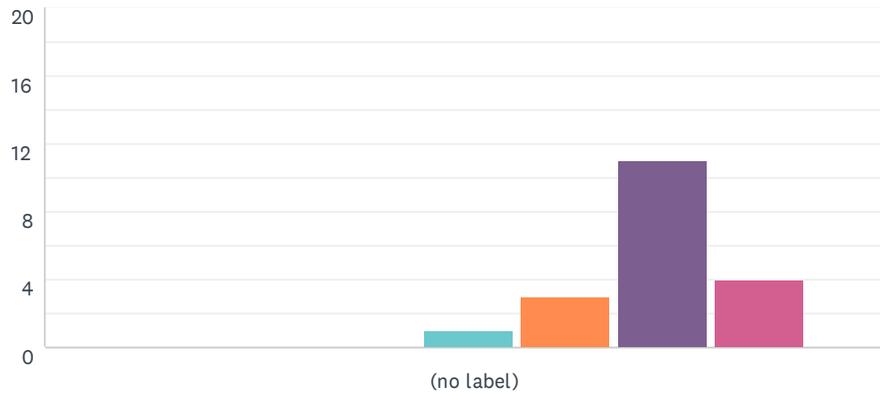


■ 1 Strongly Disagree   
 ■ 2 Disagree   
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■ 4 Neither Agree nor Disagree (includes unable to comment)   
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■ 6 Agree   
 ■ Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	15.79% 3	78.95% 15	19	6.74

### Q11 I receive the Board package far enough in advance to allow for adequate review.

Answered: 19 Skipped: 1

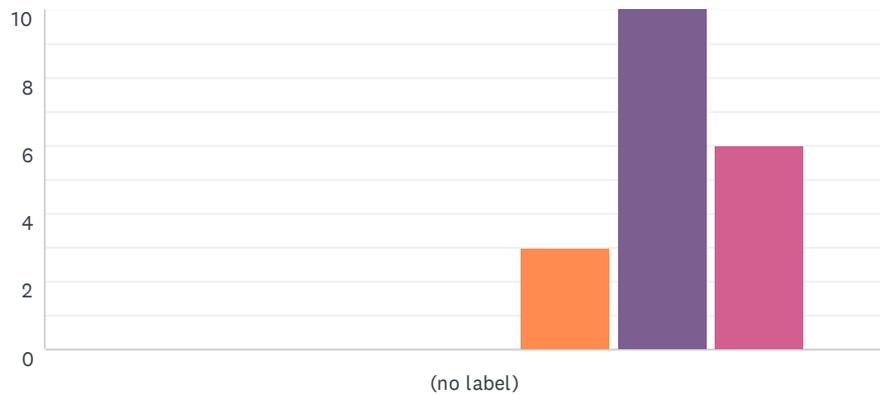


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.26% 1	15.79% 3	57.89% 11	21.05% 4	19	5.95

### Q12 The Board package is informative and has the appropriate amount of detail.

Answered: 19 Skipped: 1



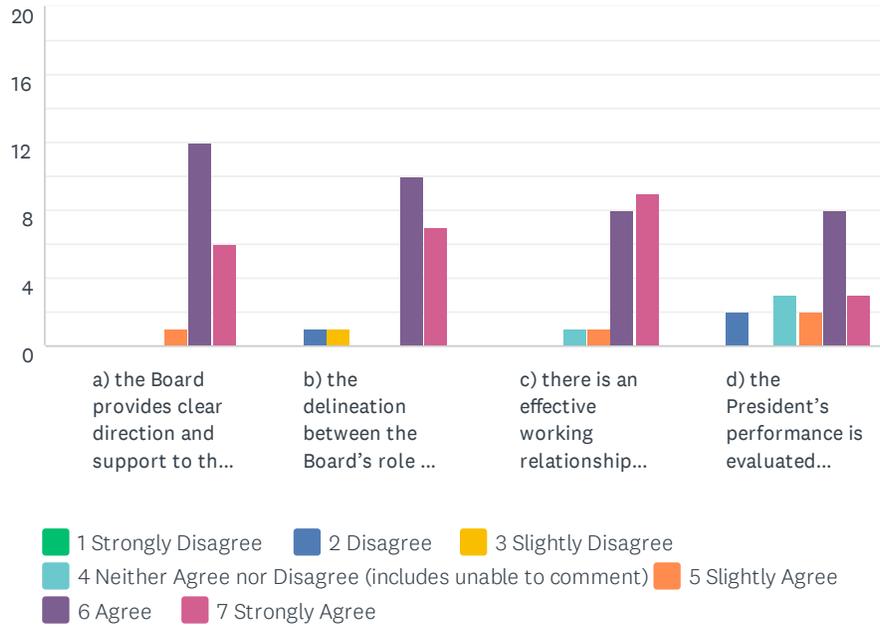
■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.79% 3	52.63% 10	31.58% 6	19	6.16

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	There is a significant amount of details included with is necessary to make informed decisions. An executive summary of the very detailed material would be helpful for a summary	6/23/2020 1:58 PM
2	Timelines for board packages were delayed for our final meeting. We understand the challenges COVID-19 present. The executive summaries are much appreciated.	6/22/2020 7:32 PM
3	our new Secretary has effected a smooth transition to the role and has set a new standard for communication, especially during the current COVID crisis.	6/18/2020 3:12 PM

### Q13 I am satisfied that:

Answered: 19 Skipped: 1

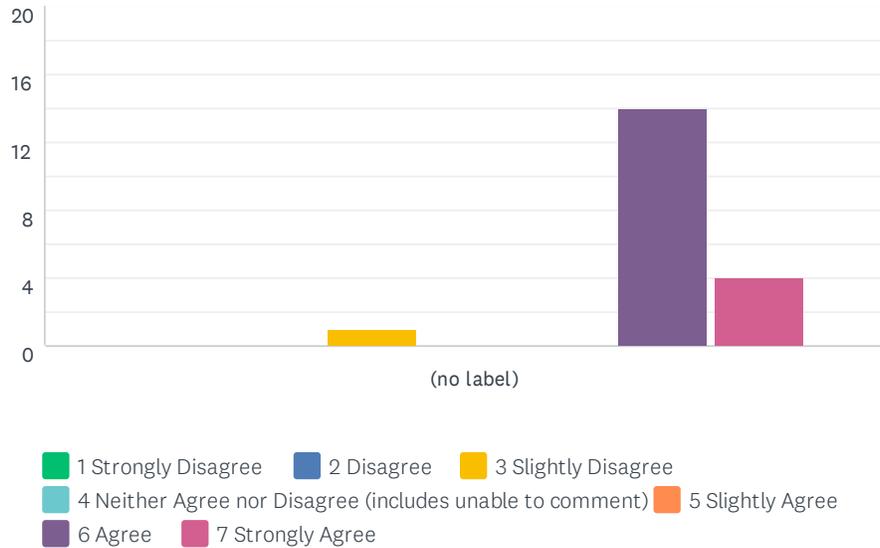


Board of Governors Evaluation Survey 2019-2020

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) the Board provides clear direction and support to the President.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5.26% 1	63.16% 12	31.58% 6	19	6.26
b) the delineation between the Board's role and that of the President is well understood.	0.00% 0	5.26% 1	5.26% 1	0.00% 0	0.00% 0	52.63% 10	36.84% 7	19	6.00
c) there is an effective working relationship between the Board and the President.	0.00% 0	0.00% 0	0.00% 0	5.26% 1	5.26% 1	42.11% 8	47.37% 9	19	6.32
d) the President's performance is evaluated regularly against established goals and targets.	0.00% 0	11.11% 2	0.00% 0	16.67% 3	11.11% 2	44.44% 8	16.67% 3	18	5.28

### Q14 I have, through Board, Committee and informal contact, sufficient exposure to and knowledge of the President and senior administration of the University.

Answered: 19 Skipped: 1

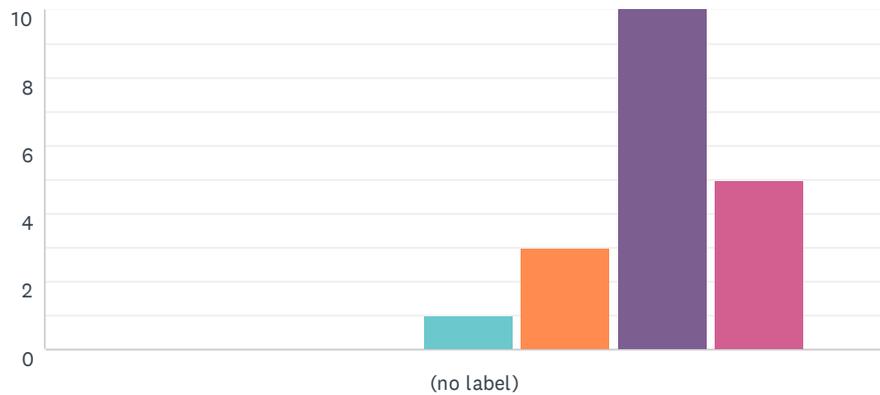


	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	5.26%	0.00%	0.00%	73.68%	21.05%	19	6.05
	0	0	1	0	0	14	4		

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	I am not sure how the presidents role is evaluated against the goals and targets FORMALLY ?.....This in not a suggestion that she is not doing an excellent job given the challenges....I believe that she is phenomenal leader	6/23/2020 2:01 PM
2	The President is very accessible and responsive at every Board and Committee meeting she attends. However, there is excessive deference to the President that compromises an effective governing relationship between her and the Board. Senior administration is significantly less present and it would be beneficial for their greater representation at meetings.	6/21/2020 2:03 PM
3	our current President clearly 'hit the road running', having in-depth experience as a senior administrator at York U and as an accomplished academic in her own right.	6/18/2020 3:14 PM
4	In case I forgot or missed the information, I do not recall seeing information about performance evaluation of the President against goals and targets.	6/18/2020 1:13 PM

### Q15 My overall knowledge of University operations is sufficient to allow me to fulfill my obligations as a Board member.

Answered: 19 Skipped: 1

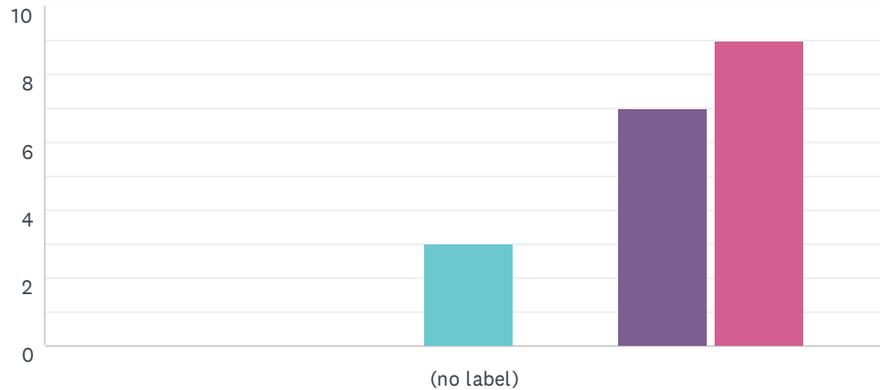


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	5.26% 1	15.79% 3	52.63% 10	26.32% 5	19	6.00

**Q16 I support the decisions of the Board and its committees even when I have differing views or was absent from the meeting at which the decisions were made.**

Answered: 19 Skipped: 1

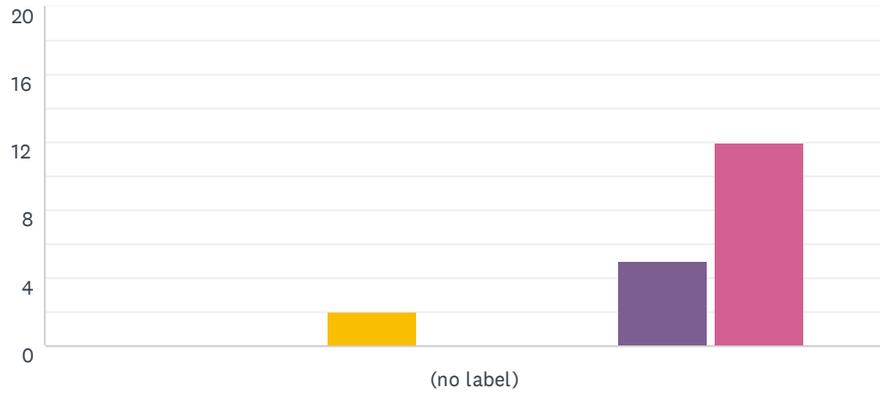


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	15.79% 3	0.00% 0	36.84% 7	47.37% 9	19	6.16

### Q17 I am encouraged to actively contribute to Board discussions.

Answered: 19 Skipped: 1

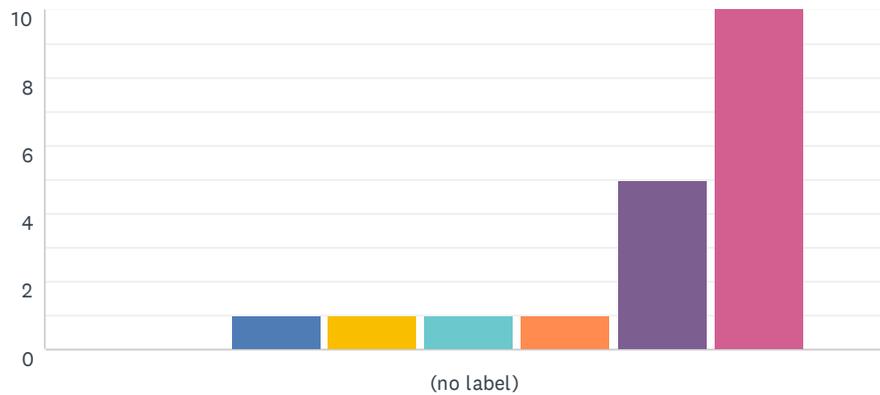


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	10.53% 2	0.00% 0	0.00% 0	26.32% 5	63.16% 12	19	6.32

### Q18 I am comfortable asking questions and contributing to the discussion during Board meetings.

Answered: 19 Skipped: 1

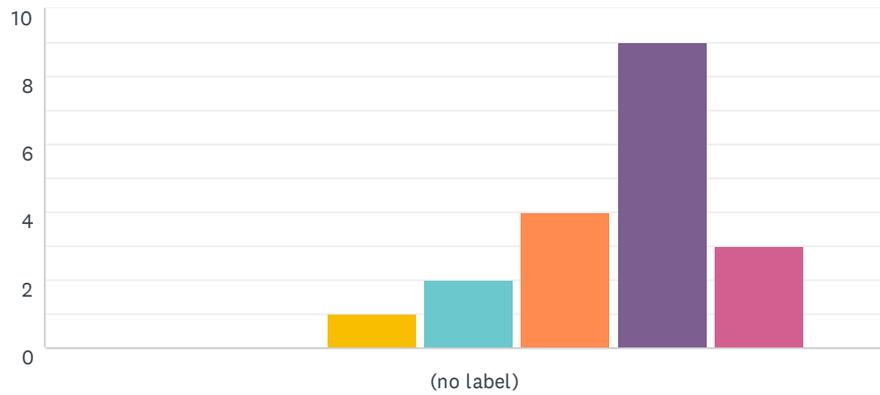


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	5.26% 1	5.26% 1	5.26% 1	5.26% 1	26.32% 5	52.63% 10	19	6.00

### Q19 My talents and skills are put to effective use on the Board.

Answered: 19 Skipped: 1

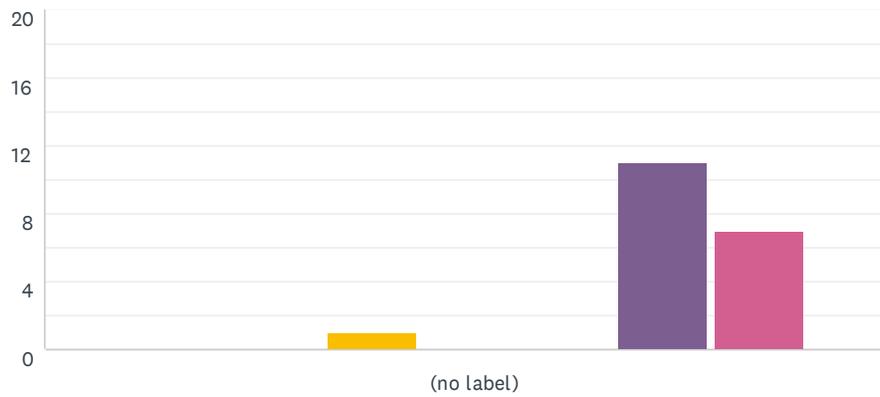


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.26% 1	10.53% 2	21.05% 4	47.37% 9	15.79% 3	19	5.58

## Q20 I know whom to contact if I have questions about the work of the Board.

Answered: 19 Skipped: 1

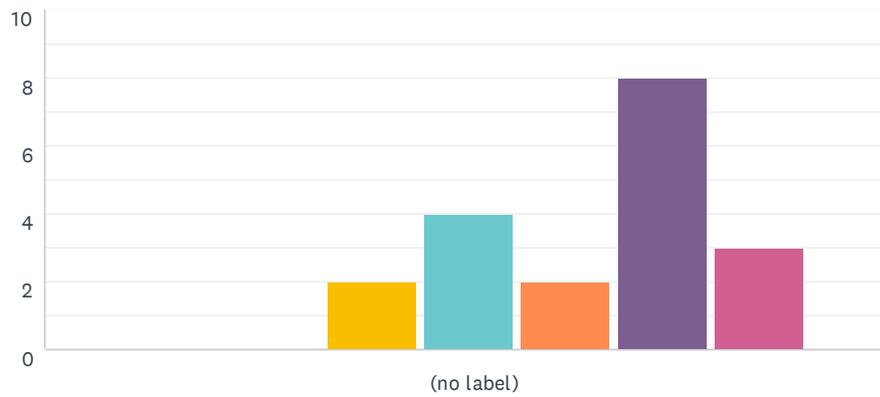


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	5.26% 1	0.00% 0	0.00% 0	57.89% 11	36.84% 7	19	6.21

### Q21 The Board's orientation process provided appropriate background and information to support me as a new Governor.

Answered: 19 Skipped: 1

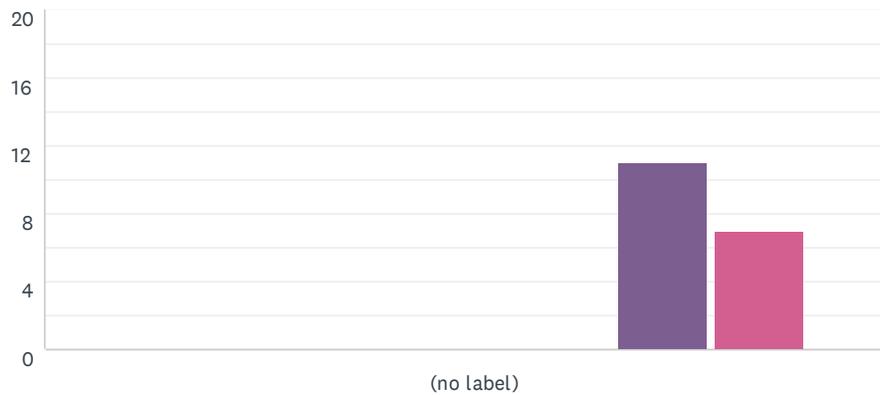


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	10.53% 2	21.05% 4	10.53% 2	42.11% 8	15.79% 3	19	5.32

## Q22 Overall, I find serving on the Board and its committees to be a satisfying and rewarding experience.

Answered: 18 Skipped: 2



■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	61.11% 11	38.89% 7	18	6.39

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	I did not get a formal orientation because of conflicts and then COVID	6/23/2020 2:06 PM
2	i think more can be done around onboarding onto each committee. what types of documents we would review.. what opportunities for feedback are possible. perhaps calls from the committee heads or a committee member to help onboard new members	6/23/2020 1:42 PM
3	With a board our size it is key that the committees are effective at engaging with Board members.	6/22/2020 7:37 PM
4	Due to the Covid situation, I unfortunately have not had my orientation session at the university. For this reason, I think I still do not have the adequate information and knowledge to contribute fully. I look forward to the orientation once the world is back to some semblance of normal.	6/22/2020 11:13 AM
5	The dynamic at Board meetings is not conducive to discussion. The agenda leaves little room for fulsome discussions and many members appear disengaged.	6/21/2020 2:08 PM

## Q23 What do you think the Board of Governors does particularly well?

Answered: 13 Skipped: 7

#	RESPONSES	DATE
1	The Board packages as well as the presentation of the information is always impressive. We are fortunate to have incredible expertise.	6/23/2020 3:46 PM
2	I believe we have an open minded and dedicated Board. I believe on the committees I am a part of, we provide good value to the staff of York U by leveraging our skills and outside replationships and perspectives (investment committee and pension trustee)	6/23/2020 2:34 PM
3	Excellent collaboration Skills and effectively utilized	6/23/2020 2:06 PM
4	Open discourse and highly focused on effective decision making.	6/23/2020 1:57 PM
5	Open discussion	6/23/2020 1:55 PM
6	Effectively covers a lot of territory at a high level	6/23/2020 1:50 PM
7	evaluates recommendations, adds external insight.	6/23/2020 1:42 PM
8	Mutual respect and trust Use their knowledge to support and challenge the administration in a constructive way	6/22/2020 7:37 PM
9	Helping the University responsibly manage its financial well-being.	6/21/2020 2:08 PM
10	Supporting the senior leadership team	6/19/2020 10:23 AM
11	in-depth analysis of issues facing students, faculty and staff.	6/18/2020 3:18 PM
12	Providing insight and oversight!	6/18/2020 1:54 PM
13	The Board has a good mix of expertise and diversity to provide valuable strategic insights and balanced advice to the University. Every board member is proactive and contributive.	6/18/2020 1:40 PM

## Q24 What do you consider to be the Board's greatest opportunity for improvement?

Answered: 13 Skipped: 7

#	RESPONSES	DATE
1	I would like to see greater opportunity for written comment-as sometimes ideas/solutions, questions arise after the meetings. Perhaps a board forum where board members can share a bit more about activities/events they are involved in, this may also provide an opportunity to share resources and possible collaborative volunteer activities.	6/23/2020 3:46 PM
2	There have been a few occasions over the past 12 months where one particular Board member has monopolized far too much of our limited air time. We are all very busy and opinionated people. If I wanted to, I could spend a whole Board meeting speaking about what I am passionate about - but I don't, out of respect for my fellow Board members. This issue has been better in the last few months, but we should monitor it.	6/23/2020 2:34 PM
3	Board members to be more involved with the various deans for support and suggestions.....not to get involved with the operational issues.	6/23/2020 2:06 PM
4	All is working well. I guess an occasional update on "governing a university in the 2020's" might help.	6/23/2020 1:57 PM
5	provide direction to management regarding board pre-reading material in terms of quantity of data needs to be reduced to be able to be absorbed	6/23/2020 1:55 PM
6	Better transparency of activities/decisions at the Executive Committee	6/23/2020 1:50 PM
7	promoter of the institution and the successes	6/23/2020 1:42 PM
8	Cross committee briefings	6/22/2020 7:37 PM
9	Greater diversity of Board membership and perspectives.	6/21/2020 2:08 PM
10	Understand the ERM of the university. Risk management taken as a whole.	6/19/2020 10:23 AM
11	greater diversity in aboriginal representation.	6/18/2020 3:18 PM
12	Board could be more catalytic encouraging management to attend to our Quality and Image (notwithstanding being in the "33". How well we can compete nationally to attract students is another thing.	6/18/2020 1:54 PM
13	1. Ongoing learning: Provide ongoing learning about the University's evolving structure, operations, values, and culture (e.g. the campus tour in 2019 and invitations to relevant community events); and opportunities to participate in relevant on-campus activities (to better understand the University at the grass root level from faculty staff, student leaders, etc.) 2. Sustainable strategy to attract the right mix and calibre of candidates for future Board's recruitments. 3. Effective leveraging of Board members' connections and resources.	6/18/2020 1:40 PM

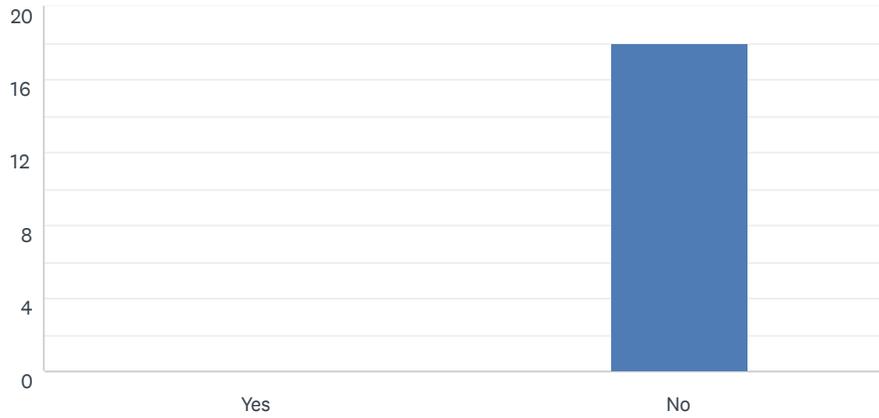
## Q25 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Board meeting?

Answered: 12 Skipped: 8

#	RESPONSES	DATE
1	Which academic tools (i.e. learning outcomes or other innovative measures) are employed by York to keep students engaged in online learning and virtual work/volunteer opportunities? Is there a plan to ensure that the innovations/benefits of online learning are promoted on the York website in a consistent and upfront way?	6/23/2020 3:46 PM
2	I think we should spend more time on the academic experience our students are having. I'm surprised how little time we spend on that.	6/23/2020 2:34 PM
3	the partnership with McKenzieHealth	6/23/2020 2:06 PM
4	Regular Deeper updates on risk.	6/23/2020 1:57 PM
5	nothing comes to mind	6/23/2020 1:55 PM
6	Scenario planning/risk mitigation arising out of the Covid-19 crisis	6/23/2020 1:50 PM
7	How we are going to elevate our Innovation agenda	6/22/2020 7:37 PM
8	York community engagement.	6/21/2020 2:08 PM
9	Financial issues wrt declining student enrollment	6/19/2020 10:23 AM
10	follow-up to mental health issues that students face.	6/18/2020 3:18 PM
11	Freedom of Speech successes. Fending against climate change successes.	6/18/2020 1:54 PM
12	1. Plans to overcome financial challenges due to the pandemic shut down, weakened economy, significant decrease in international student tuition, anticipated decrease in fundings/donations/endowments. 2. Plans to tackle international brain drain (competition for university talents) 3. Plans to adapt to a new normal during/after the pandemic in terms of management, operations, use of technology, and staff and student experience. 4. Plans to address and adapt to the global outcry for racial equality, diversity and inclusion.	6/18/2020 1:40 PM

Q26 Kindly indicate if you joined the Board on or after January 1, 2020

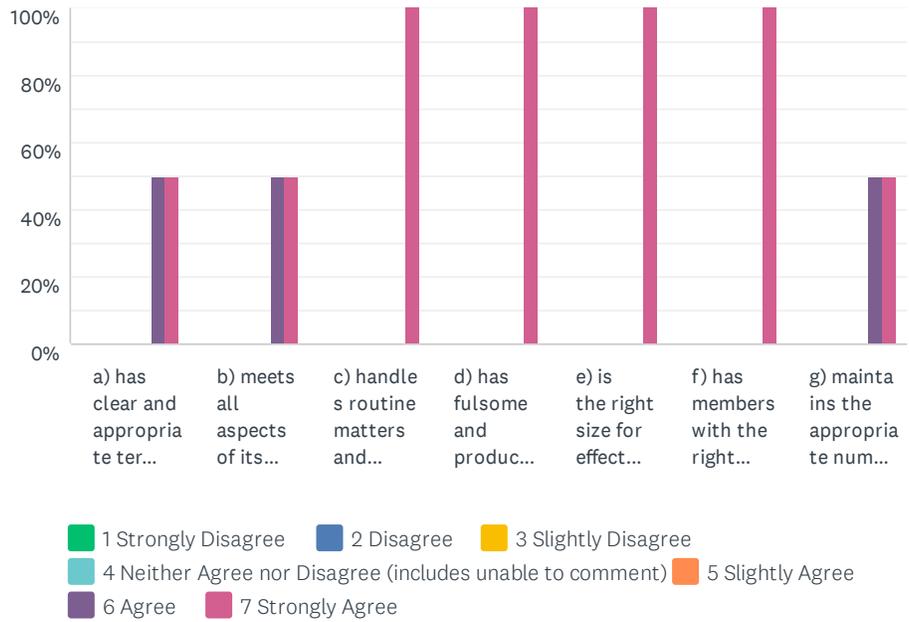
Answered: 18 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	18
<b>TOTAL</b>		<b>18</b>

### Q1 I am satisfied that the Executive Committee:

Answered: 4 Skipped: 0

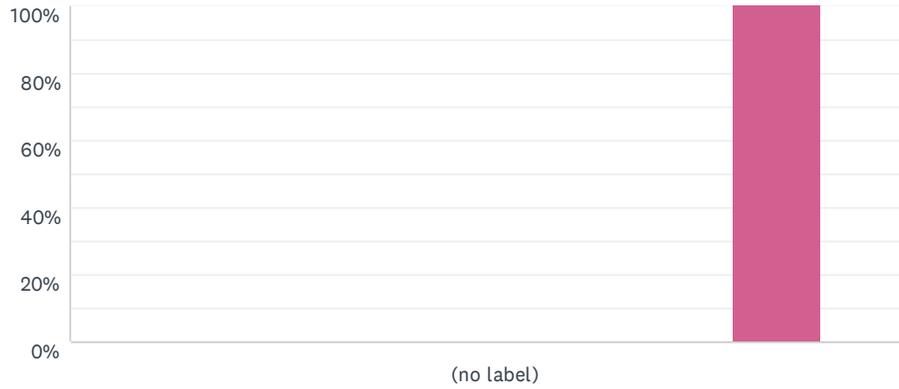


Board Executive Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 4 Skipped: 0

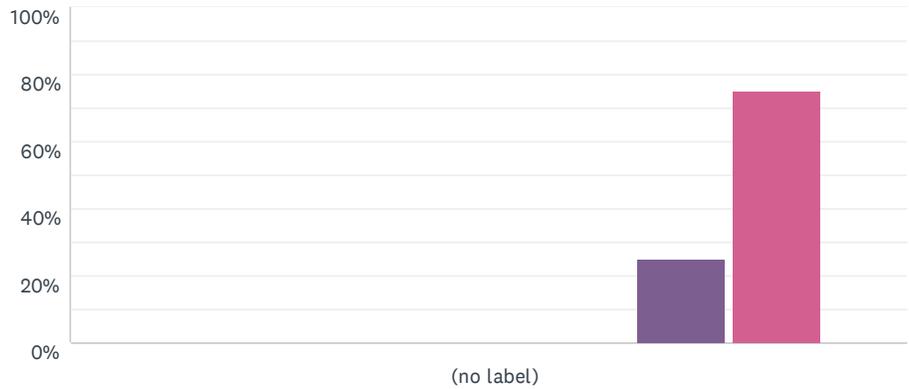


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 4 Skipped: 0

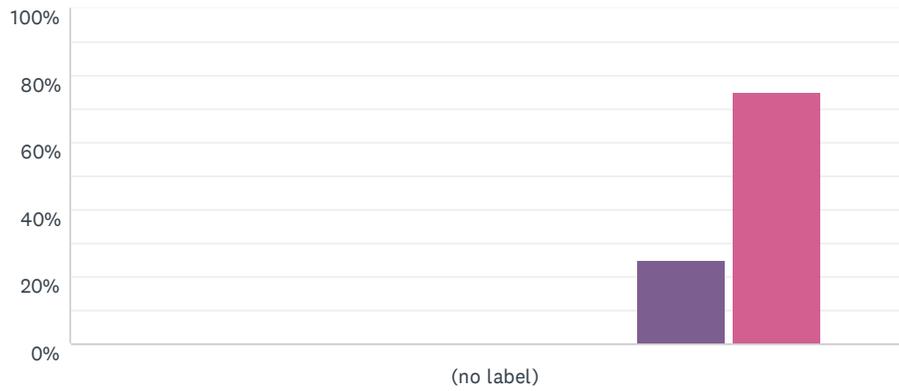


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 4 Skipped: 0

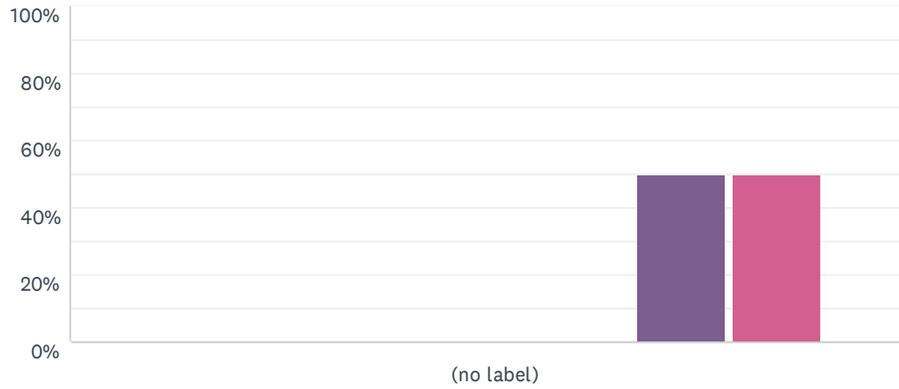


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q5 The Committee Chair runs our meetings effectively.

Answered: 4 Skipped: 0

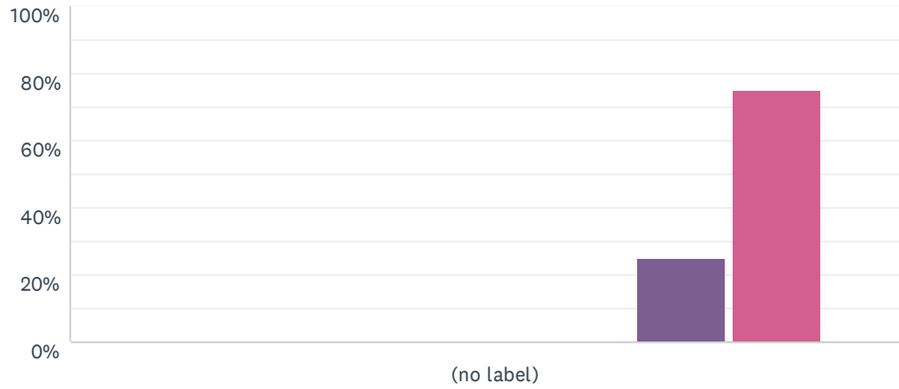


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50

### Q6 The Committee Chair encourages participation and discussion.

Answered: 4 Skipped: 0

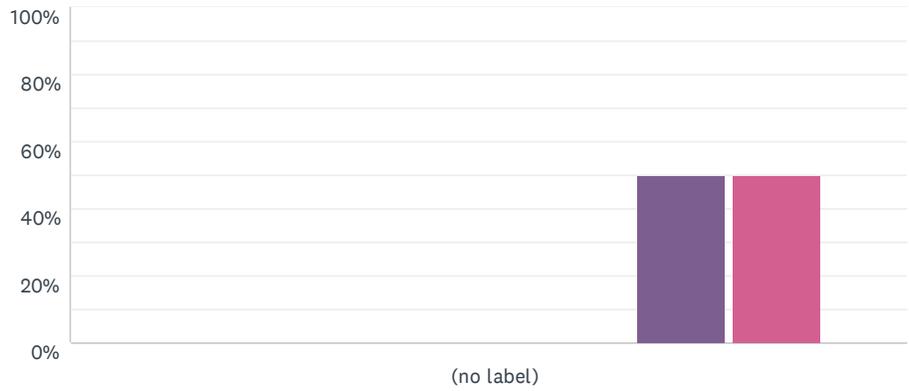


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

## Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 4 Skipped: 0

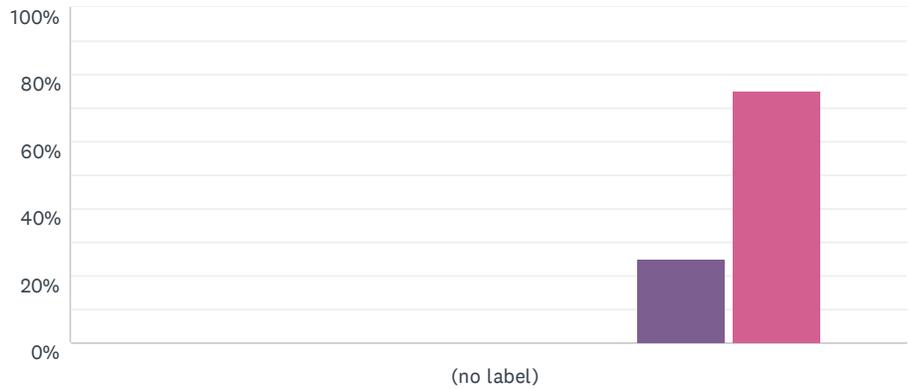


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 4 Skipped: 0

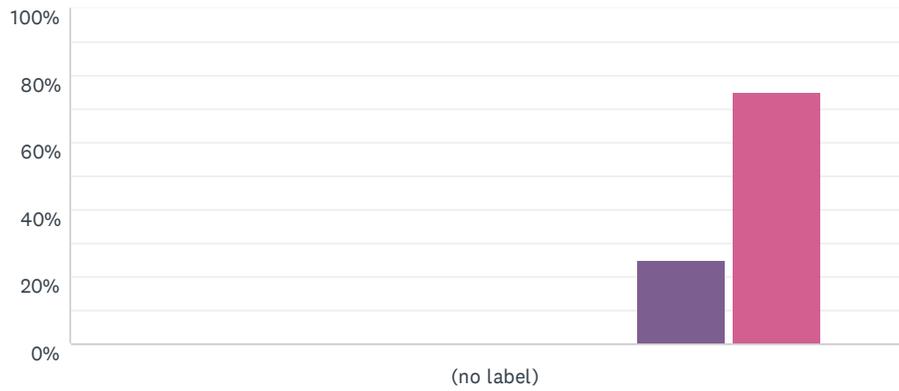


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q9 Overall, the Committee is working effectively.

Answered: 4 Skipped: 0



■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

## Q10 What do you think the Committee does particularly well?

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	I think we are very collaborative and inclusive of all	6/23/2020 3:23 PM
2	Responsive to needs of the administration to meet when required. In camera session are candid and confidentiality is respected.	6/22/2020 7:40 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	I wonder if perhaps we need a different day for our meetings as often I feel our in camera portion feels rushed.	6/23/2020 3:23 PM
2	The committee is functioning well	6/22/2020 7:40 PM

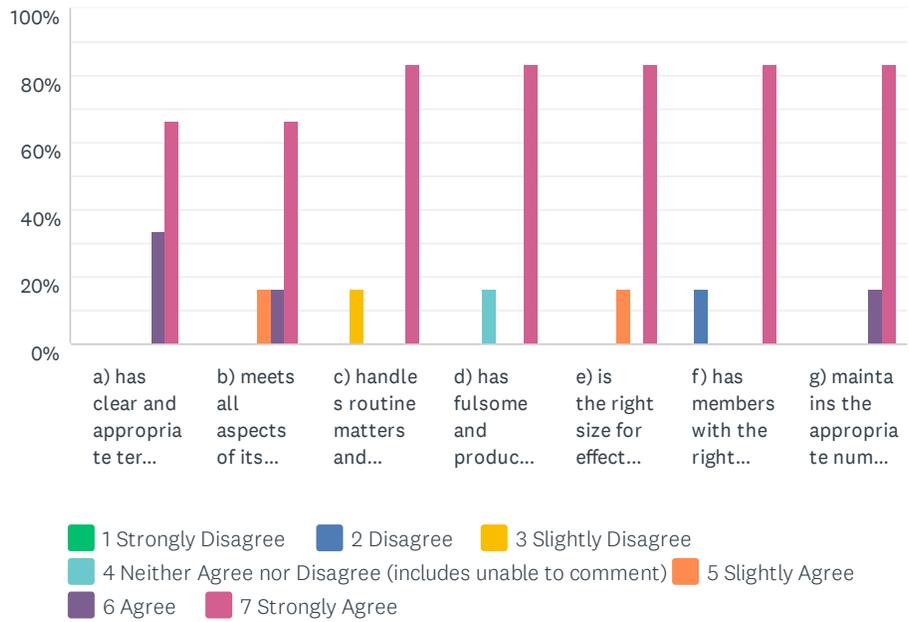
## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 1 Skipped: 3

#	RESPONSES	DATE
1	Succession planning	6/22/2020 7:40 PM

### Q1 I am satisfied that the Academic Resources Committee:

Answered: 6 Skipped: 0

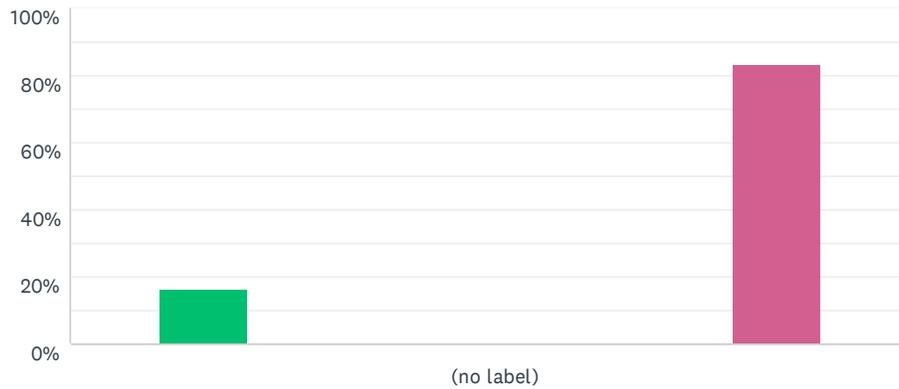


Board Academic Resources Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	6.67
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	66.67% 4	6	6.50
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	83.33% 5	6	6.33
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	83.33% 5	6	6.50
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	83.33% 5	6	6.67
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	6	6.17
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 6 Skipped: 0

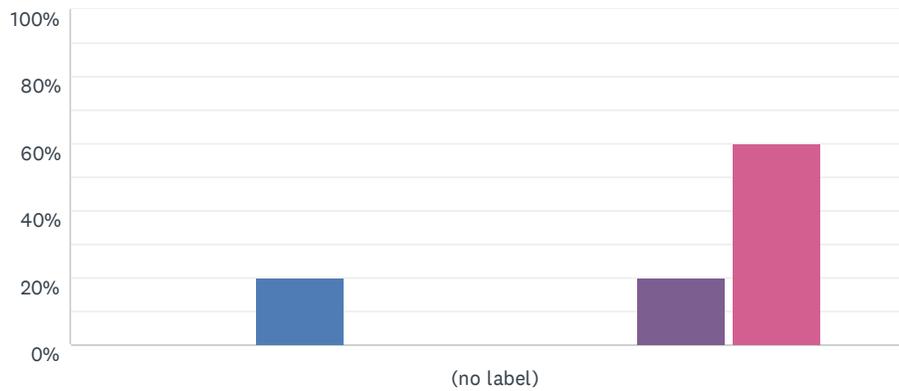


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	6	6.00

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 5 Skipped: 1

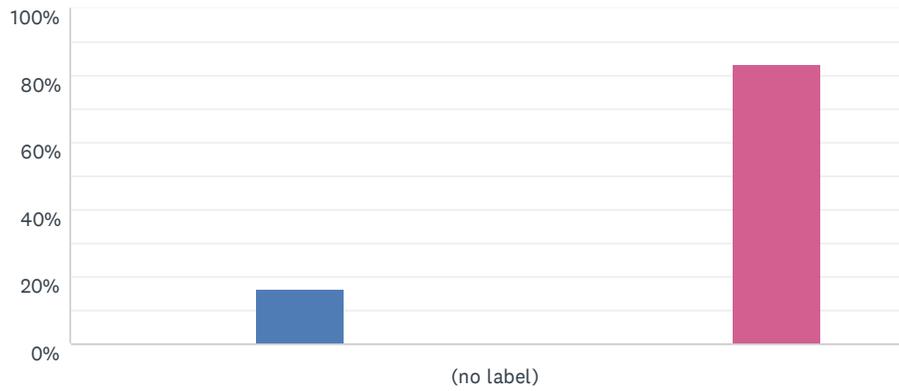


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	20.00% 1	0.00% 0	0.00% 0	0.00% 0	20.00% 1	60.00% 3	5	5.80

### Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 6 Skipped: 0

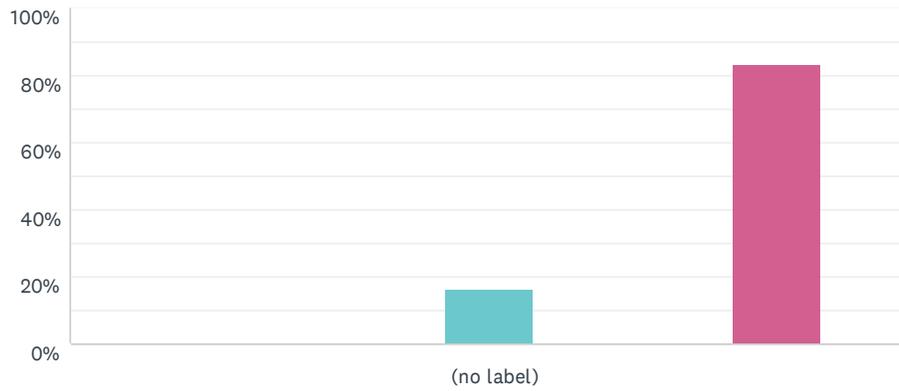


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	6	6.17

### Q5 The Committee Chair runs our meetings effectively.

Answered: 6 Skipped: 0

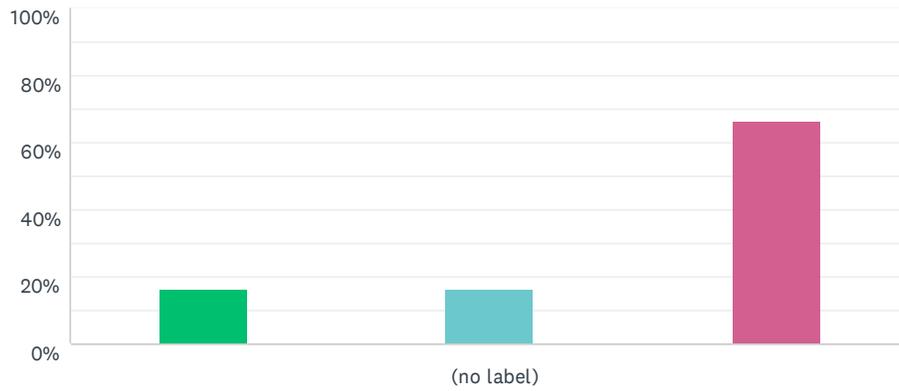


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	83.33% 5	6	6.50

### Q6 The Committee Chair encourages participation and discussion.

Answered: 6 Skipped: 0

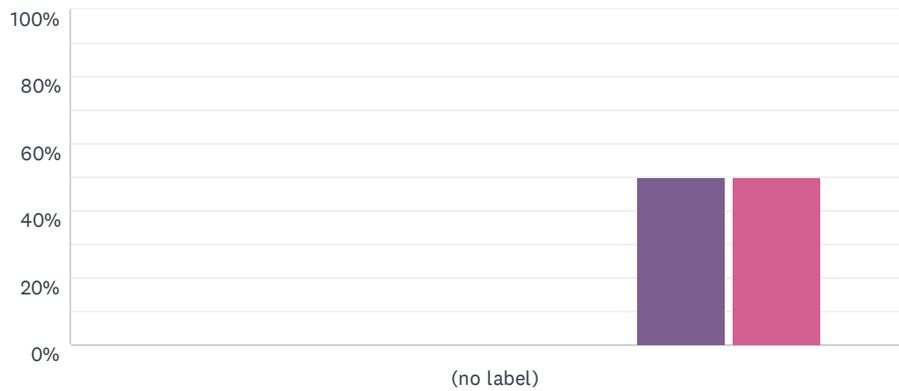


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	16.67% 1	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	66.67% 4	6	5.50

## Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 6 Skipped: 0

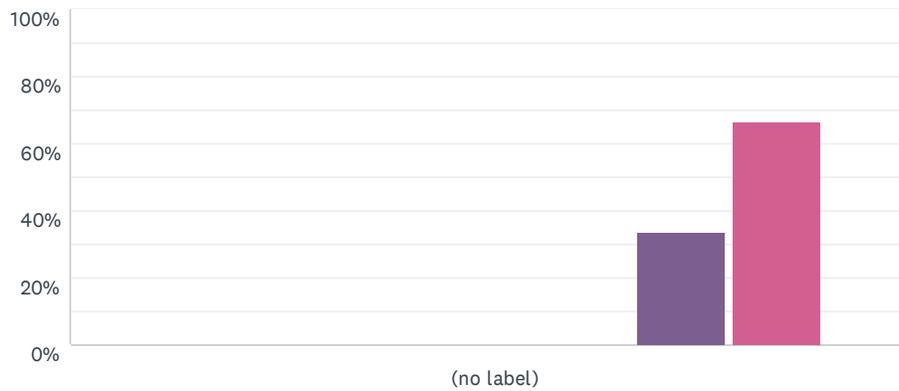


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	6.50

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 6 Skipped: 0

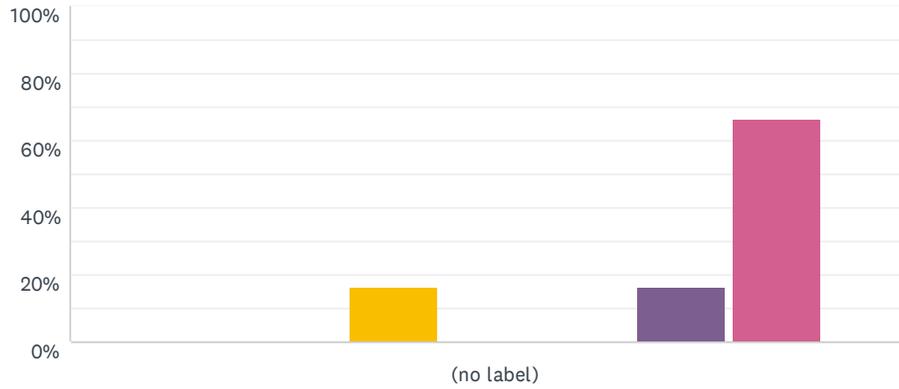


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	6.67

### Q9 Overall, the Committee is working effectively.

Answered: 6 Skipped: 0



■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	16.67% 1	66.67% 4	6	6.17

## Q10 What do you think the Committee does particularly well?

Answered: 6 Skipped: 0

#	RESPONSES	DATE
1	Excellent leadership and comprehensive discussions	6/23/2020 3:50 PM
2	good collaborations	6/23/2020 2:24 PM
3	Focuses on key academic and research priorities	6/22/2020 7:43 PM
4	Shares information	6/19/2020 11:27 AM
5	Considers issues from a wide variety of perspectives.	6/18/2020 3:32 PM
6	Everything, almost, but improvement is possible (see 11)	6/18/2020 1:59 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	none	6/23/2020 2:24 PM
2	Encourage excellence in all York University programs	6/22/2020 7:43 PM
3	People with diverse knowledge of students at York	6/19/2020 11:27 AM
4	Better perspective on competitive academic environment in relation to other Toronto/Ontario universities.	6/18/2020 3:32 PM
5	Committee must engage the President and Provost in a constructive manner to address repetitional and Quality issues more urgently and effectively.	6/18/2020 1:59 PM

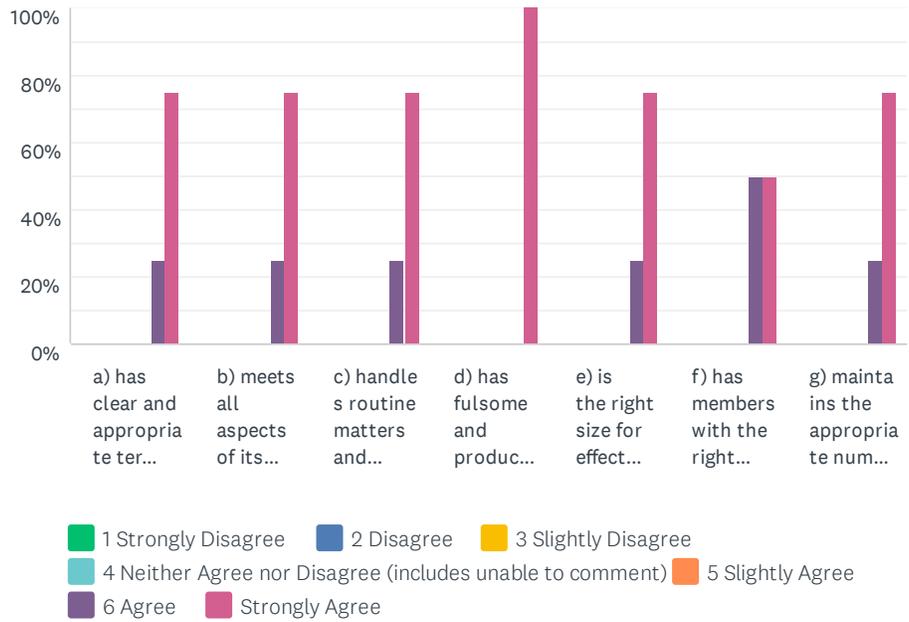
## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	online learning and the future plans for online (after COVID-19)	6/23/2020 3:50 PM
2	each sessions should include a few mins for board education	6/23/2020 2:24 PM
3	How we are going to elevate York Research and Innovation	6/22/2020 7:43 PM
4	Impact of virtual learning on academic success and accomplishment.	6/18/2020 3:32 PM
5	Reputational (notwithstanding being on of "33")	6/18/2020 1:59 PM

### Q1 I am satisfied that the External Relations Committee:

Answered: 4 Skipped: 0

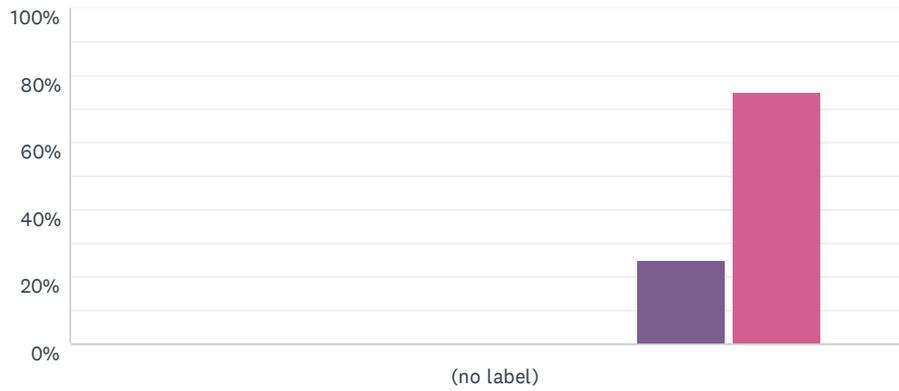


Board External Relations Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6/75
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.85

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 4 Skipped: 0

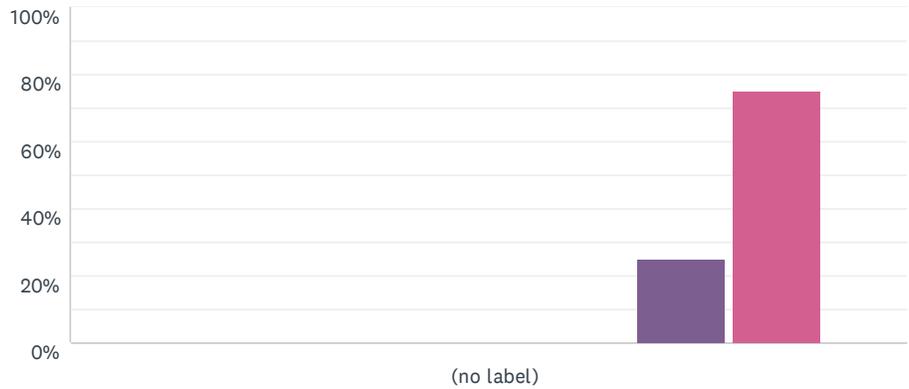


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 4 Skipped: 0

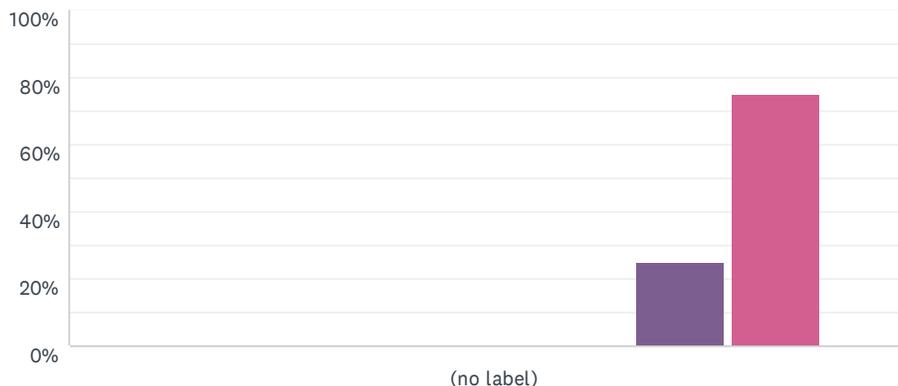


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 4 Skipped: 0

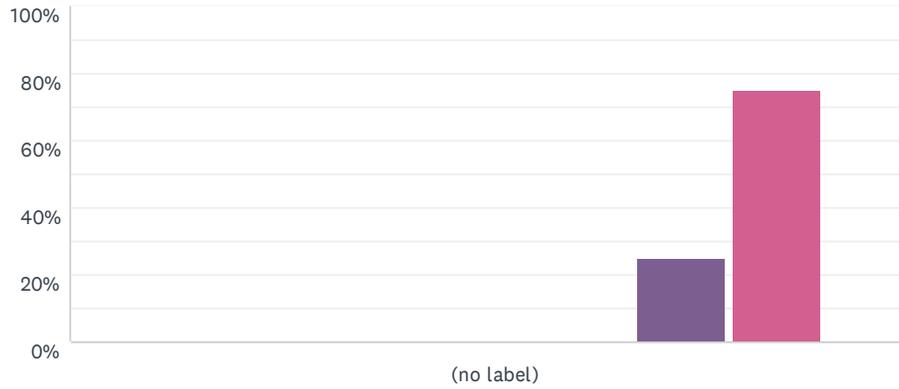


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q5 The Committee Chair runs our meetings effectively.

Answered: 4 Skipped: 0

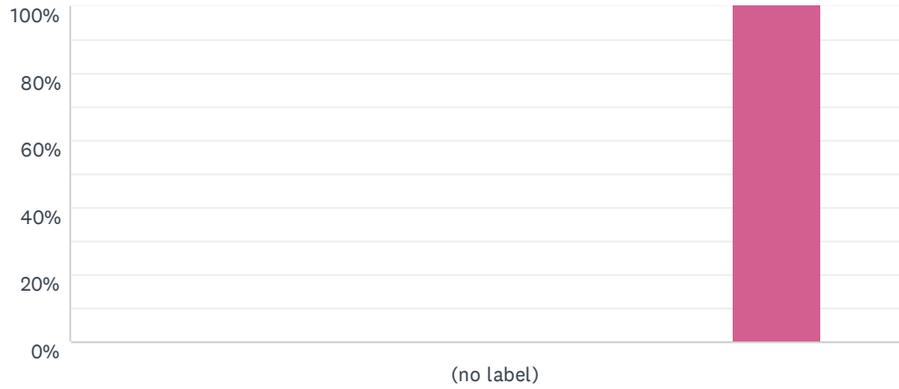


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3	4	6.75

### Q6 The Committee Chair encourages participation and discussion.

Answered: 4 Skipped: 0

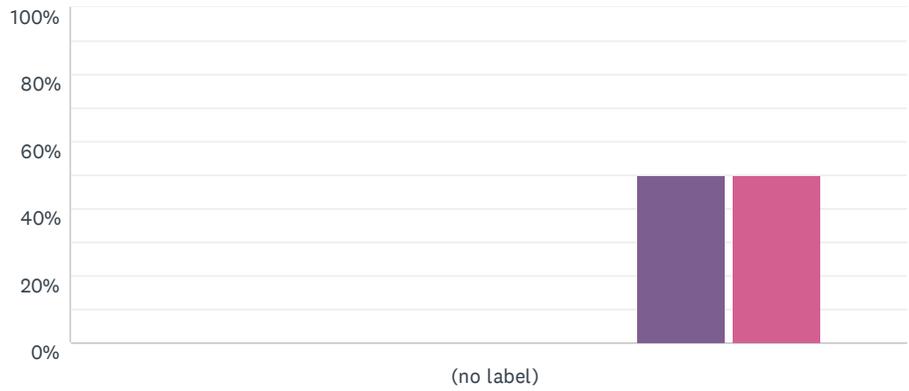


- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neither Agree nor Disagree (includes unable to comment)
- 5 Slightly Agree
- 6 Agree
- 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 4	4	7.00

## Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 4 Skipped: 0

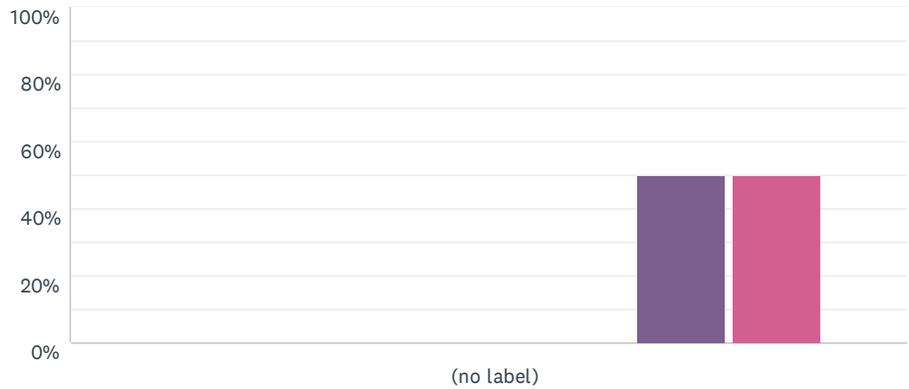


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 4 Skipped: 0

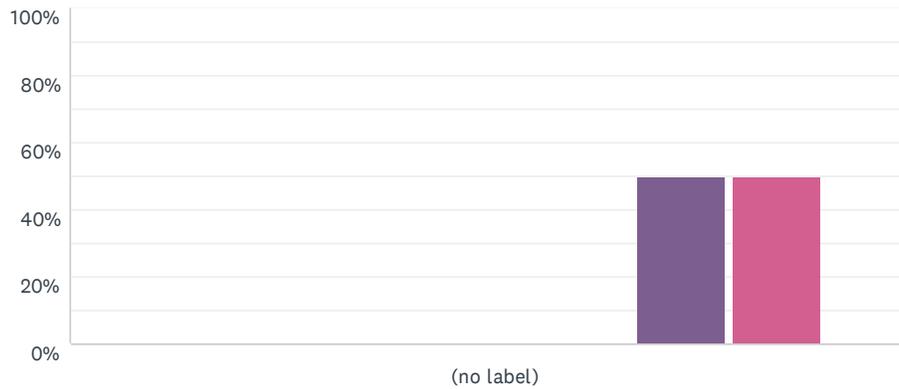


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50

## Q9 Overall, the Committee is working effectively.

Answered: 4 Skipped: 0



■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	50.00% 2	4	6.50

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	We may want to add to the Board and this committee someone with deep brand and consumer marketing knowledge	6/22/2020 7:48 PM

## Q10 What do you think the Committee does particularly well?

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	collaborations and encouragement of ideas	6/23/2020 2:29 PM
2	Respects all members input	6/22/2020 7:48 PM
3	Ability to understand from the University's Communications Team overall communication strategies and directions, provide high level input, and keep the Board abreast of issues and/or results/accomplishments.	6/18/2020 1:06 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 4 Skipped: 0

#	RESPONSES	DATE
1	I think a better understanding of our newest addition Government relations would be helpful	6/23/2020 3:24 PM
2	none	6/23/2020 2:29 PM
3	Add more marketing knowledge to the committee	6/22/2020 7:48 PM
4	Earlier engagement of the Committee during the research, planning, budgeting and development process for Committee's insights and recommendations. More transparency on vendor selection criteria and results. Often we see reports and updates with results. It would be helpful to also see benchmark results against rivals, as well as setting KPIs and measurable objectives to determine communications programs' effectiveness, cost efficiency, and room for improvement.	6/18/2020 1:06 PM

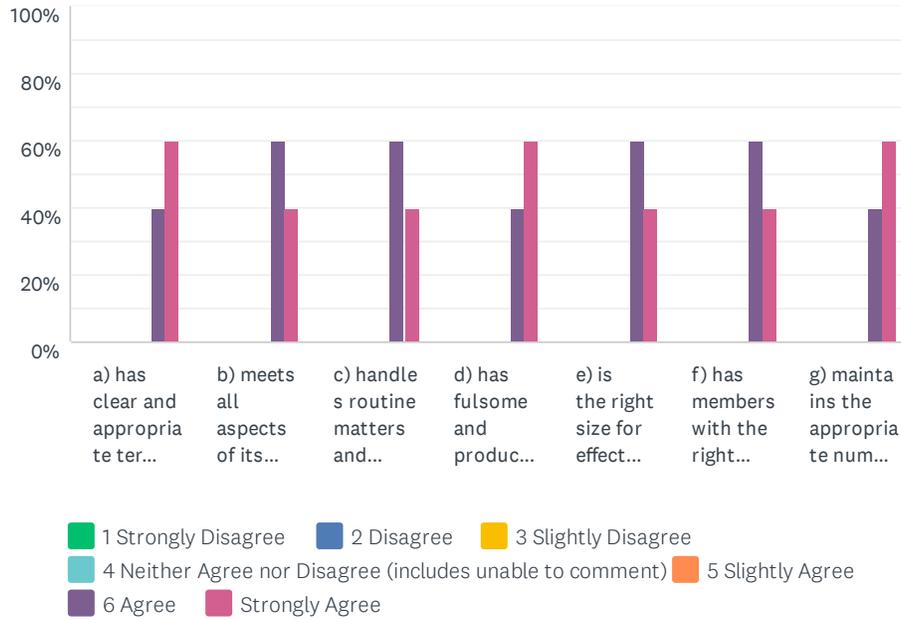
## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	brief education every meeting ( 5-10 ) mins	6/23/2020 2:29 PM
2	New brand campaign	6/22/2020 7:48 PM
3	The two potential pressing issues that the University would face in the next year or two would be: a) financial challenges due to weakened economy, less government funding/corporate endowment/private donations, and significant revenue reduction from international student tuition; b) diversity and inclusion, racial harmony and equality at the University. How would coming communication strategies and programs address these challenges.	6/18/2020 1:06 PM

### Q1 I am satisfied that the Finance and Audit Committee:

Answered: 5 Skipped: 0

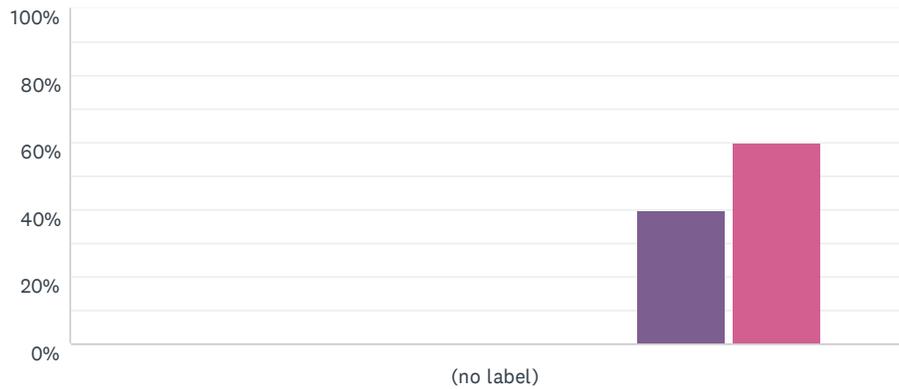


Board Finance and Audit Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	6.40
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	6.40
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	6.40
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	6.40
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 5 Skipped: 0

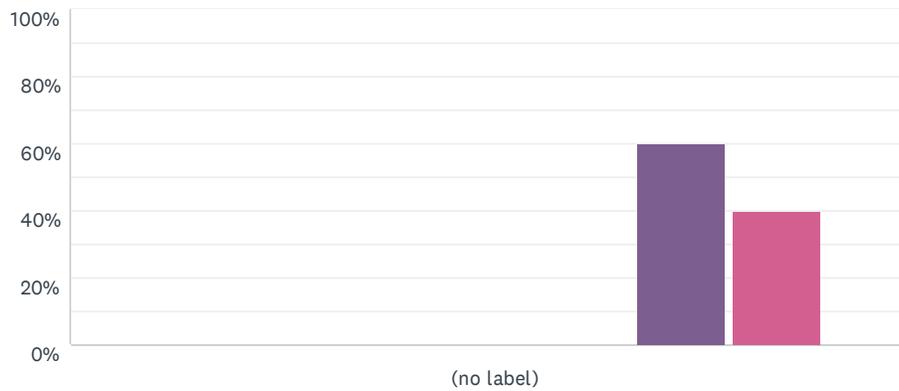


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 5 Skipped: 0

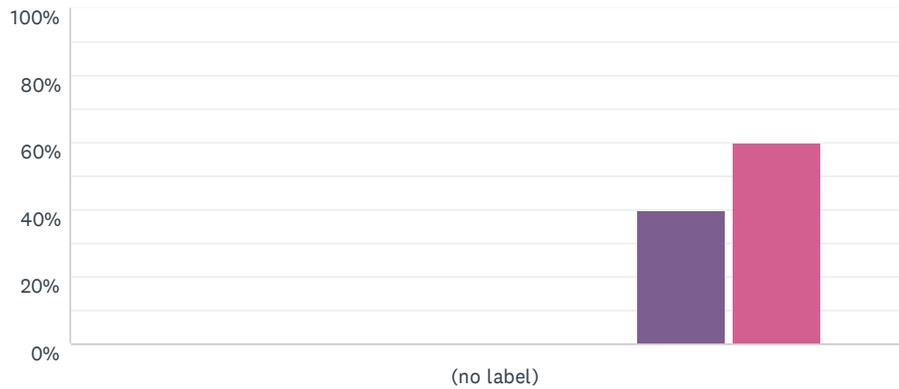


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
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■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	60.00% 3	40.00% 2	5	6.40

### Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 5 Skipped: 0

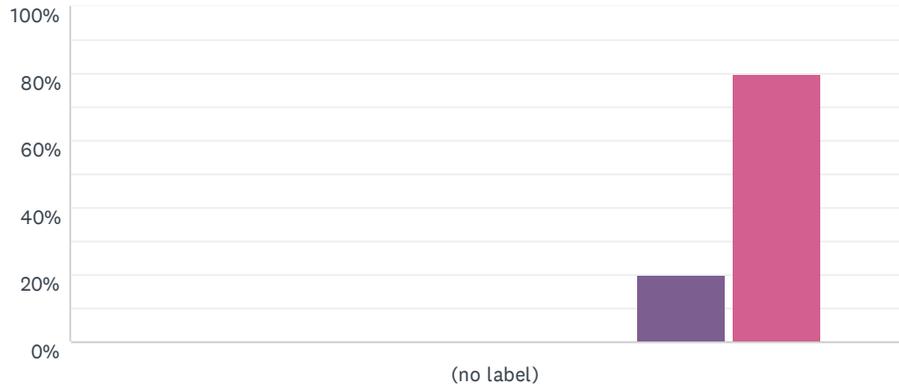


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	6.60

### Q5 The Committee Chair runs our meetings effectively.

Answered: 5 Skipped: 0

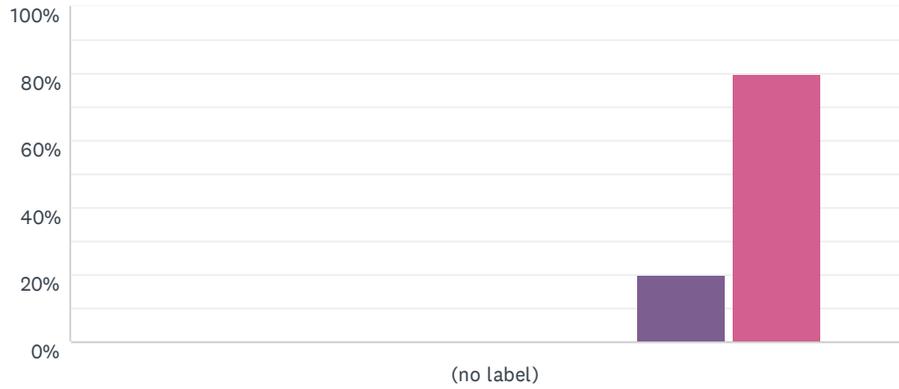


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

### Q6 The Committee Chair encourages participation and discussion.

Answered: 5 Skipped: 0

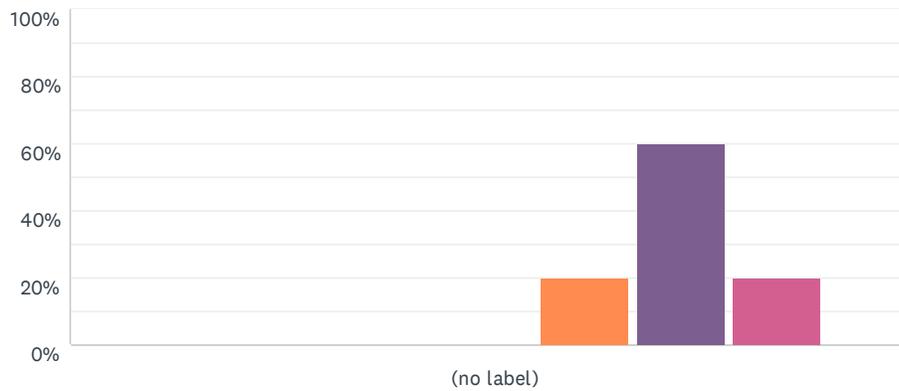


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

### Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 5 Skipped: 0

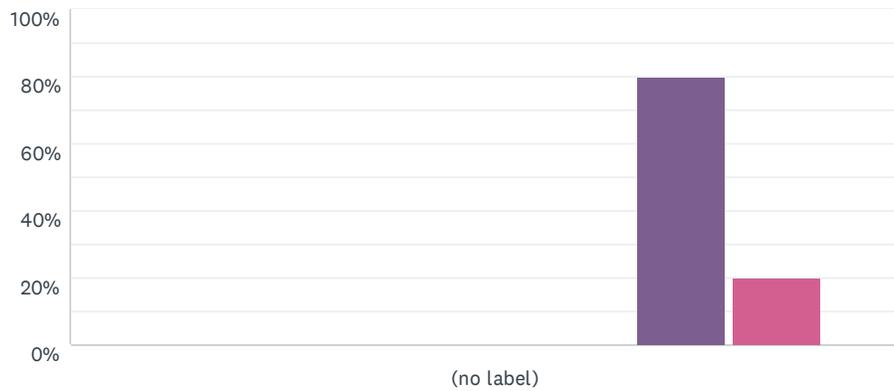


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	60.00% 3	20.00% 1	5	6.00

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 5 Skipped: 0

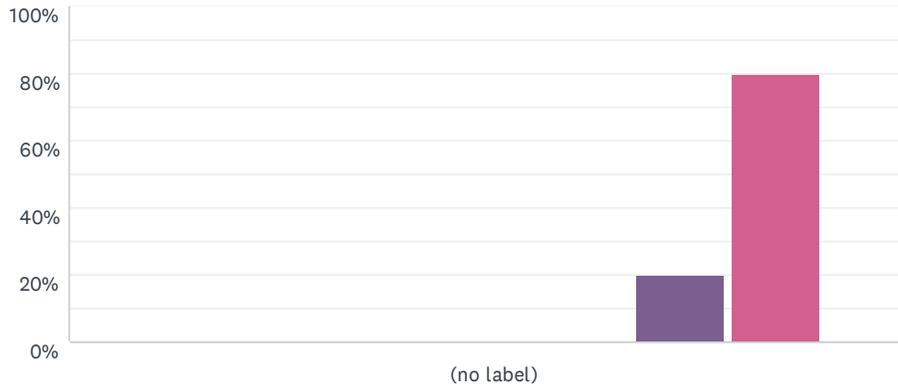


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	80.00% 4	20.00% 1	5	6.20

### Q9 Overall, the Committee is working effectively.

Answered: 5 Skipped: 0



■ Slightly Disagree   
 ■ Disagree   
 ■ Strongly Disagree  
■ Neither Agree nor Disagree (includes unable to comment)   
 ■ Slightly Agree  
■ Agree   
 ■ Strongly Agree

	SLIGHTLY DISAGREE	DISAGREE	STRONGLY DISAGREE	NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	SLIGHTLY AGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	20.00% 1	80.00% 4	5	6.80

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	Bobbi does a great job in leading the committee. She fosters openness and fulsome discussion	6/23/2020 2:02 PM
2	We need to add an additional member with CPA designation and senior management expertise to the committee	6/22/2020 7:51 PM

## Q10 What do you think the Committee does particularly well?

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	Dives Deep on topics that matter	6/23/2020 2:02 PM
2	open discussions	6/23/2020 1:58 PM
3	Deeply knowledgeable and committed chair	6/22/2020 7:51 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 4 Skipped: 1

#	RESPONSES	DATE
1	As these are extremely heavy meetings - York might consider splitting the committee into 2 committees: Audit, Finance	6/23/2020 3:26 PM
2	Ask for a regular IT update at each meeting (15-20 minutes)...risks, threats and good things	6/23/2020 2:02 PM
3	need to re-focus on the level of detail that we receive, ie, too much	6/23/2020 1:58 PM
4	Add CPA expertise	6/22/2020 7:51 PM

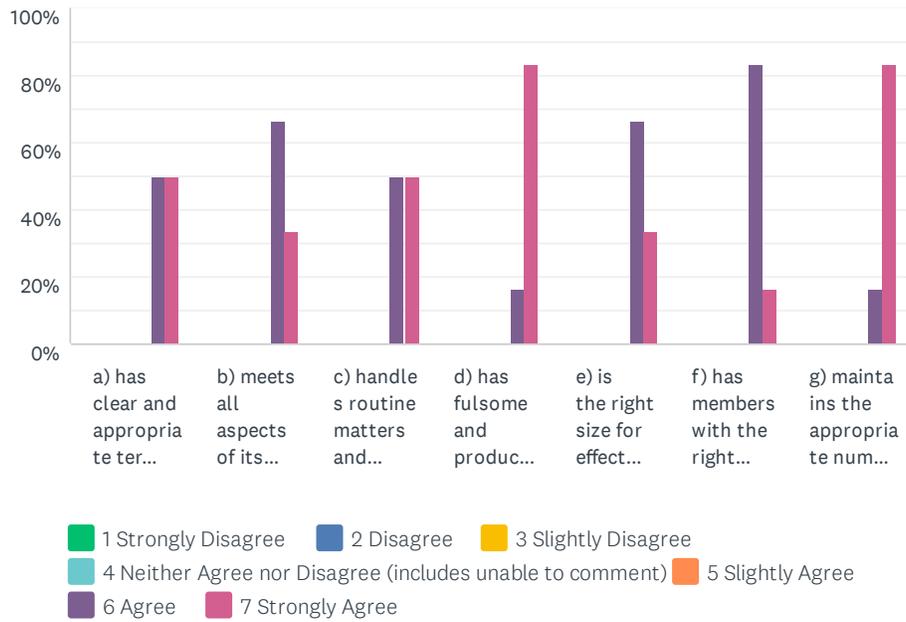
## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	Evolving Cyber Risk	6/23/2020 2:02 PM
2	none come to mind	6/23/2020 1:58 PM
3	Capital plan linked to strategic plan	6/22/2020 7:51 PM

### Q1 I am satisfied that the Governance and Human Resources Committee:

Answered: 6 Skipped: 0

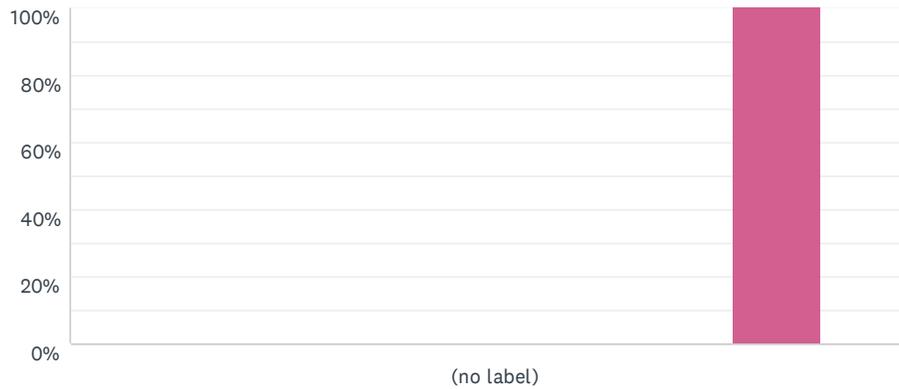


Board Governance and Human Resources Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	6.50
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	6.33
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	6.50
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	6.33
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	6.17
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 6 Skipped: 0

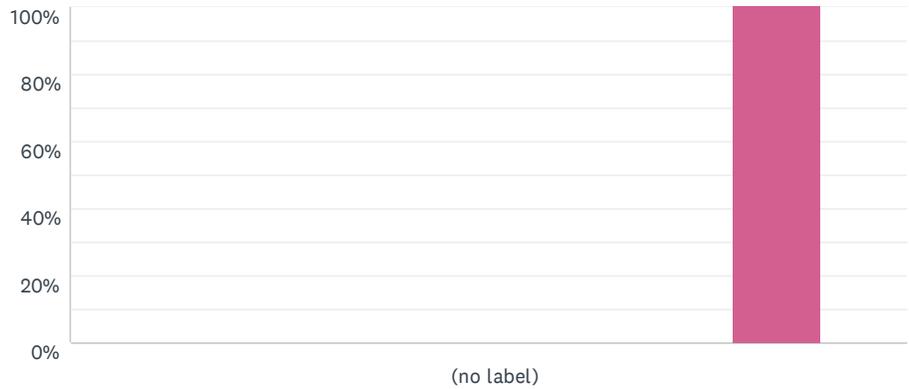


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	7.00

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 6 Skipped: 0

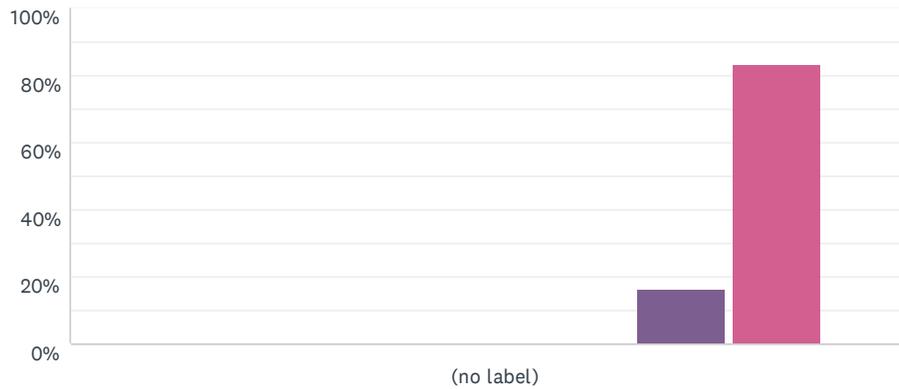


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	7.00

### Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 6 Skipped: 0

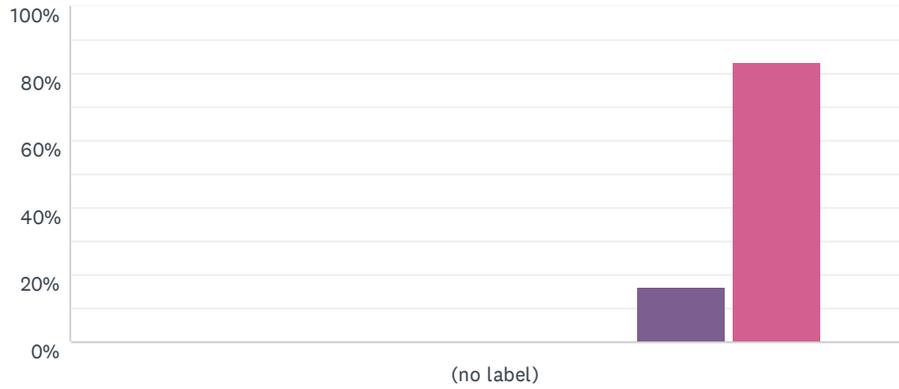


■ 1 Strongly Disagree  
 ■ 2 Disagree  
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■ 4 Neither Agree nor Disagree (includes unable to comment)  
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■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

### Q5 The Committee Chair runs our meetings effectively.

Answered: 6 Skipped: 0

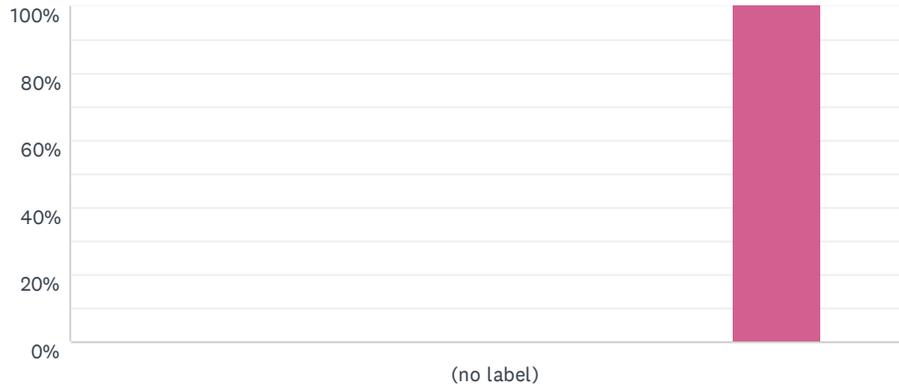


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

## Q6 The Committee Chair encourages participation and discussion.

Answered: 6 Skipped: 0

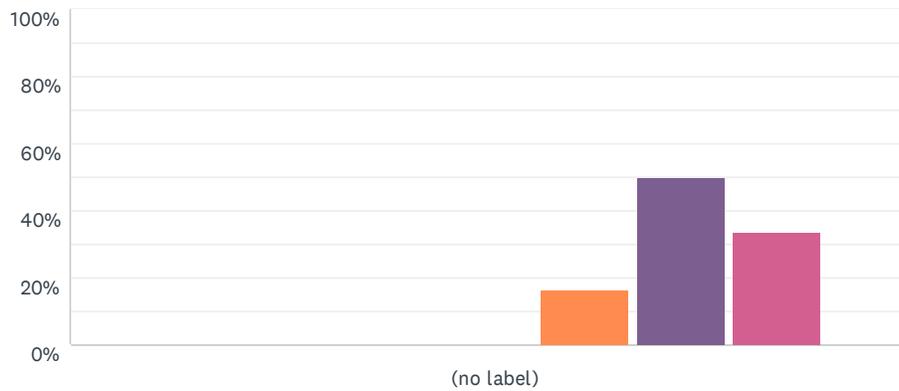


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
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■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	7.00

### Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 6 Skipped: 0

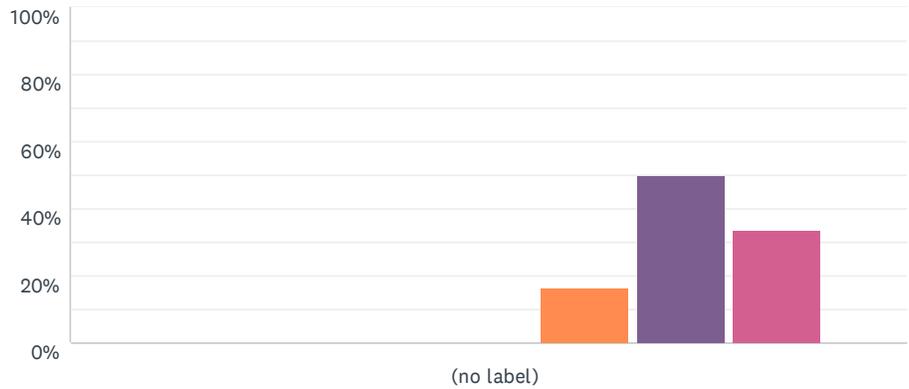


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	6.17

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 6 Skipped: 0

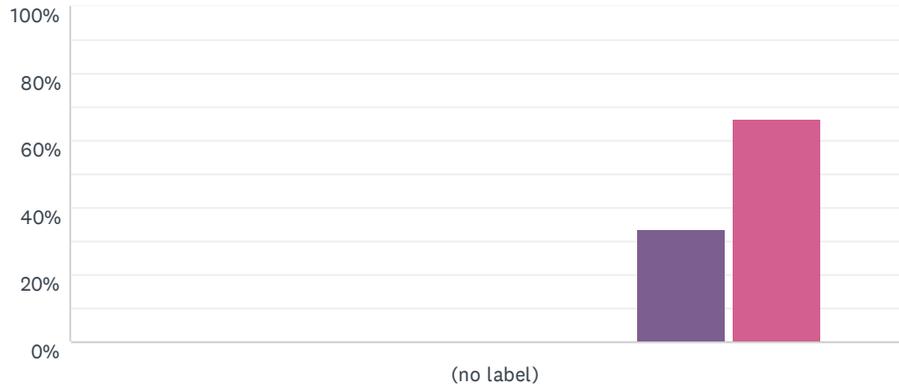


■ 1 Strongly Disagree   
 ■ 2 Disagree   
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■ 4 Neither Agree nor Disagree (includes unable to comment)   
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■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	6.17

## Q9 Overall, the Committee is working effectively.

Answered: 6 Skipped: 0



■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	6.67

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	David does a masterful job in lead the committee. I really enjoy working with all the members of the committee.	6/23/2020 2:05 PM
2	Appreciate our investment in the EPC division and their contributions to this committee	6/22/2020 7:55 PM

## Q10 What do you think the Committee does particularly well?

Answered: 4 Skipped: 2

#	RESPONSES	DATE
1	All ideas and comments welcome...	6/23/2020 2:05 PM
2	open discussion	6/23/2020 1:59 PM
3	Covers strategic items	6/22/2020 7:55 PM
4	Well-balanced discussions.	6/19/2020 12:14 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 2 Skipped: 4

#	RESPONSES	DATE
1	A title more time for incamera would be helpful	6/23/2020 2:05 PM
2	too much detail is shared	6/23/2020 1:59 PM

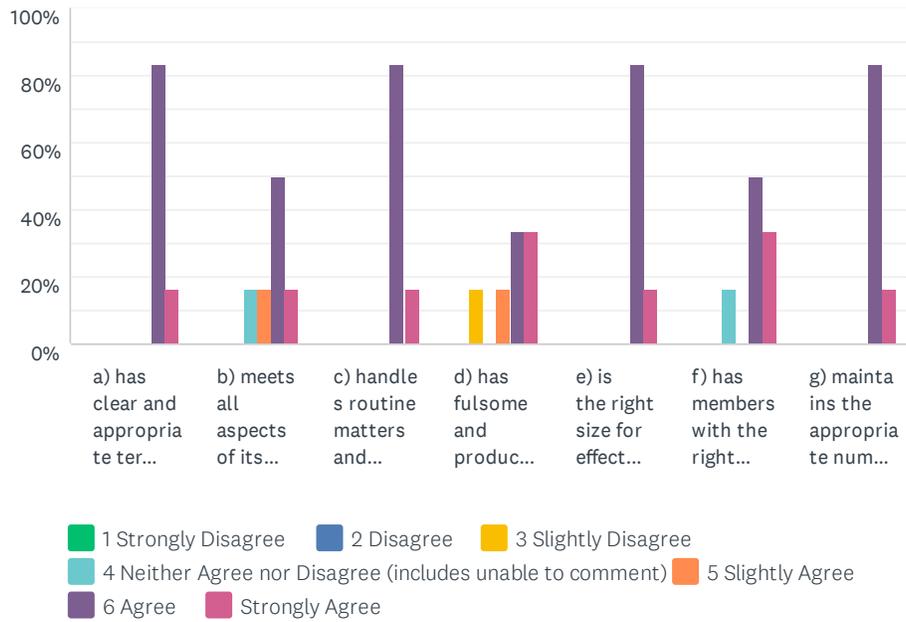
## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 4 Skipped: 2

#	RESPONSES	DATE
1	Succession plans for senior Univeristy officers.	6/23/2020 2:05 PM
2	nothing at this point	6/23/2020 1:59 PM
3	Deeper dive on Labour Strategy to mitigate labour disruption Succession planning discussion p	6/22/2020 7:55 PM
4	How the university is continuing to handle diversity in all aspects.	6/19/2020 12:14 PM

## Q1 I am satisfied that the Investment Committee:

Answered: 6 Skipped: 0

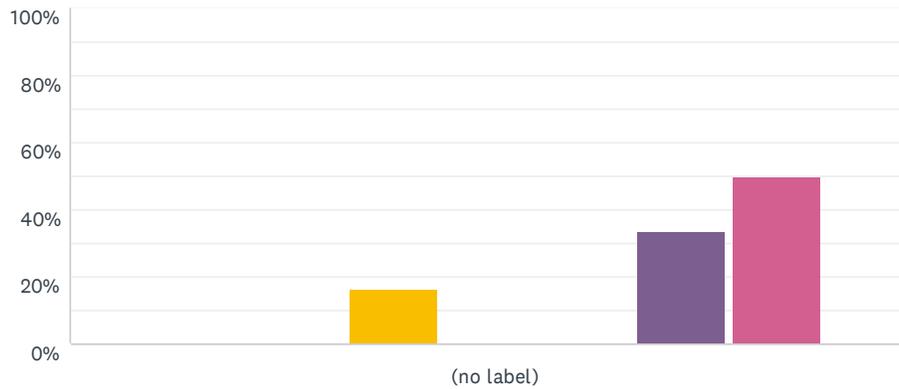


Board Investment Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	6.17
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	50.00% 3	16.67% 1	6	5.57
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	6.17
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	16.67% 1	0.00% 0	16.67% 1	33.33% 2	33.33% 2	6	5.57
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	6.17
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	50.00% 3	33.33% 2	6	6.00
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	6.17

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 6 Skipped: 0

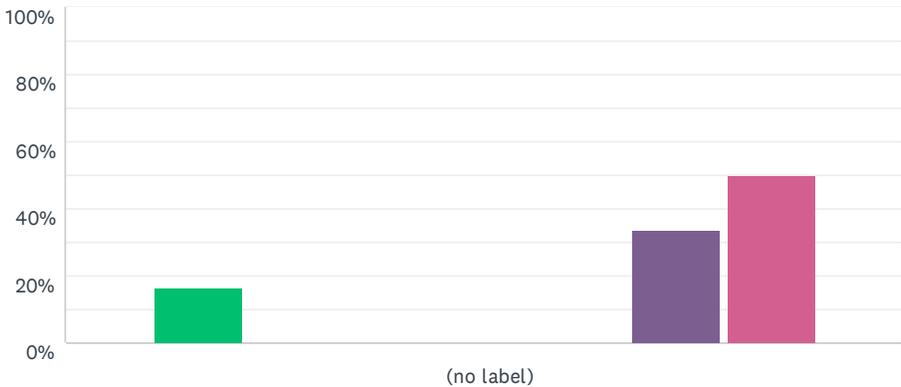


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	16.67% 1	0.00% 0	0.00% 0	33.33% 2	50.00% 3	6	6.00

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 6 Skipped: 0

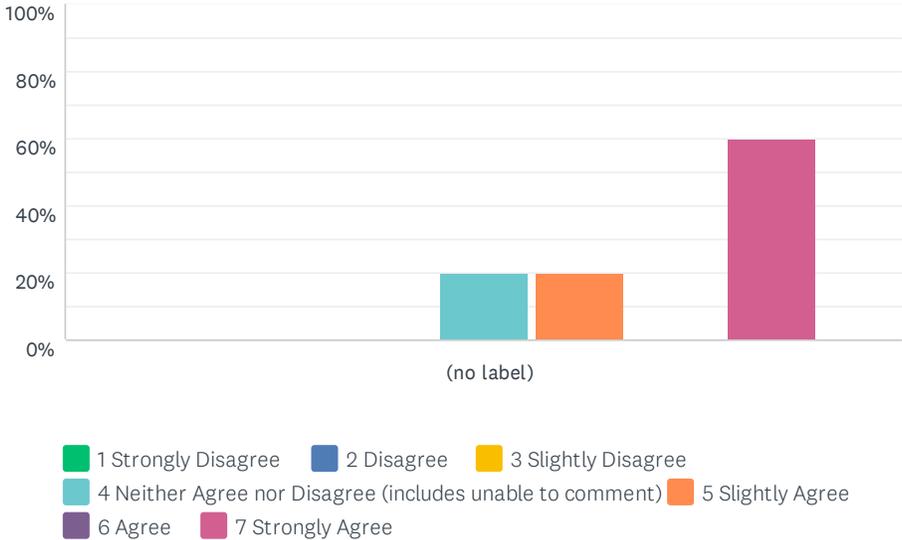


■ 1 Strongly Disagree  
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	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	16.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	50.00% 3	6	5.67

Q4 The Committee Chair provides effective leadership to the Committee.

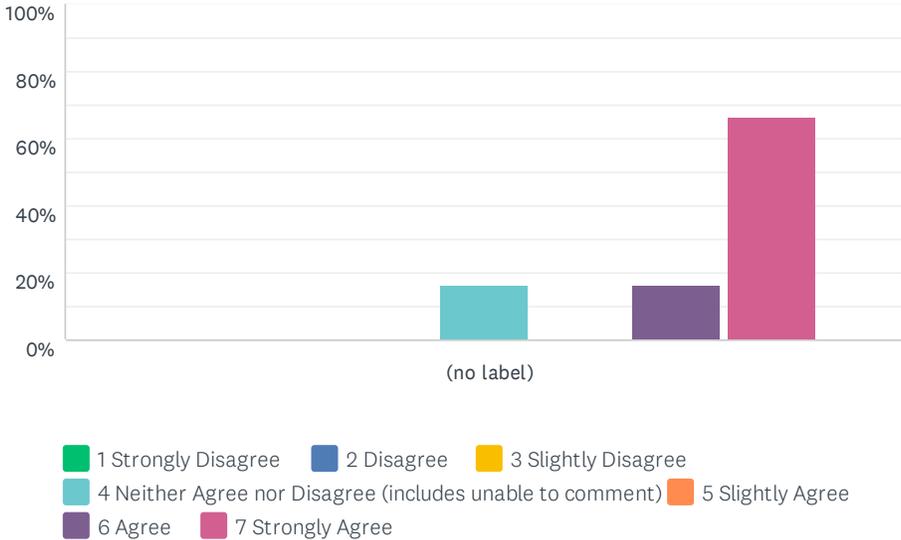
Answered: 5 Skipped: 1



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	20.00% 1	20.00% 1	0.00% 0	60.00% 3	5	6.00

Q5 The Committee Chair runs our meetings effectively.

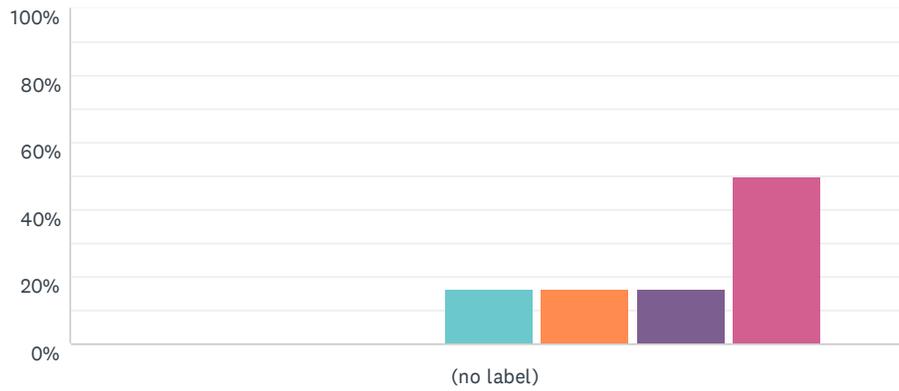
Answered: 6 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	16.67% 1	0.00% 0	16.67% 1	66.67% 4	6	6.33

### Q6 The Committee Chair encourages participation and discussion.

Answered: 6 Skipped: 0

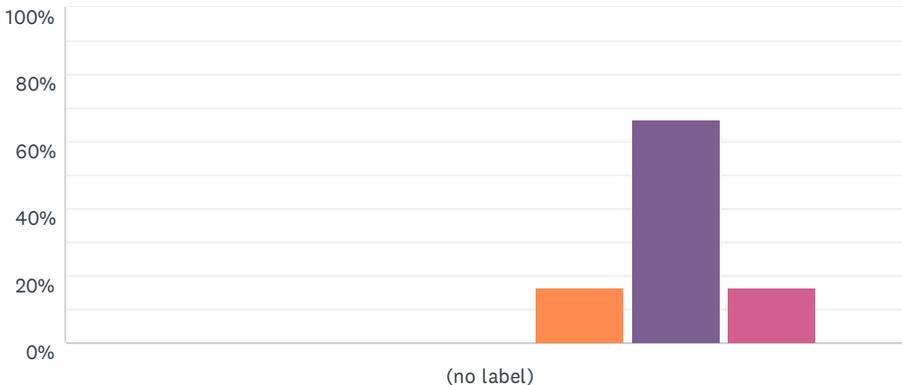


■ 1 Strongly Disagree  
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(no label)	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	16.67% 1	50.00% 3	6	6.00

### Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 6 Skipped: 0

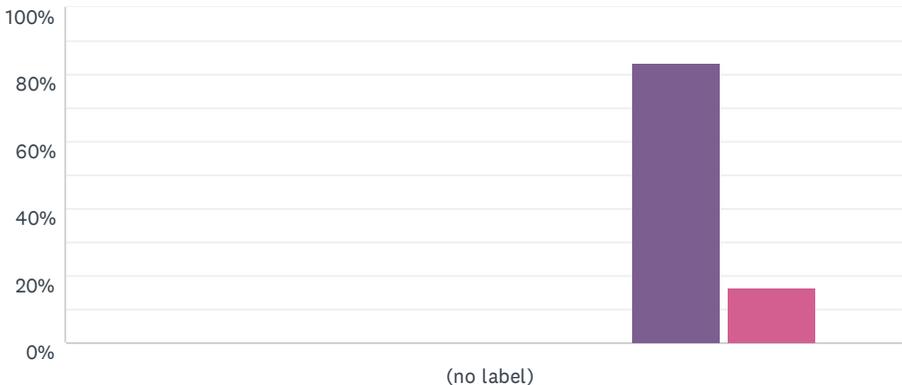


■ 1 Strongly Disagree  
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 ■ 3 Slightly Disagree  
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■ 6 Agree  
 ■ 7 Strongly Agree

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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	66.67% 4	16.67% 1	6	6.00

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 6 Skipped: 0

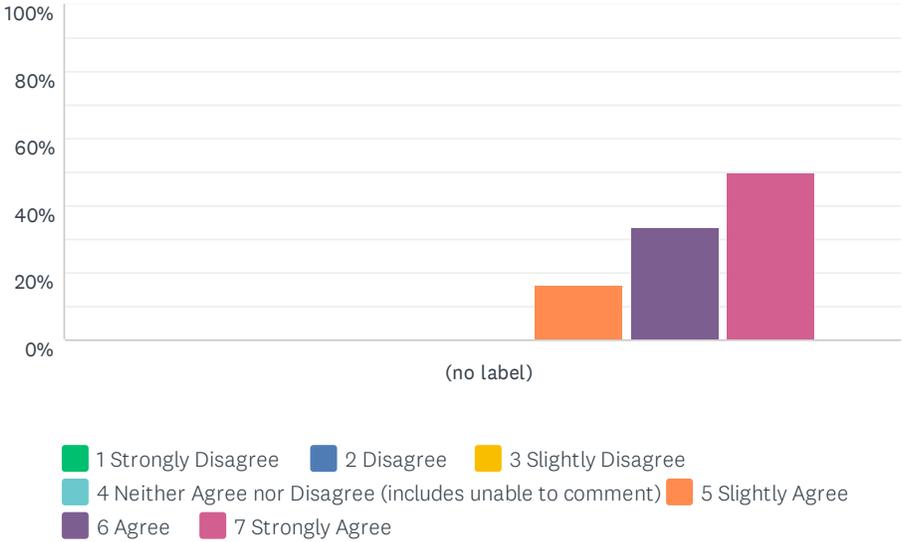


■ 1 Strongly Disagree  
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■ 4 Neither Agree nor Disagree (includes unable to comment)  
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■ 6 Agree  
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	6.17

### Q9 Overall, the Committee is working effectively.

Answered: 6 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	6	6.33

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	The chair does an excellent job of keeping the committee on topic and has a good process for managing items that are not on the agenda.	6/22/2020 7:58 PM

## Q10 What do you think the Committee does particularly well?

Answered: 3 Skipped: 3

#	RESPONSES	DATE
1	I think we have a very good level of skill at actual investments and add a lot of value to the staff of York U.	6/23/2020 2:40 PM
2	Understands University stakeholder needs!	6/22/2020 7:58 PM
3	Committee members possess a wealth of knowledge and experience.	6/21/2020 2:15 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 2 Skipped: 4

#	RESPONSES	DATE
1	Need to start a process to hire a new advisory firm	6/22/2020 7:58 PM
2	There is room for improvement in respectful dialogue between committee members with differing opinions.	6/21/2020 2:15 PM

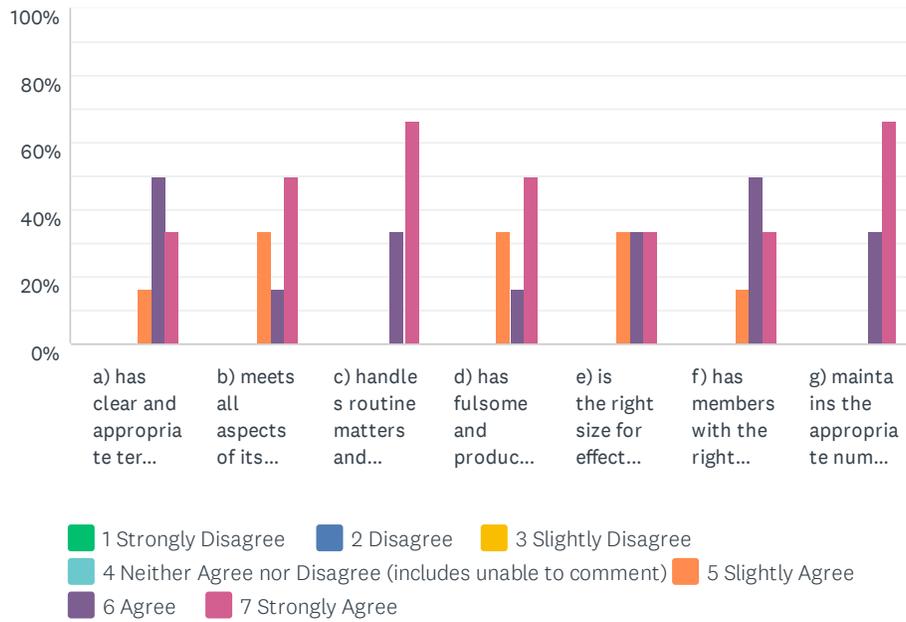
## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 2 Skipped: 4

#	RESPONSES	DATE
1	ESG investing	6/22/2020 7:58 PM
2	Possible creation of ad hoc committees in areas where the Committee's mandate overlaps with that of other Committees.	6/21/2020 2:15 PM

### Q1 I am satisfied that the Land and Property Committee:

Answered: 6 Skipped: 0

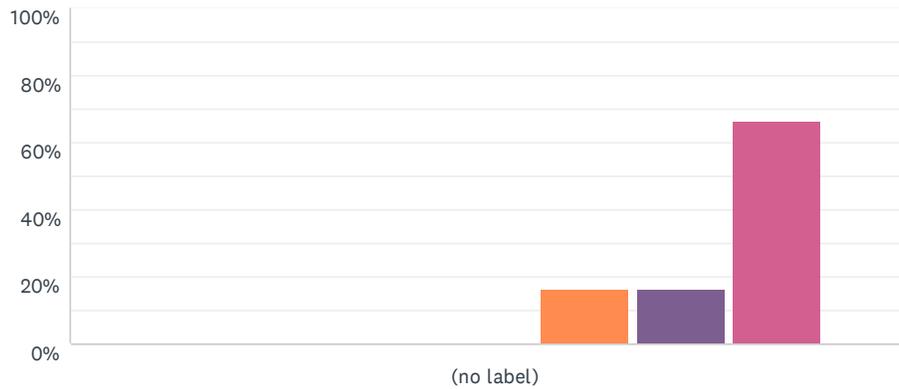


Board Land and Property Committee 2019-2020 Survey

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHT AVERAG
a) has clear and appropriate terms of reference.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	6.17
b) meets all aspects of its mandate.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	16.67% 1	50.00% 3	6	6.17
c) handles routine matters and forwards matters of significance to the Board with a recommendation.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	6.67
d) has fulsome and productive discussions at its meetings.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	16.67% 1	50.00% 3	6	6.17
e) is the right size for effective discussion and action.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	33.33% 2	33.33% 2	6	6.00
f) has members with the right level and balance of expertise for effective discussion and decision-making.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	6.17
g) maintains the appropriate number and length of meetings for its needs.	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	6.67

## Q2 I am encouraged to actively contribute to Committee discussions.

Answered: 6 Skipped: 0

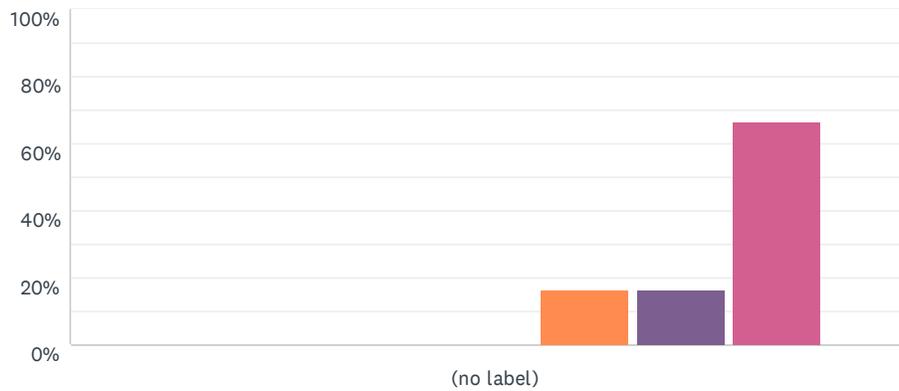


■ 1 Strongly Disagree  
 ■ 2 Disagree  
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)  
 ■ 5 Slightly Agree  
■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	66.67% 4	6	6.50

### Q3 I am comfortable asking questions and contributing to the discussion during Committee meetings.

Answered: 6 Skipped: 0

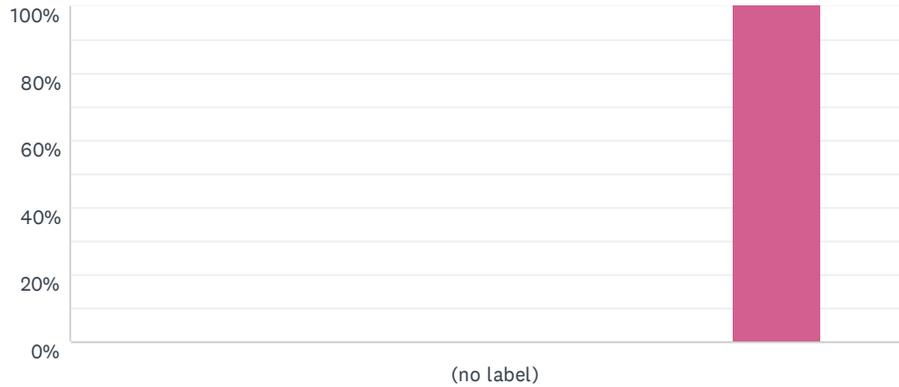


■ 1 Strongly Disagree  
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(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	16.67% 1	66.67% 4	6	6.50

### Q4 The Committee Chair provides effective leadership to the Committee.

Answered: 6 Skipped: 0

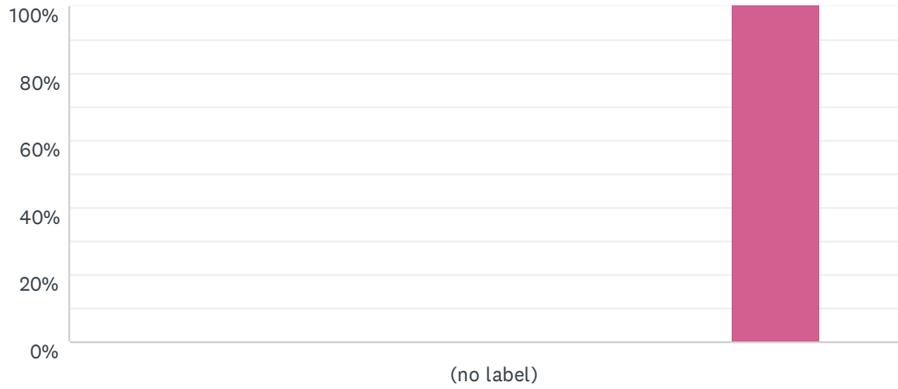


- 1 Strongly Disagree
- 2 Disagree
- 3 Slightly Disagree
- 4 Neither Agree nor Disagree (includes unable to comment)
- 5 Slightly Agree
- 6 Agree
- Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	7.00

### Q5 The Committee Chair runs our meetings effectively.

Answered: 6 Skipped: 0

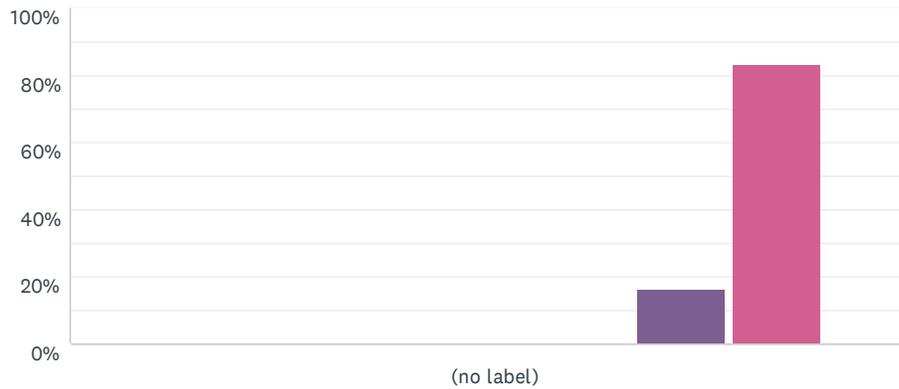


■ 1 Strongly Disagree  
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■ 4 Neither Agree nor Disagree (includes unable to comment)  
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■ 6 Agree  
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	7.00

### Q6 The Committee Chair encourages participation and discussion.

Answered: 6 Skipped: 0

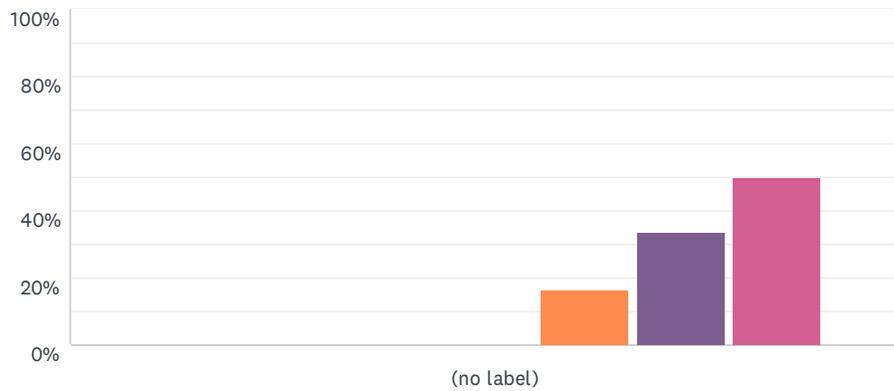


■ 1 Strongly Disagree  
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■ 5 Agree  
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	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	5 AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	6.83

### Q7 I receive Committee packages far enough in advance to allow for adequate review.

Answered: 6 Skipped: 0

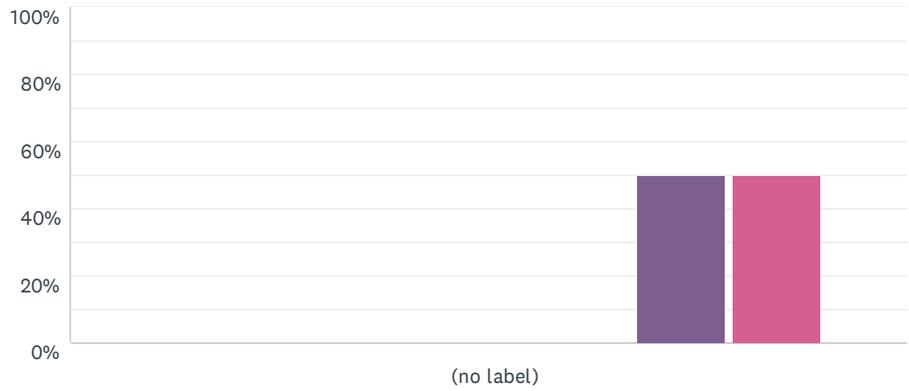


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	6	6.33

### Q8 I receive Committee packages that are informative and have the appropriate amount of detail.

Answered: 6 Skipped: 0

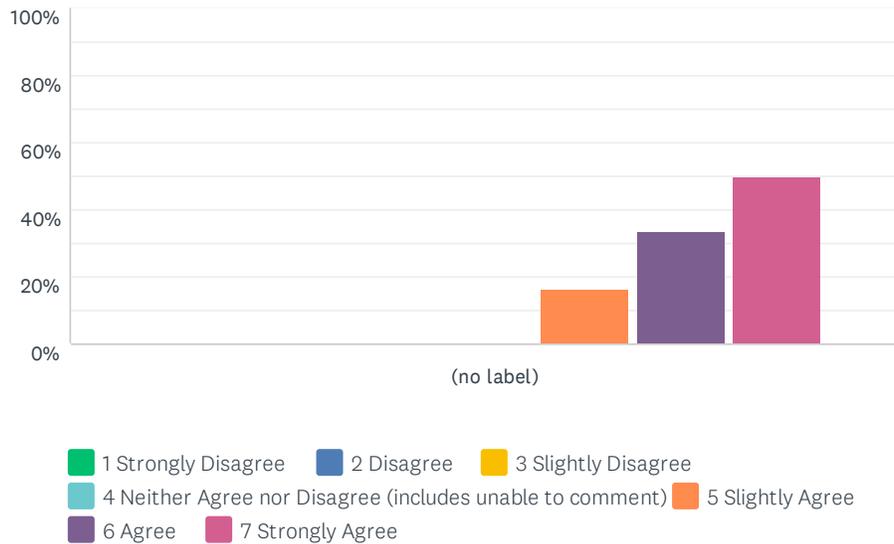


■ 1 Strongly Disagree   
 ■ 2 Disagree   
 ■ 3 Slightly Disagree  
■ 4 Neither Agree nor Disagree (includes unable to comment)   
 ■ 5 Slightly Agree  
■ 6 Agree   
 ■ 7 Strongly Agree

	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	6.50

### Q9 Overall, the Committee is working effectively.

Answered: 6 Skipped: 0



	1 STRONGLY DISAGREE	2 DISAGREE	3 SLIGHTLY DISAGREE	4 NEITHER AGREE NOR DISAGREE (INCLUDES UNABLE TO COMMENT)	5 SLIGHTLY AGREE	6 AGREE	7 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	6	6.33

#	PLEASE FEEL FREE TO USE THIS SPACE TO ADD FURTHER INPUT. IF YOU INDICATED DISAGREEMENT WITH ANY OF THE STATEMENTS, FEEDBACK ON WHY YOU DISAGREE IS ESPECIALLY WELCOME.	DATE
1	I am the Committee Chair, so my 'Strongly Agree' comments may be moderated by others. I think we have great realty/infra/sustainability resources on the committee. Given we don't have current any material projects to consider, keeping them engaged on LT strategy matters that are largely controlled by Univ. admin could remain a challenge.	6/23/2020 4:26 PM
2	The committee performs its role effectively, although one could question how meaningful that role is, given some seeming overlaps with YUDC and Finance and Audit.	6/23/2020 2:02 PM
3	Chair does an excellent job of hearing all points of view yet keeps the meetings on track	6/22/2020 8:01 PM
4	The relationship between the Committee and YUDC is fraught. YUDC's mandate is unclear and doesn't appear to have any accountability mechanism. There have been a number of issues that have appeared before the Committee seemingly out of the blue and without the Committee's involvement when there ought to have been.	6/21/2020 2:26 PM

## Q10 What do you think the Committee does particularly well?

Answered: 4 Skipped: 2

#	RESPONSES	DATE
1	Weighs risks and benefits of various projects in comprehensive and balanced manner.	6/24/2020 11:48 AM
2	Focuses on strategy	6/22/2020 8:01 PM
3	Members are knowledgeable and well connected in development and real estate.	6/21/2020 2:26 PM
4	Overseeing expansions of York operations and offering insights.	6/18/2020 2:04 PM

## Q11 What do you consider to be the Committee's greatest opportunity for improvement?

Answered: 4 Skipped: 2

#	RESPONSES	DATE
1	Better understanding of political risks from changes in provincial government.	6/24/2020 11:48 AM
2	Add real estate and/or development expertise	6/22/2020 8:01 PM
3	Clarifying its relationship with YUDC.	6/21/2020 2:26 PM
4	N/A	6/18/2020 2:04 PM

## Q12 What issues affecting the University would you like to learn more about or see highlighted at an upcoming Committee meeting?

Answered: 5 Skipped: 1

#	RESPONSES	DATE
1	More focus on opportunities at Glendon campus.	6/24/2020 11:48 AM
2	The University's sustainability strategy, ongoing planning for Lands for Learning	6/23/2020 2:02 PM
3	Lands for Learning strategy update	6/22/2020 8:01 PM
4	Areas in which the Committee can contribute to the design philosophy or function of projects it executes.	6/21/2020 2:26 PM
5	Reputational and impact on enrolments. Example: Other universities have room to adjust down admissions thresholds to mitigate covid-19 induced enrolment resistance. Not us as thresholds are already down.	6/18/2020 2:04 PM