

York University Board of Governors

Notice of Meeting

25 June 2024 1:30 pm to 4:30 pm

5th Floor, Kaneff Tower, Keele Campus

Note: A Board Photo Session will take place immediately after the In-Camera Session

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I. CLOSED SESSION

II. OPEN SESSION – 2:00 pm

1. Chair’s Item (P. Tsaparis) *2:00 pm*
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis)
 - a. Action Taken on Behalf of the Board 1
 - b. Amendments to the General By-laws of the Board of Governors and Transitional Terms of Reference (For approval) 2
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 - b. Year-End Retrospective & Looking Forward
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- Break Period – 5 minutes: 2:50 pm to 2:55 pm**
5. Academic Resources Committee (A. Di Domenico) *2:55 pm*123

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Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: 25 June 2024

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

The Executive Committee dealt with one item of business since the last meeting of the Board of Governors. Pursuant to its authority under Article VI.4.(e) of the Board By-laws, concurred with:

- The clarification of the bargaining financial mandate for the renewal of the collective agreement with YUFA



Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 25 June 2024

Subject: Amendment of the General By-Laws of the Board of Governors and Transitional Terms of Reference

Recommendation:

The Executive Committee recommends that the Board of Governors approve the amended General By-Laws of the Board of Governors attached as Appendix A and the Transitional Terms of Reference attached as Appendix B.

Rationale:

The *Not-for-Profit Corporations Act, 2010* (Ontario) (“**ONCA**”) came into force on October 19, 2021, and replaced the *Corporations Act* (Ontario) in governing Ontario not-for-profit corporations, including the University. The University’s Office of the Counsel and Secretariat undertook a comprehensive review of the current General By-Laws to identify which provisions of the current General By-laws should be amended and how, in order to bring them into compliance with ONCA. As part of this review, changes not related to ONCA were identified in order to update the current General By-laws to better reflect current practices of the University and align with established and best governance practices. To implement York’s commitment to the Auditor General of Ontario to establish terms of reference for the Board of Governors, certain provisions in the current General By-laws relating to procedural aspects of Board business (e.g. agenda, procedures and conduct of Board meetings, etc.) were removed and placed into a Transitional Terms of Reference document, with the intention that these provisions will be replaced by a new Board Charter during the 2024 – 2025 governance year.

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Pursuant to Article X of the current General By-Laws, a notice of intention to present amendments to the General By-Laws for consideration at the June meeting of the Board was conveyed to the Board at its meeting on 30 April 2024.

The appendices to this Memorandum are as follows:

- Appendix A – copy of new proposed General By-Laws;
- Appendix B – copy of the Transitional Terms of Reference;
- Appendix C – a high-level summary of key changes to the General By-laws; and
- Appendix D – an excerpt of the requirements under the regulations under the *Charities Accounting Act* (Ontario) that the University must comply with in the adoption of the indemnification set out in Article 9 of the new proposed General By-Laws.

A copy of the current General By-Laws can be found online at the University Secretariat's webpage [here](#).

Indemnification of Directors and Officers:

ONCA modernizes the regime for indemnifying directors and officers to bring it into line with other modern corporate statutes. However, the University, as a charity, is also subject to the requirements of the *Charities Accounting Act* (Ontario). Regulation 4/01 under the *Charities Accounting Act* (Ontario) requires a charity to consider certain factors prior to giving an indemnity to directors and officers:

1. the degree of risk to which the director or officer is or may be exposed;
2. whether, in practice, the risk cannot be eliminated or significantly reduced by means other than the indemnity; and
3. whether it advances the administration and management of the property to give the indemnity.

These factors must be considered by the Board before approving the indemnification provisions included in Article 9 of the new proposed General By-Laws.

The Governance and Human Resources Committee and Executive Committee have considered these factors and find that: (1) there is a degree of risk that individuals acting as Governors, directors or officers will be exposed to personal liability for claims

Board of Governors

made against them in their capacity as a Governor, director or officer; (2) the most practical means to significantly reduce this risk is by means of the indemnity; and (3) it advances the administration and management of the property of the University to give the indemnity as an indemnity will allow the University to attract and retain capable Governors, directors and officers.

Appendices:

- Appendix A – New proposed General By-Laws
- Appendix B – Transitional Terms of Reference
- Appendix C – Summary table
- Appendix D – Excerpt of the regulations under the *Charities Accounting Act* (Ontario)

General By-law

YORK UNIVERSITY

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General By-law
YORK UNIVERSITY

A by-law relating to the transaction of the activities and affairs of the University.

Be it enacted as a by-law of the University as follows:

ARTICLE 1
INTERPRETATION

1.01 Definitions

In this By-law, unless the context otherwise requires:

- (a) “**Act**” means the *Not-for-Profit Corporations Act, 2010* (Ontario) and where the context requires, includes the regulations made under it, as amended from time to time;
- (b) “**Board**” means the board of governors of the University;
- (c) “**By-law**” means this by-law of the University;
- (d) “**by-laws**” means this By-law and all other by-laws of the University;
- (e) “**Chair of the Board**” means chair of the Board;
- (f) “**Chancellor**” means Chancellor of the University;
- (g) “**ex-officio**” means “by virtue of office” and includes all rights, responsibilities, and power to vote unless otherwise specified;
- (h) “**Governor**” means an individual elected or appointed to the Board and includes any ex-officio Governors;
- (i) “**officer**” means any of the individuals appointed pursuant to Article 7 of this By-law as an officer;
- (j) “**person**” includes an individual, sole proprietorship, partnership, unincorporated association, unincorporated syndicate, unincorporated organization, trust, body corporate and a natural person in their capacity as trustee, executor, administrator, or other legal representative;
- (k) “**President**” means President of the University;
- (l) “**Secretary**” means the secretary of the Board;
- (m) “**Senate**” means the Senate of the University;

- (n) “**telephonic or electronic means**” means any means that uses the telephone or any other electronic or other technological means to transmit information or data, including telephone calls, voice mail, fax, email, an automated touch-tone telephone system, computer or computer networks;
- (o) “**University**” means York University;
- (p) “**Vice-President**” means a vice-president of the University; and
- (q) “**York Act**” means *The York University Act, 1965* as amended from time to time.

1.02 Interpretation

In this By-law, unless the context otherwise requires and other than as specifically defined in this By-law, all terms contained in this By-law that are defined in the Act shall have the meanings given to the terms in the Act, words importing the singular shall include the plural and vice versa, words importing one gender shall include all genders, and headings are used for convenience of reference and do not affect the interpretation of this By-law. In this By-law, the term “including” means “including, but not limited to” and the terms “include” or “includes” means “include, without limitation” or “includes, without limitation”. Any reference to a statute in this By-law includes, where the context requires, the statute and the regulations made under it, all as amended or replaced from time to time.

1.03 Severability

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law.

ARTICLE 2 CORPORATE SEAL

2.01 Corporate Seal

There shall be a corporate seal of the University bearing the words “York University” and the University Crest and Motto, an impression whereof is stamped in the margin hereof. The seal shall be in the custody of the Secretary.

ARTICLE 3 EXECUTION OF DOCUMENTS

3.01 Execution of Documents

- (a) Deeds, transfers, assignments, contracts, agreements, mortgages, conveyances, obligations, certificates or any other instruments or documents requiring the University’s signature (each a “**Document**”), may be signed by any two of the following: the Chair of the Board (or in the Chair of the Board’s absence, the Vice-Chair of the Board; or in the Vice-Chair of the Board’s absence, the Acting Chair appointed by the Board), the President or the Secretary (or in the Secretary’s

absence, an Assistant Secretary of the Board; or in the Assistant Secretary's absence, a person authorized by the Board to act as Secretary of the Board).

- (b) In addition to subsection 3.01(a), the Board may from time to time, by resolution, direct the manner in which, or the person or persons by whom, any particular Document may or shall be signed.
- (c) The Secretary may affix the University's seal to any Document. The Secretary may certify a copy of any resolution, or by-law of the University to be a true copy, and the President, Secretary and any Vice-President may certify a copy of any other Document to be a true copy.

ARTICLE 4 BOARD MEETINGS

4.01 Regular Meetings

- (a) The Board shall appoint a minimum of four (4) days each year for regular Board meetings at a place and time named.
- (b) A copy of any Board resolution fixing the place and time of regular Board meetings shall be given to each Governor.
- (c) Notice of the time and place of each regular Board meeting shall be given to all Governors at least 48 hours prior to the regular Board meeting; such notice shall specify in reasonable detail the matters, other than those of a routine nature, which are to be dealt with at such meeting and shall specify any matters required to be specified pursuant to section 4.02(c) of this By-law.

4.02 Special Meetings

- (a) Special Board meetings, which are meetings of the Board other than regular Board meetings described in section 4.01 of this By-law, may be called by the Chair of the Board, the Vice-Chair, or the Secretary upon the written request of any five (5) Governors at any time.
- (b) Notice of special Board meetings shall be given to all Governors at least 48 hours prior to the special Board meeting. A special Board meeting may be called on less notice, by such means as are deemed appropriate, provided that notice is given to all Governors and the majority of the Governors consent to the holding of such special Board meeting. Notice of a special Board meeting is not necessary if all Governors are present and none objects to the holding of the special Board meeting, or if those absent have waived notice or otherwise signified their consent to the holding of the special Board meeting.
- (c) Notice of a Board meeting need not specify the purpose of the business to be transacted at the Board meeting, unless the Board meeting is intended to deal with any of the following matters, which case the notice must specify that matter:

- (i) to fill a vacancy among the Governors or in the position of auditor or of a person appointed to conduct a review engagement of the University;
- (ii) to appoint additional Governors;
- (iii) to issue debt obligations except as authorized by the Governors;
- (iv) to approve any financial statements; and
- (v) to adopt, amend or repeal by-laws.

4.03 Place of Meetings

All meetings of the Board may be held at the registered office of the University or at any other place within or outside of Canada, as the Board may determine.

4.04 No Alternate Governors

No person shall act for an absent Governor at any meeting of the Board. A Governor shall not be entitled to vote by proxy.

4.05 Participation at Meeting by Telephone or Electronic Means

At the discretion of the Chair, any Board meeting may be held entirely by one or more telephonic or electronic means or by any combination of in-person attendance and by one or more telephonic or electronic means, provided that all persons attending the Board meeting are able to communicate with each other simultaneously and instantaneously. A Governor participating in the Board meeting by those means is deemed to be present in person at the Board meeting.

Notice of any meeting of the Board need not specify a place of the Board meeting if the Board meeting is to be held entirely by one or more telephonic or electronic means. If the Governors may attend a Board meeting by telephonic or electronic means, the notice of the Board meeting must include instructions for attending and participating in the Board meeting by the telephonic or electronic means that will be made available for the Board meeting, including, if applicable, instructions for voting by such means at the Board meeting.

4.06 Agenda

Procedures relating to the agenda and order of business for any meeting of the Board will be established by resolution of the Board and shall be as defined in any such resolution or Board-approved terms of reference or charter; provided, that any amendments thereto may only be made by the Board by resolution.

4.07 Quorum

Two-fifths of the Governors shall constitute a quorum at any meeting of the Board.

4.08 Meeting Procedures

Procedures relating to the conduct of any meetings of the Board will be established by resolution of the Board and shall be as defined in any such resolution or Board-approved terms of reference or charter; provided, that any amendments thereto may only be made by the Board by resolution.

4.09 Votes to Govern

Each Governor present at a Board meeting shall be entitled to one (1) vote on each matter. Any question arising at any Board meeting shall be determined by a majority of votes. In the case of an equality of votes, the Chair shall not have a second or casting vote and the motion is deemed to be defeated.

4.10 Method of Voting and Entry in Minutes

Save and except where it is otherwise herein provided, the action of the Board upon any matter coming before it shall be evidenced by resolution and the entry thereof in the minutes of the Board shall be prima facie evidence of the action taken. The vote on any question shall be taken by ballot if so demanded by any Governor present and entitled to vote. Such ballots shall be counted by the Chair of the Board. Otherwise a vote shall be taken by a show of hands. Unless a ballot is demanded, an entry in the minutes to the effect that the Chair of the Board declared that a resolution has been carried, or carried by a particular majority, or defeated, shall be conclusive in the absence of evidence to the contrary.

A record of the proceedings of all meetings of the Board shall be kept in a book or books provided for that purpose and the minutes of every meeting shall be submitted at the next meeting of the Board, and after adoption by the Board the minutes shall be signed by the Chair of the Board and Secretary.

4.11 Dissent of Governor at Meeting

A Governor who is present at a meeting of the Board or of a committee of Governors is deemed to have consented to any resolution passed or action taken at the meeting, unless:

- (a) the Governor's dissent is entered in the meeting minutes;
- (b) the Governor requests that their dissent be entered in the meeting minutes;
- (c) the Governor gives their dissent to the meeting secretary before the meeting is terminated; or
- (d) the Governor submits their written dissent immediately after the meeting is terminated to the University.

A Governor who votes for or consents to a resolution is not entitled to dissent under this section.

4.12 Dissent of Absent Governor

A Governor who was not present at a meeting at which a resolution was passed or action taken is deemed to have consented to the resolution or action unless within seven (7) days after becoming aware of the resolution, the Governor has:

- (i) caused their written dissent to be placed with the meeting minutes; or
- (ii) submitted their written dissent to the University.

4.13 Persons Entitled to be Present

Meetings of the Board shall be open to the public, subject to limitations of space, and except for matters which the Chair of the Board or the Board may deem to be confidential, including matters relating to labour relations, personnel, nominations of Board or Board committee members and confidential government policies. Minutes of those meetings of the Board which are open to the public shall be available for inspection by the public, by appointment with the Secretary, at the office of the Secretary during regular business hours.

4.14 Meeting Adjournment

- (a) If quorum is not present at the opening of a Board meeting, the meeting shall stand adjourned until a day to be determined by the Chair of the Board.
- (b) Notice of a meeting that continues an adjourned meeting of Governors is not required to be given if all of the following are announced at the time of the adjournment:
 - (i) the time of the continued meeting;
 - (ii) if applicable, the place of the continued meeting; and
 - (iii) if applicable, instructions for attending and participating in the continued meeting by the telephonic or electronic means that will be made available for the meeting, including, if applicable, instructions for voting by such means at the meeting.

4.15 Written Resolutions in Lieu of Meeting

A resolution, signed by all of the Governors entitled to vote on that resolution at a Board meeting is as valid as if it had been passed at a Board meeting; provided that such signatures may be in one or more counterparts. The University shall keep a copy of every written resolution of the Board with the minutes of Board meetings.

ARTICLE 5 COMMITTEES

5.01 Committees

The Board may, from time to time, establish:

- (a) Administrative Committees, being those committees whose duties will normally be continuous, and whose membership consists entirely of Governors;
- (b) Standing Committees, being those committees whose duties are normally continuous, and which include in their membership one or more persons who are not Governors; and
- (c) Special Committees, being those committees appointed for specific duties of a non-recurrent nature, whose duties will expire with the completion of the task assigned, and which may include in their membership one or more persons who are not Governors.

5.02 Functions, Duties, Responsibilities and Powers of Board Committees

The functions, duties, responsibilities and powers of any Board committee established by by-law or resolution of the Board shall be as defined in such by-law, resolution or Board-approved terms of reference or charter; provided, that any amendments thereto may only be made by the Board by resolution.

5.03 Board Committee Members, chair

Unless otherwise provided by a by-law or by Board resolution:

- (a) The Board shall, by resolution, appoint the members of each Board committee and the chair and vice-chair thereof, and the secretary of each Board committee shall either be appointed by such resolution or by the Board committee when established.
- (b) Each Administrative or Standing Committee shall consist of not fewer than four members, in addition to the ex-officio members.

5.04 Procedures at Committee Meetings

Every committee, unless otherwise specifically provided for in this By-law, or in the resolution of the Board by which it is constituted, shall follow such procedures, as defined in a Board-approved terms of reference or charter; provided, that any amendments thereto may only be made by the Board by resolution.

5.05 Delegation – Executive Committee

In accordance with the York Act, the Board may appoint an executive committee and delegate to any such committee any of the powers of the Board.

Such an executive committee shall have the functions, duties, responsibilities and powers, and follow such membership requirements and procedures, as established by resolution of the Board and shall be as defined in any such resolution or Board-approved terms of reference or charter; provided, that any amendments thereto may only be made by the Board by resolution.

5.06 Audit Committee

If the Board adopts an audit committee, the following provisions shall apply:

- (a) the audit committee shall be comprised of one or more Governors and a majority of the audit committee members must not be officers or employees of the University or of any of its affiliates;
- (b) the audit committee shall review the University's financial statements before they are approved by the Governors;
- (c) the auditor is entitled to notice of the time and place of any audit committee meeting; and
- (d) the auditor or a member of the audit committee may call a meeting of the audit committee.

ARTICLE 6 BOARD

6.01 Duties and Responsibilities

Except, as to such matters by the York Act specifically assigned to the Senate the government, conduct, management and control of the University and of its property, revenues, expenditures, business and affairs are vested in the Board, and the Board has all powers necessary or convenient to perform its duties and achieve the objects and purposes of the University, including, without limiting the generality of the foregoing, power,

- (a) to appoint and remove the Chancellor;
- (b) to appoint and remove the President and the Vice-Presidents, if any;
- (c) to appoint, promote and remove all members of the teaching and administrative staffs of the University and all such other officers and employees as the Board may deem necessary or advisable for the purposes of the University, but no member of the teaching or administrative staffs, except the President, shall be appointed, promoted or removed except on the recommendation of the President, who shall be governed by the terms of the University's commitments and practices;
- (d) to fix the number, duties, salaries and other emoluments of officers, agents and employees of the University;

- (e) to appoint an executive committee and such other committees as it may deem advisable, to fix the quorum for meetings of such committees and to give or withhold from the chairmen thereof a casting vote, and to delegate to any such committee any of the powers of the Board;
- (f) to borrow money on the credit of the University in such amount, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by the Board;
- (g) to make, draw and endorse promissory notes or bills of exchange;
- (h) to hypothecate, pledge, charge or mortgage any part or all of the property of the University to secure any money so borrowed or for the fulfilment of the obligations incurred by it under any promissory note or bill of exchange signed, made, drawn or endorsed by it;
- (i) to issue bonds, debentures and obligations on such terms and conditions as the Board may decide, and pledge or sell such bonds, debentures and obligations for such sums and at such prices as the Board may decide, and mortgage, charge, hypothecate or pledge all or any part of the property of the University to secure any such bonds, debentures and obligations;
- (j) to make by-laws and regulations for the conduct of the affairs of the Board, including the fixing of a quorum, the election of its members, and the filling of vacancies;
- (k) to establish faculties, schools and institutes with the concurrence of the Senate.

6.02 Number of Governors and Composition of the Board

- (a) In accordance with the powers of the Board pursuant to section 10(j) of the York Act to make by-laws for the conduct of the affairs of the Board, including the election of its members and the filling of vacancies, the Board has the power to pass by-laws to regulate the term of its members. Accordingly, notwithstanding the provisions of section 7(c) of the York Act, in order to provide for the effective governance of the University and in keeping with principles of good corporate governance, internal Governors and external Governors shall hold office for such terms as set out in this Section 6.02(a). The Board shall consist of the following categories and numbers of Governors:
 - (i) **Ex-Officio Governors:** two (2) Governors ex-officio, being the Chancellor and the President;
 - (ii) **Internal Governors:** total of six (6) internal Governors, being:
 - (A) two (2) members of the Senate who are full-time tenure-stream faculty members or full-time tenure-stream librarians and archivists appointed or elected by the Senate to be Governors for a term of two (2)

years from the date of such election or appointment, with staggered terms so that one (1) member of the Senate is elected each year;

(B) two (2) students of the University appointed or elected by the Student Senator Caucus of the University to be Governors (and members of the Student Senator Caucus shall not be disqualified from being so appointed or elected) for a term of two (2) years from the date of such election or appointment, with staggered terms so that one (1) student is elected each year;

(C) two (2) members of the full-time non-academic staff of the University appointed or elected to be Governors under nomination and election/appointment procedures to be determined and administered by the Governance and Human Resources Committee;

(iii) **External Governors:** up to twenty-four (24) external Governors, being:

(A) two (2) alumni of the University proposed by the University Alumni Board of the University and elected by a majority of the Board at a meeting for which notice of intention to elect Governors has been given to serve a term of four (4) years from the date of such election or appointment with staggered terms so that one (1) member of the alumni is elected every two (2) years;

(B) up to twenty-two (22) individuals proposed by the Governance and Human Resources Committee of the Board and elected by a majority of the Board at a meeting for which notice of intention to elect Governors has been given to serve for a term of four (4) years from the date of such election or appointment.

External Governors shall be appointed to a term of membership of four (4) years. Notwithstanding the foregoing, an external member may be appointed to a term of fewer than four (4) years in order to provide for greater continuity on the membership of the Board.

- (b) The Governance and Human Resources Committee of the Board will have the responsibility of proposing candidates to be external Governors who will best serve the needs and interests of the University and who broadly represent the public community. Without limiting the generality of the foregoing such candidates shall be reflective of the Arts, Business, Industry, Labour, Professions, Sciences and the community at large as further set out in the Protocol for Composition of the Board of Governors Policy of the Board.
- (c) The Board may appoint individuals as Honorary Governors for such period of time as the Board may specify. Honorary Governors shall be invited to attend meetings of the Board, but, for certainty, shall not be Governors of the Board and shall not be entitled to vote at any such meetings. Except as provided in this Section 6.02(c), no part of this By-Law shall apply to Honorary Governors unless it is expressly

stated to so apply, and a reference herein to Governors shall not be or be construed to be a reference to Honorary Governors.

6.03 Citizenship

- (a) Two-thirds (2/3s) of the Governors shall be Canadian citizens.

6.04 Governor Qualifications

An individual is disqualified from being a Governor if they:

- (a) are under eighteen (18) years old;
- (b) are a person who has been found under the *Substitute Decisions Act*, 1992 or under the *Mental Health Act* to be incapable of managing property;
- (c) are a person who has been found to be incapable by any court in Canada or elsewhere;
- (d) have the status of a bankrupt; or
- (e) are a person who is an “ineligible individual” under *the Income Tax Act* (Canada) or any regulations made under it.

6.05 Appointments and Filling Vacancies

Nomination and election/appointment procedures for Governors shall be determined and administered by the Governance and Human Resources Committee. Once a Governor in the category of internal or external Governors is elected or appointed by the authorized body as described in Section 6.02(a), a resolution of the Governors shall be passed at a meeting of the Board to elect and confirm such Governors.

Should a vacancy arise on the Board in the category of internal Governors as defined in section 6.02(a)(ii) above, the authorized body thereunder shall appoint an individual to fill such vacancy for the unexpired term of the internal Governor who vacated that position and a resolution of the Governors shall be passed at a meeting of the Board to elect and confirm such internal Governor. All other vacancies in the Board, whether caused by resignations, death, or otherwise, shall be filled by the vote of a majority of the Governors present at a meeting for which notice for such intention to elect Governors shall have been given. An individual thus elected to fill any vacancy shall hold office for the unexpired term of their predecessor, and until their successor is elected.

6.06 Governor Consent to Serve as a Governor

In accordance with the Act, an individual elected or appointed to hold office as a Governor shall consent in writing to such election or appointment before or within ten (10) days after the election or appointment unless such Governor has been re-elected or reappointed where there is no break in the Governor’s term of office. Notwithstanding the foregoing, if an

elected or appointed Governor consents in writing after the ten (10) day period referred to in this section 6.06, the election or appointment is valid.

6.07 Vacation of Office

- (a) The office of a Governor shall be automatically vacated if the Governor:
 - (i) becomes disqualified under section 6.04 of this By-law;
 - (ii) dies;
 - (iii) resigns in writing, and the resignation shall be effective at the time the written notice of resignation is received by the University or at the time specified in the written notice of resignation, whatever is later;
 - (iv) reaches the age of seventy-five (75), such vacation of office to be effective on July 1 of the year such Governor turns seventy-five if the Governor turns seventy-five before July 1, or the next following July 1 if the Governor turns seventy-five after July 1;
 - (v) is an internal Governor and such internal Governor ceases to be a member of the body that appointed or elected them; or
 - (vi) after 30 days notice to such Governor, is removed by resolution passed by at least two-thirds (2/3s) of the votes cast at a meeting of the Board in accordance with the York Act.
- (b) Where there is a Board vacancy, the remaining Governors may exercise all the Board powers so long as a quorum remains in office.

6.08 Limit on Reappointment

- (a) Internal Governors may not be re-elected or re-appointed to serve successive terms and must wait a minimum of one (1) year before re-applying to serve as an internal Governor.
- (b) An external Governor may be re-elected or re-appointed to serve successive terms; provided that an external Governor shall not be elected or appointed for a term that will result in the Governor serving more than eight (8) consecutive years, except in the case of the Chair where Section 6.08(d) shall take precedence.
- (c) Notwithstanding Sections 6.08(a) and 6.08(b), in no event will an individual be permitted to serve as either an internal or external Governor where such individual has already served a total of eight (8) years as a Governor, regardless of whether as an internal or external Governor, except in the case of the Chair or an ex-officio Governor.

- (d) In accordance with the powers of the Board pursuant to section 10(j) of the York Act to make by-laws for the conduct of the affairs of the Board, including the election of its members and the filling of vacancies, the Board has the power to pass by-laws to regulate the term of the Chair and eligibility for re-election. Accordingly, notwithstanding the provisions of section 8 of the York Act, in order to provide for the effective governance of the University and in keeping with principles of good corporate governance, the Chair may hold office for a term of less than seven years and be eligible for re-election for further terms; provided, however, that in no event shall the Chair hold office for more than seven (7) consecutive years or be eligible for re-election beyond such seven (7) consecutive years, except in circumstances where this limit on re-election is unfeasible or undesirable.

ARTICLE 7 OFFICERS

7.01 Officers

- (a) The University's officers shall include:

- (i) the Chair of the Board;
- (ii) the President; and
- (iii) the Chancellor;

and may include a Vice-Chair, one or more Vice-Presidents, a Secretary, one or more Assistant Secretary(ies) and any such other officers as the Board may by resolution determine.

7.02 Appointment Limitations

- (a) Subject to the York Act and the by-laws, the Board may specify the duties of officers and delegate to them powers to manage the University's activities and affairs, except the power to do anything referred to in section 4.02(c) of this By-law.
- (b) Other than the Chair of the Board and the Vice-Chair, who the Board shall elect from among its external Governors, the University's officers may but need not be Governors. A person may hold more than one office.

7.03 Description of Office

- (a) **Chair of the Board** – The Chair of the Board shall be appointed by the Board from among the external Governors in accordance with the York Act. The Chair of the Board shall, when present, preside at all meetings of the Board and shall execute such Documents as may require the Chair of the Board's signature in accordance with this By-law or otherwise. The Chair of the Board shall perform such other

duties as may be prescribed by the by-laws or the Board. The Chair of the Board shall be an ex-officio member of all Board committees.

- (b) **Vice-Chair** – The Vice-Chair shall, when the Chair of the Board is unable by reason of absence or other cause to perform the duties of the Chair of the Board, perform the Chair of the Board’s duties and exercise the Chair of the Board’s powers and shall perform such other duties and exercise such other powers as shall from time to time assigned to the Vice-Chair by the Board. In absence of both Chair of the Board and Vice-Chair, the Governors present shall appoint one of their number as Acting Chair to preside at the meeting of the Board and such Acting Chair shall exercise the powers of the Chair of the Board for the designated meeting of the Board; provided that such Acting Chair must be appointed from among the Board’s external Governors.
- (c) **President** – In accordance with the York Act, the President is the Vice-Chancellor and chief executive officer of the University. The President shall have the duties and powers as set forth in the York Act and such other duties and powers as may be assigned from time to time to them by the Board. The President shall be an ex-officio member of all Board committees.
- (d) **Vice-President(s)** – If appointed by the Board, each Vice-President shall have the duties and powers as may be assigned from time to time to them by the President. In the President’s absence or if there is a vacancy in the office of the President, one Vice-President named by the Board shall perform the President’s duties and exercise the President’s powers.
- (e) **Secretary** – Upon recommendation of the President, the Board shall appoint a Secretary, and if deemed advisable one or more Assistant Secretary(ies). The Secretary shall have the duties and responsibilities as designated by the Board and shall give or cause to be given notice of all meetings of the Board and the Executive Committee when directed to do so, have charge of the corporate seal, books and records of the Board, sign with other officers or persons such instruments as require their signature, and shall perform such other duties as may be prescribed by the by-laws or the Board. In the Secretary’s absence or disability, the Assistant Secretary(ies) (if any) shall perform the Secretary’s duties and exercise the Secretary’s powers and shall perform such other duties and exercise such other powers as shall from time to time be assigned to the Assistant Secretary(ies) by the Board.
- (f) **Other Officers** – Upon the recommendation of the President, the Board shall appoint such other officers as the Board may deem necessary and advisable. The powers and duties of all such other officers shall be such as the Board may from time to time determine.

**ARTICLE 8
CONFIDENTIALITY AND CONFLICT OF INTEREST**

8.01 Confidentiality and Declaration of Conflict

- (a) Prior to taking up their seat on the Board, each Governor shall sign an Undertaking of Confidentiality and Conflict of Interest in the form approved by Board resolution from time to time.

- (b) Any Governor or officer who:
 - (i) is a party to a material contract or transaction or proposed material contract or transaction with the University; or
 - (ii) is a director or officer of, or has a material interest in, any person who is a party to a material contract or transaction or proposed material contract or transaction with the University;shall disclose to the University or request to have entered in the minutes of meetings of Governors the nature and extent of their interest.

- (c) The disclosure required to be made, pursuant to subsection 8.01(b) of this By-law, by a Governor shall be made:
 - (i) at the meeting at which a proposed contract or transaction is first considered;
 - (ii) if the Governor was not then interested in a proposed contract or transaction, at the first meeting after such Governor becomes so interested;
 - (iii) if the Governor becomes interested after a contract is made or transaction entered into, at the first meeting after the Governor becomes so interested; or
 - (iv) if a person who is interested in a contract or transaction later becomes a Governor, at the first meeting after such person becomes a Governor.

- (d) The disclosure required to be made, pursuant to subsection 8.01(b) of this By-law, by an officer who is not a Governor shall be made:
 - (i) forthwith after the officer becomes aware that the contract or transaction or proposed contract or transaction is to be considered or has been considered at a Board meeting;
 - (ii) if the officer becomes interested after a contract is made or transaction is entered into, forthwith after they become so interested; or

- (iii) if a person who is interested in a contract or transaction later becomes an officer, forthwith after they become an officer.
- (e) In the event that the contract or transaction or proposed contract or transaction in respect of which a disclosure is required to be made for the purposes of subsection 8.01(b) of this By-law is one that, in the ordinary course of the University's business, would not require Governors' approval, then the Governor or officer shall disclose to the University or request to have entered in the Board meeting minutes the nature and extent of their interest forthwith after the Governor or officer becomes aware of the contract or transaction or proposed contract or transaction.
- (f) A Governor referred to in subsection 8.01(b) of this By-law shall not attend any part of a Board meeting during which the contract or transaction is discussed and shall not vote on any resolution to approve the contract or transaction unless the contract or transaction is: (a) one relating primarily to his or her remuneration as a director of the corporation or an affiliate; (b) one for indemnity or insurance under section 46 of the Act; or (c) one with an affiliate.
- (g) If no quorum exists for the purpose of voting on a resolution to approve a contract or transaction or proposed contract or transaction in respect of which a disclosure is required only because a Governor is not permitted to be present at the meeting by reason of subsection 8.01(f) of this By-law, the remaining Governors are deemed to constitute quorum for the purposes of voting on the resolution.
- (h) A contract or transaction for which disclosure is required under subsection 8.01(b) of this By-law is not void or voidable, and the Governor or officer is not accountable to the University for any profit or gain realized from the contract or transaction, because of the Governor's or officer's interest in the contract or transaction or because the Governor was present or was counted to determine whether a quorum existed at the Board or committee meeting that considered the contract or transaction, if:
 - (i) disclosure of the interest was made in accordance with Article 8 of this By-law;
 - (ii) the Board approved the contract or transaction; and
 - (iii) the contract or transaction was reasonable and fair to the University when it was approved.
- (i) In addition to the corporate disclosure requirements set out in this section 8.01, prior to authorizing any payment to a Governor for goods, services or facilities provided by a Governor or a "person connected to a Governor" (as defined in the *Charities Accounting Act* and its regulations), the Board shall meet all applicable requirements set out in the *Charities Accounting Act* and its regulations regarding payments to such Governor or "person connected to a Governor".

8.02 General and Continuing Disclosure of Interest

A general notice to the Governors by a Governor or officer declaring that the Governor or officer is a director or officer of or has a material interest in a person, or that there has been a material change in the Governor's or officer's interest in the person, and is to be regarded as interested in any contract or transaction entered into with that person is sufficient declaration of interest in relation to any contract or transaction so made for the purposes of section 8.01 of this By-law.

ARTICLE 9 PROTECTION OF GOVERNORS, OFFICERS AND OTHERS

9.01 Standard of care

Every Governor and officer of the University in exercising their powers and discharging their duties to the University shall,

- (a) act honestly and in good faith with a view to the University's best interests; and
- (b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

9.02 Indemnification of Governors, Officers and Others

- (a) The University shall indemnify every Governor or officer or former Governor or officer of the University or an individual who acts or acted at the University's request as a director or officer, or in a similar capacity, of a wholly-owned subsidiary of the University or any individual who acts or acted at the express written request of the Chair of the Board, President or any Vice-President as a director or officer, or in a similar capacity, of another entity, and the respective heirs and legal representatives of such Governor, officer or individual, to the extent permitted by the Act, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred by the individual in respect of any civil, criminal, administrative, investigative or other action or proceeding in which the individual is involved because of that association with the University, wholly-owned subsidiary of the University or other entity.
- (b) Notwithstanding any other provision of this By-law, the University shall not be obligated pursuant to the terms of this By-law to indemnify an individual for any amount under subsection 9.02(a) of this By-law to the extent the individual is indemnified or reimbursed for such amount and is, in each case, actually paid such amount (without any written obligation to reimburse any third party for such amount so paid), other than pursuant to this By-law or pursuant to a policy or policies of insurance maintained by the University.
- (c) The University shall not be obligated to indemnify an individual under subsection 9.02(a) of this By-law unless:

- (i) the individual acted honestly and in good faith with a view to the best interests of the University, wholly-owned subsidiary of the University or other entity, as the case may be; and
- (ii) if the matter is a criminal or administrative proceeding that is enforceable by a monetary penalty, the individual had reasonable grounds for believing that their conduct was lawful.

ARTICLE 10 FINANCIAL

10.01 General Borrowing Powers

- (a) In accordance with the York Act, the Board may:
 - (i) borrow money on the credit of the University in such amount, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by the Board;
 - (ii) make, draw and endorse promissory notes or bills of exchange;
 - (iii) hypothecate, pledge, charge or mortgage any part or all of the property of the University to secure any money so borrowed or for the fulfillment of the obligations incurred by it under any promissory note or bill of exchange signed, made, drawn or endorsed by it; and
 - (iv) issue bonds, debentures and obligations on such terms and conditions as the Board may decide, and pledge or sell such bonds, debentures and obligations for such sums and at such prices as the Board may decide, and mortgage, charge, hypothecate or pledge all or any part of the property of the University to secure any such bonds, debentures and obligations.

10.02 Bank Accounts

- (a) The University's bank accounts shall be kept in such chartered bank, trust company or other firm or corporation carrying on a banking business as the Board may by resolution from time to time determine.
- (b) Cheques on the bank accounts, drafts drawn or accepted by the University, promissory notes given by it, acceptances, bills of exchange, orders for the payment of money and other instruments of a like nature may be made, signed, drawn, accepted or endorsed, as the case may be, by such officer or officers, person or persons as the Board may by resolution from time to time name for that purpose, or by electronic signature as the Board may by resolution authorize.
- (c) Cheques, promissory notes, bills of exchange, orders for the payment of money and other negotiable paper may be endorsed for deposit to the credit of the University's bank account by such officer or officers, person or persons, as the Board may by

resolution from time to time name for that purpose, or they may be endorsed “for collection” or “for deposit” by means of a stamp bearing the University’s name. Any one of such agents, officers or servants so appointed may arrange, settle, balance and certify all books and accounts between the University and the University’s bankers and may receive all paid cheques and vouchers and sign all the bank’s forms of settlement of balances and releases or verification slips.

10.03 Books and Records

The Governors shall ensure that all necessary books and records of the University required by the Act, the by-laws, or by any applicable statute or law are regularly and properly kept and open to inspection by the Governors during regular office hours in the office of the Secretary, including:

- (a) the by-laws, and any amendments to them;
- (b) the minutes of meetings of the Governors and of any committee of Governors;
- (c) the resolutions of the Governors and of any committee of Governors;
- (d) a register of Governors;
- (e) a register of officers;
- (f) a register of ownership interest in land in Ontario;
- (g) accounting records that are adequate to enable the Governors to ascertain the financial position of the University with reasonable accuracy on a quarterly basis and contain prescribed information;
- (h) the consents of individuals to act as Governors; and
- (i) a copy of the financial statements of each of the University’s subsidiaries and of each body corporate the accounts of which are consolidated in the financial statements of the University.

10.04 Fiscal Year

Unless otherwise determined by the Board, the University’s fiscal year end shall be the last day of April in each year.

10.05 Audit

In accordance with the York Act, the accounts of the University shall be audited at least once a year. The University in each year at a meeting of the Board held no later than the month of October, shall appoint an auditor or auditors to hold office until the next such meeting and until the appointment of their successor or successors unless they shall resign or their offices become vacant by death.

ARTICLE 11 NOTICES

11.01 Method of Giving Notice

Whenever under the provisions of the by-laws notice is required to be given, unless otherwise provided such notice may be given in writing and delivered or sent by personal delivery, by prepaid mail or by electronic means to:

- (a) each Governor at their latest address as shown in the University's records or in the most recent notice or return filed under the *Corporations Information Act*, whichever is the more current;
- (b) officer, or committee member at their latest address as shown in the University's records; or
- (c) to the University's auditor at its business address.

A notice so delivered by personal delivery shall be deemed to have been received when it is delivered personally; a notice so mailed shall be deemed to have been received on the fifth (5th) day after it was deposited in a post office or public letter box; and a notice so sent by any electronic means shall be deemed to have been received when sent.

11.02 Computation of Time

In computing the date or time when notice must be given under any provision requiring a specified number of days' notice of any meeting or other event, the date of giving the notice shall be excluded and the notice period shall terminate at midnight of the last day of the notice period, except if the last day is a holiday, the period shall terminate at midnight of the next day that is not a holiday.

11.03 Omissions and Errors

The accidental omission to give any notice to any Governor, officer, committee member or the auditor of the University or the non-receipt of any notice by any Governor, officer, committee member or the auditor of the University or any error in any notice not affecting the substance thereof shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded thereon.

11.04 Waiver of Notice

Any Governor, officer, committee member, or the University's auditor may, in writing, waive or consent to abridge the time for giving any notice required to be given to them or it under any provision of the Act, the York Act or the by-laws, and such waiver or consent to abridgment, whether given before or after the meeting or other event of which notice is required to be given, shall cure any default in giving such notice. Attendance and participation at a meeting constitutes waiver of notice unless such attendance is for the

express purpose of objecting to the transaction of any business on the grounds the meeting was not lawfully called.

**ARTICLE 12
AMENDMENTS TO BY-LAWS**

12.01 Making, Amending or Repealing of by-laws

The Governors may by majority resolution at a meeting of the Board at which at least 50% of the Governors are present make, amend or repeal any by-law that regulates the activities or affairs of the University; provided, that notice of a motion to make, alter or repeal any by-law must be given to all Governors not later than at the meeting next preceding that at which the motion is to be presented.

**ARTICLE 13
REPEAL**

13.01 Repeal of Previous by-laws

All previous by-laws of the University related to the subject matter of this By-law are repealed. Such repeal shall not affect the validity of any act done or right or privilege, obligation or liability acquired or incurred under such by-law prior to its repeal. All officers and persons acting under any by-law so repealed shall continue to act as if appointed under the provisions of this By-law and all resolutions of the Governors with continuing effect passed under any repealed by-law shall continue to be good and valid except to the extent inconsistent with this By-law and until amended or repealed.

CERTIFIED to be the General By-law of the University as enacted by the Board by resolution dated _____.

Secretary

Board of Governors – Transitional Terms of Reference

ARTICLE 1 INTRODUCTION

1.01 Introduction

- (a) The Board has a responsibility to act honestly and in good faith with a view to the University's best interests.
- (b) Except, as to such matters by the *York University Act, 1965* specifically assigned to the Senate the government, conduct, management and control of the University and of its property, revenues, expenditures, business and affairs are vested in the Board, and the Board has all the powers set out in the *York University Act, 1965*.
- (c) This Transitional Terms of Reference is prepared to assist the Board in clarifying the functions, duties, responsibilities and powers of the Board and any Board committee established by by-law or resolution of the Board.
- (d) Capitalized terms used herein but not otherwise defined shall have the meanings given to them in the University's General By-law (the "By-law").

ARTICLE 2 MEETINGS OF THE BOARD

2.01 Agenda

- (a) Subject to section 2.01(c) below, the agenda and the order of business for any meeting of the Board shall be determined by the Chair of the Board.
- (b) Notice of the intention of a Governor to introduce a new matter at a regular meeting of the Board shall be given:
 - (i) either at the regular meeting of the Board immediately preceding the regular meeting of the Board at which it is intended to introduce the new matter; or
 - (ii) by written notice to the Secretary given at least seven days before the regular meeting of the Board at which it is intended to introduce the new matter.

- (c) Except for matters which the Chair of the Board has determined shall be on the agenda, all matters to be included in the agenda for any regular meeting of the Board must be notified to the Secretary at least three days (exclusive of holidays) before the date of the regular meeting of the Board at which such matters are to be presented. Subject as aforesaid, only matters which have been so notified to the Secretary shall be included in the agenda for any regular meeting of the Board.
- (d) Notwithstanding sections 2.01(b) and 2.01(c), a matter may be introduced to, and considered by, a meeting of the Board without notice thereof having been given and without it having been included in the agenda if the introduction of such new matter is approved by two-thirds of the Governors present at any such meeting.
- (e) Notwithstanding sections 2.01(c) and 2.01(d), notice of a motion to make, alter or repeal any by-law must be given to all Governors in accordance with Article 12 of the By-law.

2.02 Meeting Procedures

- (a) The Chair of the Board, or in their absence, the Vice Chair or the Acting Chair, shall be responsible for the orderly conduct of meetings of the Board. Where a situation arises which is not provided for or covered in such rules, the Chair of the Board shall have power to make a ruling, which shall be binding on all members of the Board except where a motion challenging the ruling has been duly moved, seconded and carried by a majority of the Governors present at the meeting, whereupon such ruling shall cease to have force and effect.
- (b) Matters to be considered and voted upon by the Board must be moved and seconded. If Governors present at a meeting of the Board wish to speak, they shall address their remarks to the Chair of the Board.
- (c) The following shall be the order of precedence of motions at any meeting of the Board:
 - (i) motions to terminate or adjourn the meeting of the Board;
 - (ii) motions to challenge a ruling by the Chair of the meeting, which motions shall be dealt with and resolved without debate;
 - (iii) motions to adjourn debate;
 - (iv) motions to put a question to the meeting, which motions shall be dealt with and resolved without debate;
 - (v) motions to refer; *and*

- (vi) motions to amend.
- (d) The mover of a motion may at any time withdraw the motion moved by the mover, in which case such motion shall be considered to be a nullity.
- (e) If a person who is not a member of the Board wishes to address the Board at any meeting thereof, such person may do so if:
 - (i) They have received the prior written permission of the Executive Committee of the Board to so address the Board; or
 - (ii) at a meeting of the Board, where notice of request has been given in advance, a majority of the Governors present at such meeting vote to permit such person to be heard and, where no notice has been so given in advance, not less than two-thirds of the Governors present at such meeting vote to permit such person to be heard.

ARTICLE 3
BOARD COMMITTEES

3.01 Procedures at Committee Meetings

Every committee, unless otherwise specifically provided for in the By-law, or in the resolution of the Board by which it is constituted, shall be subject to the following:

- (a) All members of committees, other than ex-officio members, shall hold office during the pleasure of the Board. Vacancies occurring in the membership of a committee shall be filled by the Board at the next meeting of the Board after such vacancies occur, or as soon thereafter as may be convenient, but notwithstanding such vacancies the remaining members of the committee shall have authority to exercise the full powers of the committee, providing that a quorum remains in office.
- (b) Meetings shall be held at the call of the chair of the committee, or, in their absence or inability to act, at the call of the vice-chair of the committee, or in case of the absence or inability to act of both may be held at the call of any two members of the committee, and shall be held at such places and at such times as the chair or vice-chair or members of the committee respectively may appoint. Notice of the time and place of every meeting shall be given by the secretary of such committee to each committee member in accordance with section 11.01 of the By-law and sent at least forty-eight (48) hours before the time appointed for holding such meeting. The notice need not specify the nature of the business to be transacted at such meeting.

- (c) A meeting may also be held at any time and at any place within the Province of Ontario without notice, if all the members of the committee are present and consent thereto, or if those absent have waived notice or otherwise signify in writing their consent to the meeting being held in their absence.
- (d) A resolution, signed by all of the members of a Board committee entitled to vote on that resolution at the meeting is as valid as if it had been passed at a meeting of the committee. The University shall keep a copy of every written resolution of a Board committee with the minutes of the Board committee.
- (e) The chair of the committee shall preside at meetings, and in their absence the vice-chair of the committee shall preside. If both the chair and the vice-chair of the committee are absent, the members present shall appoint one of their number acting chair to preside at the meeting.
- (f) Three members of a committee shall constitute a quorum. Each member of the committee including ex-officio members present at a meeting shall be entitled to one vote.
- (g) Any question arising at any Board committee meeting shall be determined by a majority of the votes of the members including ex-officio members present. The chair or acting chair of the committee may vote on all motions and in the case of an equality of votes, the chair or acting chair shall not have a second or casting vote and the motion is deemed to be defeated.
- (h) A record shall be kept of the proceedings of every Board committee meeting, and the chair of the committee shall submit a report of the proceedings of every meeting of the committee to the Board at the regular meeting of the Board next following.
- (i) If a committee does not appoint its own secretary, the Secretary shall act as secretary of such committee.
- (j) At the discretion of a chair of the committee, all or part of a regular or special meeting of a committee may be held by telephonic or electronic means.

3.02 Executive Committee

- (a) There may be an Executive Committee of the Board.
- (b) The Executive Committee shall consist of the Chair of the Board, the Vice-Chair of the Board, the President, and such other members of the Board appointed from time to time by the Board and to hold office during the pleasure of the Board.

- (c) The Chair of the Board shall be chair of the Executive Committee and in their absence a Vice-Chair of the Board shall preside. The Secretary of the Board shall act as secretary of the Executive Committee. In the event of their absence the Committee shall appoint another person to act as secretary.
- (d) The Executive Committee shall have power and authority to act for the Board in and in relation to the following matters:
 - (i) any appropriation(s) outside the approved budget not in excess of 1% of the approved budget for any fiscal year, subject to reporting any such appropriations to the Board meeting next following the decision;
 - (ii) such other matters with respect to which the Board may from time to time deem it expedient to delegate its authority to the Executive Committee;
 - (iii) any urgent matter which, in the opinion of the Chair or Vice-Chair of the Board, time does not permit the calling of a regular or special meeting of the Board;
 - (iv) represent the Board in meetings with the Senate, or its representatives;
 - (v) any matter arising during the summer months which, in the judgement of the Chair of the Board, a Vice-Chair of the Board, or, in their absence, the President, does not warrant the calling of a special meeting of the Board, subject to any such approval being reported for information to the next regular meeting of the Board.
- (e) The Executive Committee may review any matters relating to the property, revenue, business and affairs of the University prior to the submission of such matters to the Board, and shall prepare or cause to be prepared and submitted to the Board such information and data as the Executive Committee considers pertinent to assist in the consideration of such matters by the Board, and the Executive Committee may make such recommendations to the Board with respect to such matters as it may deem appropriate.
- (f) The Executive Committee may constitute itself from time to time as the Nominating Committee where no such committee otherwise exists and, as such, may propose the names of individuals to the Board for membership on the Board in conformance with the requirements of these by-laws, may propose to the Board the membership of the various Committees of the Board, including the chairs and vice-chairs thereof, and may undertake any duties which a nominating committee would reasonably do in performing its duties.

- (g) The Executive Committee of the Board shall meet at least once annually with the executive committee of the Senate.

1. ONCA Changes

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

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

Board of Governors

2. Non-ONCA Changes

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

	Existing By-Laws	Proposed By-Laws
Notice period for special Board meetings	Notice of each special meeting to be delivered not less than 3 days before the meeting	Notice of each special meeting to be delivered at least 48 hours prior
Agenda for Board meetings	Sets out matters relating to agenda and order of business for Board meetings	Removed and put into the Transitional Terms of Reference
Board meeting procedures	Sets out matters relating to procedures and conduct of Board meetings	Removed and put into the Transitional Terms of Reference
Equality of votes	All questions to be decided at any meeting of the Board of Governors shall be decided by a majority of the votes of the Governors present. If there is an equality of votes, the Chair shall have a second or casting vote.	All questions to be decided at any meeting of the Board of Governors shall be decided by a majority of the votes of the Governors present. If there is an equality of votes, the motion is deemed to be defeated.
Functions, Duties, Responsibilities and Powers of Board Committees	The functions, duties, responsibilities and powers of any committee established by By-Law or resolution of the Board shall be as defined in such By-Law or resolution	Expansion to reflect that may also be defined in Board-approved terms of reference or charter
Procedures at committee meetings	Sets out matters relating to procedures of Board committee meetings	Removed and put into the Transitional Terms of Reference
Executive Committee Terms of Reference	Sets out the terms of reference for Executive Committee	Removed and put into the Transitional Terms of Reference
Nomination and election/appointment procedures	Two members of the full-time non-academic staff of York University shall be	Change from Board Executive Committee to Governance and Human

Board of Governors

	appointed or elected to be members of the Board under nomination and election/appointment procedures to be determined and administered by the Board Executive Committee	Resources Committee
Selection of alumni External Governors	Two York University alumni shall be appointed or elected by the York University Alumni Board to be members of the York University Board of Governors	Change to the alumni Governors are proposed by the Alumni Board and elected by a majority of the Board at a meeting
Number of external Governors proposed by Governance and HR Committee	There shall be up to 24 external members: 2 alumni and 22 persons proposed by Governance and HR Committee	Change to clarify that it is 2 alumni and <i>up to</i> 22 persons proposed by Governance and HR Committee
Appointment of Board Members	Silent	Addition to clarify that nomination and election/appointment procedures for Governors shall be determined and administered by the Governance and Human Resources Committee. Once a Governor in the category of internal or external Governors is elected or appointed by the authorized body (e.g. Senate, Student Senator Caucus, etc.) a resolution of the Governors shall be passed at a meeting of the Board to elect and confirm such Governors
Filling Vacancies re:	Should a vacancy arise on	Change to clarify

Board of Governors

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

Section 2, Ontario Regulation 4/01 under the *Charities Accounting Act* (Ontario)
("O.Reg 4/01")¹

AUTHORIZATION TO INDEMNIFY

2. (1) In the circumstances and subject to the restrictions set out in this section, an executor or trustee and, if the executor or trustee is a corporation, each director or officer of the corporation may be indemnified for personal liability arising from their acts or omissions in performing their duties as executor, trustee, director or officer. O. Reg. 4/01, s. 2 (1).

(2) An executor, trustee, director or officer cannot be indemnified for liability that relates to their failure to act honestly and in good faith in performing their duties. O. Reg. 4/01, s. 2 (2).

(3) In the circumstances and subject to the restrictions set out in this section, insurance may be purchased to indemnify the executor, trustee, director or officer for the personal liability described in subsection (1). O. Reg. 4/01, s. 2 (3).

(4) The terms of the indemnity or insurance policy must not impair a person's right to bring an action against the executor, trustee, director or officer. O. Reg. 4/01, s. 2 (4).

(5) The executor or trustee or, if the executor or trustee is a corporation, the board of directors of the corporation shall consider the following factors before giving an indemnity or purchasing insurance:

1. The degree of risk to which the executor, trustee, director or officer is or may be exposed.
2. Whether, in practice, the risk cannot be eliminated or significantly reduced by means other than the indemnity or insurance.
3. Whether the amount or cost of the insurance is reasonable in relation to the risk.
4. Whether the cost of the insurance is reasonable in relation to the revenue available to the executor or trustee.
5. Whether it advances the administration and management of the property to give the indemnity or purchase the insurance. O. Reg. 4/01, s. 2 (5).

¹ <https://www.ontario.ca/laws/regulation/010004>

Board of Governors

(6) The purchase of insurance must not, at the time of the purchase, unduly impair the carrying out of the religious, educational, charitable or public purpose for which the executor or trustee holds the property. O. Reg. 4/01, s. 2 (6).

(7) No indemnity shall be paid or insurance purchased if doing so would result in the amount of the debts and liabilities exceeding the value of the property or, if the executor or trustee is a corporation, render the corporation insolvent. O. Reg. 4/01, s. 2 (7).

(8) The indemnity may be paid or the insurance purchased from the property to which the personal liability relates and not from any other charitable property. O. Reg. 4/01, s. 2 (8).

(9) If the executor, trustee, director or officer is deceased, the indemnity or the proceeds of the insurance may be paid to his or her estate. O. Reg. 4/01, s. 2 (9).



Board of Governors

Memorandum

To: Board of Governors

From: Rhonda Lenton, President & Vice-Chancellor

Date: 25 June 2024

Subject: Appointment of a Mid-Term Interim Officer of the University

In accordance with the authority vested in the President of the University on November 27, 2023, by resolution of the Board of Governors pursuant to Sections (13)(2)(d) and (10)(c) of the *York University Act (1965)*, and as required under resolution, the President hereby reports to the Board the following Mid-Term Interim Appointment of an Officer of the University:

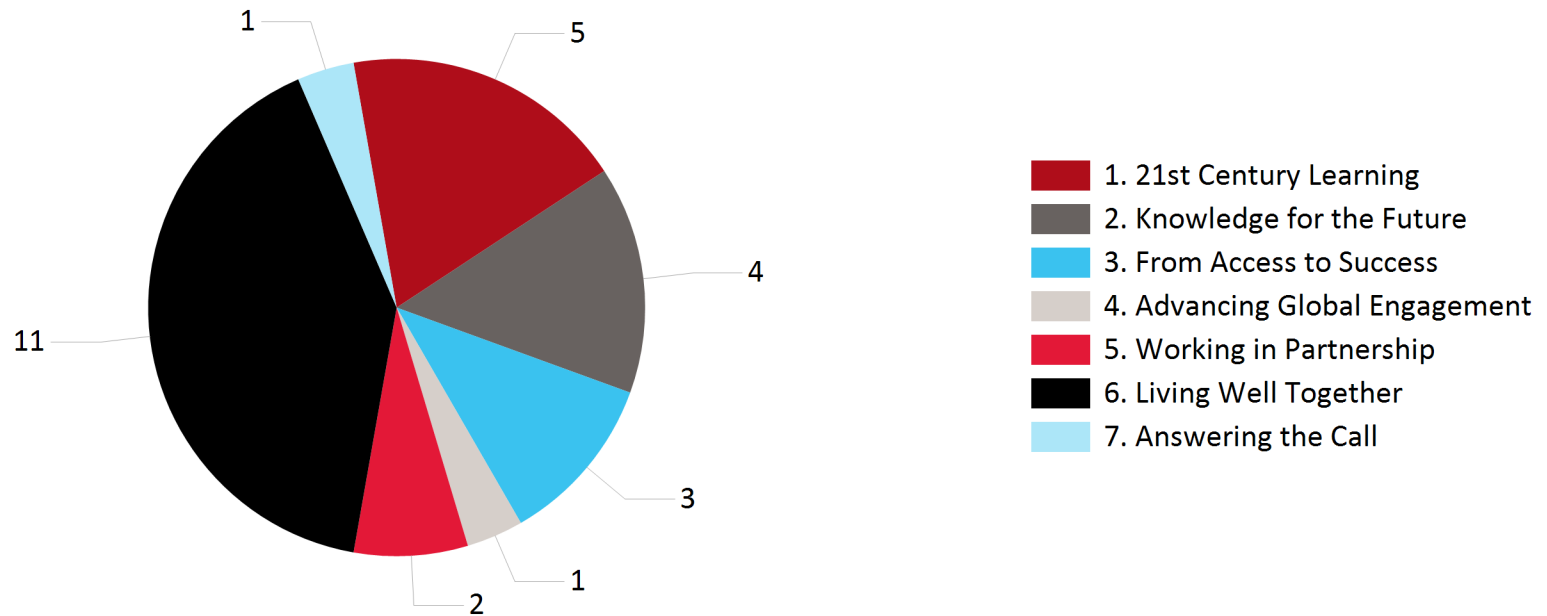
The appointment of Michele Johnson, Interim Dean, Faculty of Liberal Arts & Professional Studies, from 1 July, 2024 through 30 August, 2024.

- As part of the renewal of the term of office of the Dean of the Faculty of Liberal Arts & Professional Studies's Dean McMurtry's, administrative leave was agreed for a period of two months to start on 1 July, 2024. Michele Johnson is currently the Associate Dean, Students at LA&PS and, after consultation with the Provost, was selected to replace the Dean during the aforementioned administrative leave.

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27 Actions/Strategies Breakdown by UAP Priority



17 Objectives

27 Actions/Strategies

Completed	On Track	Progressing	Discontinued	Not Evaluated	Not On Track
5	16	6	0	0	0

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1. 21st Century Learning

1.1 Advance the future of higher education.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>1.1.1 Establish York's School of Medicine.</p> <p>Expected outcome(s) Successful establishment of a high-quality, accredited medical education program to meet the needs of the province.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Provincial approval and provision of funding for York to move forward with establishment of a School of Medicine Approval through Senate and Board processes to establish a School of Medicine 	●	Provost
<p>1.1.2 Complete the renewal process for Glendon.</p> <p>Expected outcome(s) A sustainable and thriving Glendon Campus.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Glendon - Enrolment Glendon - Retention Rate Glendon - Graduation Rate <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Renewal process for Glendon 	●	Provost
<p>1.1.3 Open Markham Campus by Spring 2024.</p> <p>Expected outcome(s) Modern and accessible campus featuring programs focused on technology and entrepreneurship.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Highlight progress made 	●	Provost
<p>1.1.4 Advance curriculum to meet the talent needs of the future.</p> <p>Expected outcome(s) Dynamic and relevant educational offerings that meet the evolving needs of students, industry, and society. Students are equipped with the knowledge, skills, and competencies necessary for success in a rapidly changing world.</p>	<p>Metrics</p> <ul style="list-style-type: none"> OSAP Supported Micro-Credentials at York (Enrolments; Offerings) Undergraduate Employment Rate (2 years; 6 months) <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Newly developed programs and major modifications New micro-credentials 	●	Provost
<p>1.2 Diversify how we teach.</p>			
<p>1.2.1 Advance pedagogical innovation and proactively anticipate the future of learning.</p> <p>Expected Outcome(s) Enhanced access and extended reach, heightened engagement and enriched learning experiences, and increased flexibility and convenience for students.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Course Offerings -Blended/Hybrid, Online, and Hyflex <p>Qualitative Updates(s)</p> <ul style="list-style-type: none"> APPRC-ASCP Task Force On The Future of Pedagogy 	●	Provost

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2. Knowledge for the Future

2.1 Strengthen Research Excellence.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>2.1.2 Identify interdisciplinary areas of strategic importance to the University and strengthen existing areas to enhance research outcomes and impact.</p> <p>Expected Outcome(s) Enhanced global recognition of York's research leadership and sustained growth in institutional research productivity.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Large-Scale Grant Applications Large-Scale Grant Awards <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Research outcomes and impact Highlight increased University support for large scale grant development 	●	VPRI
<p>2.1.1 Develop and execute the strategy for implementing the 2023-2028 Strategic Research Plan (SRP).</p> <p>Expected Outcome(s) Strengthened research excellence at the University.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Research Grant Success Rate Research Income from External Sponsors Research Publications <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Strategic Research Plan (SRP), including Markham Campus Research Strategy 	●	VPRI
<p>2.1.3 Create an environment that fosters research excellence by enhancing research services, fostering increased collaboration with Faculties, and establishing Research Commons 2.0.</p> <p>Expected Outcome(s) As a result of enhanced research services, York's researchers are empowered to reach their full potential, leading to increased research productivity and impact.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Research Commons: highlight improvements to Research Services to support this action (e.g., implementation of new software systems) 	●	VPRI

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2. Knowledge for the Future

2.2 Enhance the impact of research by actively encouraging and fostering innovation.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
<p>2.2.1 Develop and execute York's Research Innovation Strategy and Annual Commercialization Plan to foster a vibrant innovation ecosystem, with a focus on cultivating research partnerships, enhancing knowledge mobilization, driving commercialization, and promoting entrepreneurship.</p> <p>Expected Outcome(s)</p> <ul style="list-style-type: none"> Strong collaborations with industry partners and social organizations resulting in joint projects, knowledge exchange, technology transfer, and increased commercialization opportunities. Enhanced entrepreneurial, innovation, and knowledge mobilization skills of York researchers and students through training and mentorship programs. Increased entrepreneurial opportunities, resulting in enhanced support of startups, spin-off companies, and innovative ventures that contribute to economic growth and job creation. 	<p>Metrics</p> <ul style="list-style-type: none"> Entrepreneur Talks and Workshops Start-Up Revenue Start-Up Ventures Applied Commercialization at Innovation York Collaborative Projects and External Partners Engaged <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Research Innovation Strategy implementation Annual Commercialization Plan Research collaborations with industry (e.g. YSpace activities) 		VPRI

3. From Access to Success

3.1 Strengthen Strategic Enrolment Management (SEM) through improved coordination and integration.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
<p>3.1.1 Action the Strategic Enrolment Management Plan.</p> <p>Expected Outcome(s)</p> <p>An enhanced educational journey characterized by streamlined and personalized recruitment processes, smooth enrolment transitions, and effective retention strategies resulting in increased student engagement, persistence, and graduation.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Student Representation at York (Census) Undergraduate Application Conversion Rate – Offer to Acceptance Graduate Application Conversion Rate – Offer to Acceptance Undergraduate Application Conversion Rate – Acceptance to Enrolment Graduate Application Conversion Rate – Acceptance to Enrolment Enrolment Target vs Actual School of Continuing Studies – Enrolment Undergraduate Retention Rate Student Headcount International Student Population Conferred Credentials International Representation of Student Body Out-of-province Student Population Out-of-Province Breakdown – Student Population Rural Student Population First Generation Students OSAP Recipients <p>Qualitative Update(s)</p> <p>Highlight deliverables of new SEM structure:</p> <ul style="list-style-type: none"> Enrolment Strategy 		Provost, Vice-Provost Students

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3. From Access to Success

3.2 Enhance the student experience.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>3.2.1 Execute the Student Services Plan, with a focus on student success and retention factors.</p> <p>Expected Outcome(s) An integrated and comprehensive framework that supports students throughout their educational journey, facilitating their success, well-being, and engagement.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Undergraduate Bursaries and Scholarships NSSE: Campus Environment, Quality of Interactions (First Year) NSSE: Campus Environment, Quality of Interactions (Senior Year) NSSE: Learning with Peers, Collaborative Learning (First Year) NSSE: Learning with Peers, Collaborative Learning (Senior Year) <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Targeted Retention Initiatives 	●	Vice-Provost Students, PVP
<p>3.2.2 Enhance the digital environment to optimize students' experience, including the successful completion of the Students System Renewal Program (SSRP).</p> <p>Expected Outcome(s) Processes and technology systems that work together to improve the student experience and ensure that staff and faculty have the tools they need to effectively perform their administrative and academic work.</p>	<p>Qualitative Update(s)</p> <p>Completion and deployment of:</p> <ul style="list-style-type: none"> Constituent Relationship Management (CRM) Enterprise Integration Platform (EIP) Identity and Access Management (IAM) Next Generation Student Information System (NextGen SIS) 	●	VPFA

4. Advancing Global Engagement

4.1 Foster and enhance global engagement.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>4.1.1 Implement the Internationalization and Global Engagement Strategy through a focus on expanding inclusive global and intercultural learning, enhancing the experience of international students, engaging in global research and innovation, and elevating global stewardship, partnerships, profile, and impact.</p> <p>Expected Outcome(s) Achieved international recruitment and retention goals. Strengthened presence and reputation on the global stage; a diverse and inclusive environment that prepares students for a globally interconnected world.</p>	<p>Metrics</p> <ul style="list-style-type: none"> York-Facilitated Global Learning Opportunities International Co-Authored Publications Full-Time Faculty with International Degrees NSSE: Overall Quality, Educational Experience, Visa Students (First Year) NSSE: Overall Quality, Educational Experience, Visa Students (Senior Year) Alumni Chapters and Networks Worldwide <p>Qualitative Updates(s)</p> <ul style="list-style-type: none"> Progress on the implementation of the Internationalization and Global Engagement Strategy Progress on updated international recruitment strategy Global Network Learning (GNL) opportunities 	●	VPRI, Provost, President

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5. Working in Partnership

5.1 Strengthen partner engagement.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>5.1.2 Refresh and expand Impact - The Campaign for York University, deepening engagement with our global alumni network.</p> <p>Expected Outcome(s) Increased philanthropic support, stronger connections with alumni worldwide, and amplified impact of York University's initiatives and programs on a global scale.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Alumni Engagement Active Alumni The Impact Campaign <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Update on The Campaign for York Advancement CRM implementation 	●	VPADV, President, Deans

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>5.1.1 Implement the Partner Engagement Plan with a focus on expanding and nurturing a strong network of external partners.</p> <p>Expected Outcome(s) Strengthened partner engagement, leading to increased collaboration, knowledge sharing, and collective action to address global challenges.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> External Partner Engagement initiatives 	✓	President, PVP

6. Living Well Together

6.1 Enhance community engagement, collaboration, and active participation among faculty and staff.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.1.1 Foster an open and transparent governance culture through initiatives including enhanced budget consultations, a comprehensive policy review, and enhanced faculty council support.</p> <p>Expected Outcome(s) Increased collaboration and meaningful interactions among faculty, staff, and external stakeholders. The community will exhibit a greater sense of belonging, inclusivity, and shared responsibility, leading to a more vibrant and connected campus environment.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Participation rate in campus events and activities Budget consultations 	●	PVP

6.2 Foster stronger employee relations.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.2.1 Continue to evolve and enhance change in York's Labour Relations Strategy, focusing on provisions that promote and advance Equity, Diversity, and Inclusion.</p> <p>Expected Outcome(s) Decreased number of labour disputes, grievances, and conflicts, indicating a proactive and collaborative approach to resolving issues through open dialogue, mediation, and problem-solving.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Labour Relations 	●	VPEPC, Provost

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6. Living Well Together

6.3 Enhance Mino Bimaaddiziwin / The Good Life.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.3.1 Operationalize the York University Decolonization, Equity, Diversity, and Inclusion (DEDI) Plan and Indigenous Framework with a particular focus on intensifying efforts to integrate human rights principles throughout the University.</p> <p>Expected Outcome(s) A more inclusive and equitable campus environment, enhanced diversity representation, and the protection and promotion of human rights in all aspects of university operations, policies, and practices.</p>	<p>Metrics</p> <ul style="list-style-type: none"> • Employment Equity Statistics • Decolonizing, Equity, Diversity, and Inclusion (DEDI) Training <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> • Complete Indigenous Framework Review • Complete DEDI Strategy Implementation Plan and Toolkit • Establish DEDI Council • DEDI Dashboard Development and Launch 	●	VPEPC, PVP

6.4 Enhance Mental Health and Well-being Support for All Employees.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.4.1 Implement mental health and wellbeing strategies, policies, and collective actions that create supportive and empowering environments for all members of the community.</p> <p>Expected Outcome(s) A supportive and empowering work environment that prioritizes mental health, leading to improved overall wellbeing, reduced stigma surrounding mental health, increased access to resources and support, and enhanced resilience.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> • Update on the Mental Health and Well-Being Strategy 	●	VPEPC, Vice-Provost Students

6.5 Renew human resources, virtual, and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.5.1 Renewal of deferred maintenance including Classrooms.</p> <p>Expected Outcome(s) Improved overall condition and functionality of our facilities, ensuring a safe, efficient, and well-maintained environment.</p>	<p>Metrics</p> <ul style="list-style-type: none"> • Classroom Upgrades • Space Utilization <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> • Updates on deferred maintenance • York Buildings Certified (LEED Gold, LEED Silver, Green Building Standards) 	●	VPFA

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6. Living Well Together

6.5 Renew human resources, virtual, and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.5.2 Maximize space utilization by evaluating occupancy rates and space efficiency in classrooms, labs, offices, and other relevant areas to inform decisions on space allocation, renovations, and new construction.</p> <p>Expected Outcome(s) Enhanced learning and research environments, improved facilities and infrastructure, increased student engagement and success, and the ability to attract and retain top talent.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Space Utilization (see 6.5.1) <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Capital Projects 	●	VPFA

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.5.3 Enhance our virtual presence to offer compelling and intuitive ways to connect with the University and build a broader, networked community of learning and mentorship.</p> <p>Expected Outcome(s) A dynamic virtual environment, empowering individuals to connect, collaborate, and thrive in their academic pursuits, personal growth, and professional development, regardless of physical location or constraints.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> EA/Digital Transformation roadmap which includes investments in research enablement/data management, HR and finance platforms, data and analytics, cybersecurity, low-code development, Generative AI, and building automation New Virtual Desktop Infrastructure (VDI) Service RAC classroom website AI Enablement: Complete three prototypes that enable knowledge management Support and enhancement of SAVY Update on the Cross Disciplinary AI Roundtable 	✔	VPFA

6.6 Establish Culture of Service Excellence mindset of continuous improvement, professionalism, and a strong commitment to delivering exceptional service to all.


<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>6.6.1 Execute on the Service Excellence Program.</p> <p>Expected Outcome(s) Streamlined and efficient administrative services that enhance user satisfaction, optimize operational effectiveness, and contribute to a positive and service-oriented environment across the University.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Cost Savings (reductions in administrative expenses, operational costs, or overhead expenses due to streamlined processes, reduced duplication, and economies of scale) Quality Improvement (user satisfaction rating) Process improvements Finance Business Partner Model 	●	VPFA, Provost, VPEPC

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6. Living Well Together

6.7 Establish a distinct and unique identity for York University that sets us apart from other institutions, highlighting our unique strengths, values, and contributions to positive change.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
<p>6.7.1 Develop and implement targeted branding and communication strategies that effectively showcase York University's differentiation, strengthen reputation building efforts, enhance cohesiveness and connection, and align the brand with the needs of faculties.</p> <p>Expected Outcome(s) Increased recognition and visibility, resulting in enhanced reputation and perception among stakeholders, including prospective students, faculty, industry partners, and funding agencies.</p>	<p>Metrics</p> <ul style="list-style-type: none"> Times Higher Education (THE) World University Ranking Times Higher Education (THE) Impact Ranking Times Higher Education (THE) Subject Ranking Quacquarelli Symonds (QS) World University Ranking Quacquarelli Symonds (QS) World University Rankings: Sustainability Quacquarelli Symonds (QS) Subject Rankings Maclean's Rankings – Comprehensive Maclean's Rankings – Reputation <p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Branding and communication strategy outcomes 		CCMO, President, Provost

6.8 A Comprehensive Strategic Plan advancing the Mission and Vision of the University.


Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
<p>6.8.1 Enhanced planning and prioritization to ensure optimal alignment of resources with priorities.</p> <p>Expected Outcome(s) Improved financial efficiency through effective allocation and utilization of our assets in compliance with MCU Financial Health Indicators.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Progress on Asset Management Strategy SHARP 2.0 		PVP, VPFA
<p>6.8.2 Advance the Campus Strategy and Vision of York, incorporating key findings and insights into the institution's long-term plans.</p> <p>Expected Outcome(s) A transformed and thriving campus environment; campus remains adaptable to future challenges and opportunities, positioning York University as a leading institution with a campus environment that supports excellence in teaching, research, and community engagement.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none"> Progress on Campus Vision and Strategy 		President, VPFA, YUDC

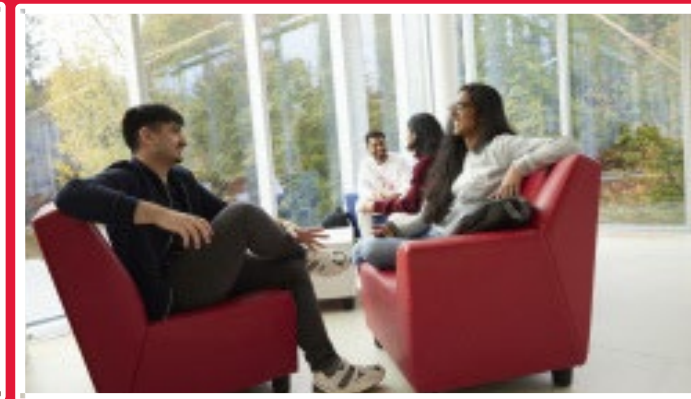
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7. Answering the Call

7.1 Strengthen York's impact on the UN Sustainable Development Goals (SDGs) Challenge.

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Annual:</u>	<u>Responsible Lead:</u>
<p>7.1.1 Develop and implement a new Sustainability Framework and Strategy.</p> <p>Expected Outcome(s) A roadmap to guide the University's efforts in achieving a more sustainable and environmentally responsible campus, while contributing to broader global climate action.</p>	<p>Qualitative Update(s)</p> <ul style="list-style-type: none">• Progress on Sustainability Strategy and Framework• Answering the Call highlights• Net Zero update		President, VPRI, VPFA



Measuring Success 2020-2025

2023-2024 YEAR END REPORT

BOARD OF GOVERNORS
JUNE 2024





President and Vice Presidents Group (PVP) 2023-24 Integrated Resource Plan (IRP)

The Measuring Success Report evaluates our university's performance against the objectives set forth in the University Academic Plan (UAP) 2020-2025 for the 2023-24 period. This report provides a critical review of our academic and strategic initiatives, using both quantitative and qualitative metrics to gauge our progress.

Highlights of the Report

1. Objective-specific Metrics: Each strategic goal from our UAP is matched with corresponding quantitative and qualitative measures, offering a view of our achievements.
2. Outcome Presentation: The outcomes are detailed through quantitative data and qualitative insights, providing a comprehensive perspective of our performance.

Performance Summary

The **Appendix** offers a comparative analysis against historical data, revealing areas where the university has excelled or where it may require further strategic focus.

Performance Assessment

This report serves not only as a reflection of past actions but also as a guidepost for future decisions, including the development of York's 2025-2030 University Academic Plan.

1. 21st Century Learning

Metrics

1.1. Advance the Future of Higher Education

- Glendon Enrolment
- Glendon Retention
- Glendon Graduation Rate
- Ontario Student Assistance Program (OSAP) Supported Micro-Credentials at York
- Undergraduate Employment Rate (2 Years and 6 Months)

1.2. Diversify How We Teach

- Course Offerings (Blended/Hybrid, Online, and Hyflex)

Qualitative Updates

1.1. Advance the Future of Higher Education

- Provincial approval and provision of funding for York to move forward with establishment of a School of Medicine.
- Approval through Senate and Board processes to establish a School of Medicine.
- Renewal process for Glendon
- Markham Campus
- Newly developed programs and major modifications

1.2. Diversify How We Teach

- APPRC-ASCP Tack Force on the Future of Pedagogy

2. Knowledge for the Future

Metrics

2.1. Strengthen Research Excellence

- Research Grant Success Rate
- Research Income from External Sponsors
- Research Publications
- Large-Scale Grant Applications
- Large-Scale Grant Awards

2.2. Enhance the impact of research by actively encouraging and fostering innovation.

- Entrepreneurship Talks and Workshops
- Start-Up Revenue
- Start-Up Ventures Applied
- Commercialization at Innovation York
- Collaborative projects and external partners engaged

Qualitative Updates

2.1. Strengthen Research Excellence

- Strategic Research Plan (SRP)
- Research Outcomes and Impact
- Research Commons Impact

2.2. Enhance the impact of research by actively encouraging and fostering innovation.

- Research Innovation Strategy and Annual Commercialization Plan
- Research collaborations with industry and social and philanthropic organizations

3. From Access to Success

Metrics

3.1. Strengthen Strategic Enrolment Management (SEM) through improved coordination and integration.

- Student Representation (Student Equity and Diversity Census)
- Undergraduate Application Conversion Rate - Offer to Acceptance
- Graduate Application Conversion Rate - Offer to Acceptance
- Undergraduate Application Conversion Rate - Acceptance to Enrolment
- Graduate Application Conversion Rate - Acceptance to Enrolment
- Enrolment Target versus Actual
- School of Continuing Studies - Enrolment
- Undergraduate Retention Rate
- Student Headcount
- International Student Population
- Conferred Credentials
- International Representation of Student Body - 2023/24
- Out-of-Province Student Population
- Out-of-Province Breakdown - Student Population
- Rural Student Population
- First-Generation Students
- Ontario Student Assistance Program (OSAP) Recipients

3.2. Enhance the student experience.

- Undergraduate Bursaries and Scholarships
- NSSE: Campus Environment, Quality of Interactions, First-Year
- NSSE: Campus Environment, Quality of Interactions, Senior-Year
- NSSE: Learning with Peers, Collaborative Learning, First-Year
- NSSE: Learning with Peers, Collaborative Learning, Senior-Year

Qualitative Updates

3.1. Strengthen Strategic Enrolment Management (SEM) through improved coordination and integration.

- Develop an Enrolment Strategy

3.2 Enhance the student experience.

- Targeted retention initiatives
- SSRP completion and deployment

4. Advancing Global Engagement

Metrics

4.1. Foster and enhance global engagement.

- York-Facilitated Global Learning Opportunities
- International Co-Authored Publications
- Full-Time Faculties with International Degrees
- NSSE: Overall Quality, Educational Experience, Visa Students, First-Year
- NSSE: Overall Quality, Educational Experience, Visa Students, Senior-Year
- Alumni Chapters and Networks Worldwide

Qualitative Updates

4.1. Foster and enhance global engagement.

- Implement the Internationalization and Global Engagement Strategy
- Global Network Learning (GNL) opportunities

5. Working in Partnership

Metrics

5.1. Strengthen partner engagement.

- Alumni Engagement
- Active Alumni
- The Impact Campaign

Qualitative Updates

5.1. Strengthen partner engagement.

- External Partner Engagement
- The Campaign for York

6. Living Well Together

Metrics

6.1. Enhance community engagement, collaboration, and active participation among faculty and staff.

- *see qualitative update*

6.2. Foster stronger employee relations.

- *see qualitative update*

6.3. Enhance Mino Bimaaddiziwin / The Good Life

- Employment Equity Statistics
- Decolonizing, Equity, Diversity and Inclusion (DEDI) training

6.4. Enhance Mental Health and Well-Being Support for All Employees.

- *see qualitative update*

6.5. Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.

- Classroom Upgrades
- Space Utilization

6.6. Establish Culture of Service Excellence mindset of continuous improvement, professionalism, and a strong commitment to delivering exceptional service to all.

- *see qualitative update*

6.7. Establish a distinct and unique identity for York University that sets us apart from other institutions, highlighting our unique strengths.

- Times Higher Education (THE) World University Ranking
- Times Higher Education (THE) Impact Ranking
- Times Higher Education (THE) Subject Ranking
- Quacquarelli Symonds (QS) World University Ranking
- Quacquarelli Symonds (QS) World University Rankings: Sustainability
- Quacquarelli Symonds (QS) Subject Rankings
- Maclean's Rankings - Comprehensive Category
- Maclean's Rankings - Reputation Rank

6.8. A Comprehensive Strategic Plan advancing the Mission and Vision of the University.

- *see qualitative update*

Qualitative Updates

6.1. Enhance community engagement, collaboration, and active participation among faculty and staff.

- Participation rate in campus events and community activities

6.2. Foster stronger employee relations.

- Labour Relations

6.3. Enhance Mino Bimaaddiziwin / The Good Life

- Complete Indigenous Framework review
- Complete DEDI Strategy Implementation Plan and Toolkit
- Establish DEDI Council
- Develop and launch DEDI Dashboard

6.4. Enhance Mental Health and Well-Being support for All Employees.

- Completion of Mental Health and Well-Being Strategy

6.5. Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.

- Deferred maintenance on track
- York buildings certified (Leed Gold, Leed Silver, Green Building Standards)
- York buildings designed to sustainable strategies
- Capital Projects
- Complete Enterprise Architecture/digital transformation roadmap which includes investments in research enablement/data management, HR and Finance platforms, data and analytics, cybersecurity, low-code development, generative AI, and building automation
- Establish New Virtual Desktop Infrastructure (VDI) service
- Establish New RAC classroom website
- AI Enablement: complete three AI prototypes that enable knowledge management, support and enhancement of SAVY; establish a cross disciplinary AI working group

6.6. Establish Culture of Service Excellence mindset of continuous improvement, professionalism, and a strong commitment to delivering exceptional service to all.

- Cost Savings (reductions in administrative expenses, operational costs, or overhead expenses due to streamlined processes, reduced duplication, and economies of scale)
- Quality Improvement; process improvements
- Finance Business Partner Model

6.7. Establish a distinct and unique identity for York University that sets us apart from other institutions, highlighting our unique strengths.

- Branding and communication strategies

6.8. A Comprehensive Strategic Plan advancing the Mission and Vision of the University.

- Complete Asset Management Strategy
- Implementation of Campus Vision and Strategy

Strategic Mandate Agreement (SMA3) - Highlights

7. Answering the Call

Qualitative Updates

7.1. Strengthen York's Impact on the UN Sustainable Development Goals (SDGs) Challenge.

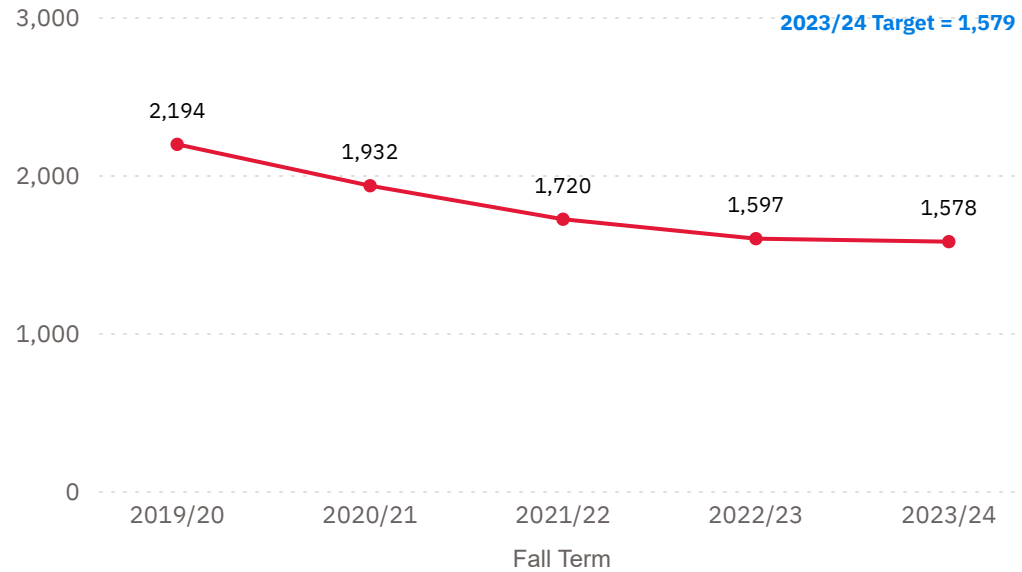
- New Sustainability Strategy and Framework Developed

1. 21ST CENTURY LEARNING

1.1 ADVANCE THE FUTURE OF HIGHER EDUCATION

Glendon - Enrolment

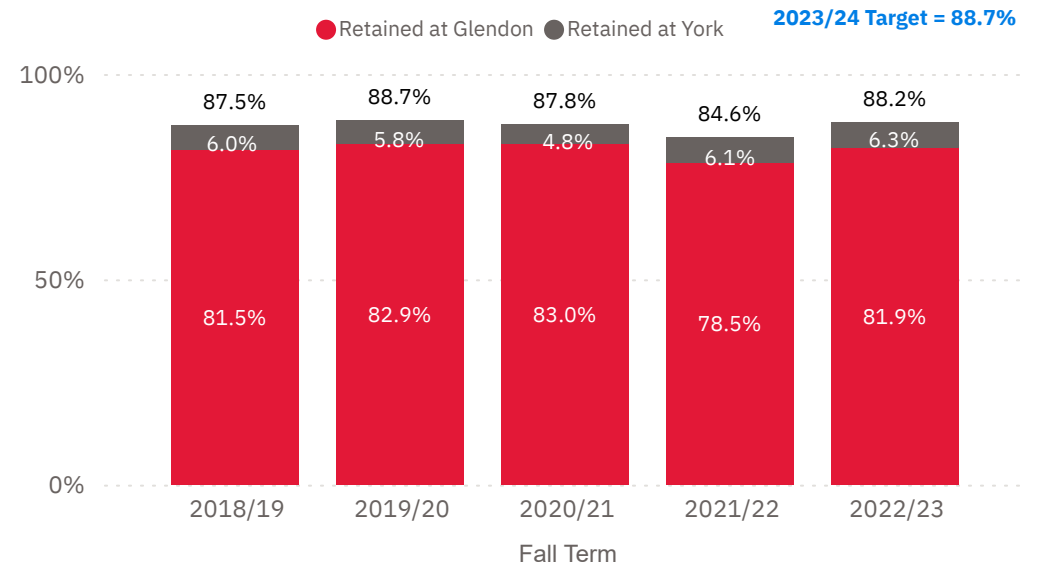
Student headcount, undergraduate and graduate, domestic and international



■ Source: Office of Institutional Planning and Analysis (OIPA)

Glendon - Retention Rate

Undergraduate students, domestic and international

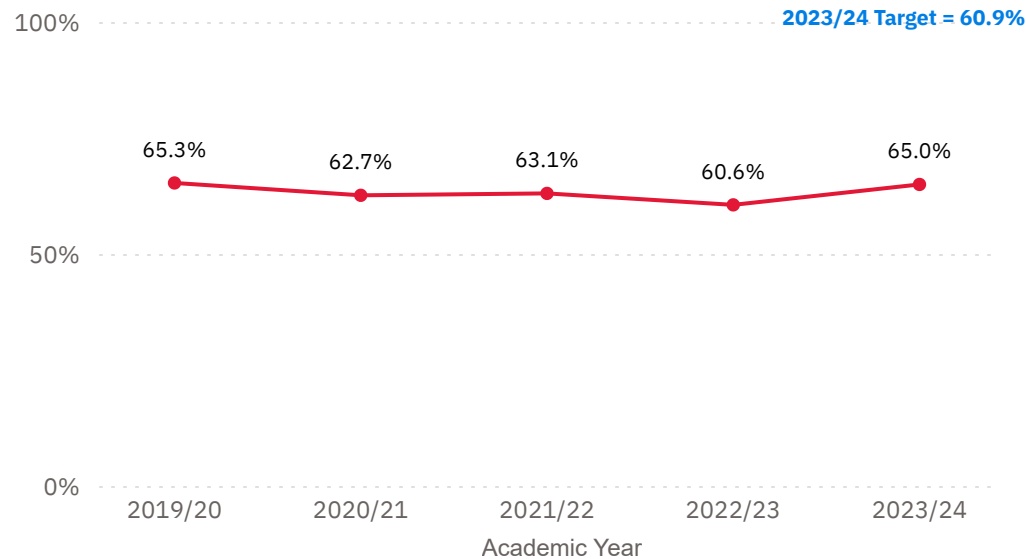


■ Note: 2023/24 retention available November 1, 2024.

■ Source: Office of Institutional Planning and Analysis (OIPA)

Glendon - Graduation Rate

Undergraduate students completing degrees within 7 years

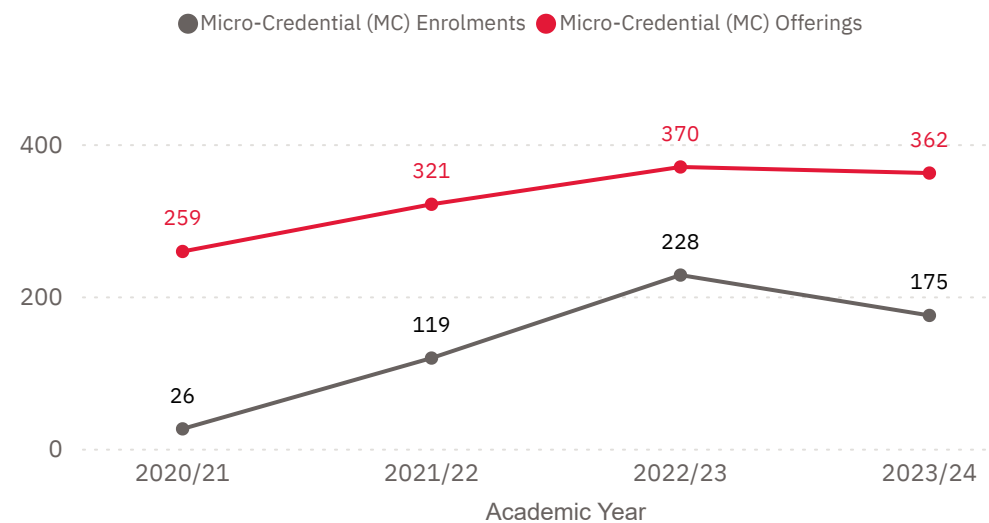


■ Note: 2023/24 represents the 2016 student cohort.

■ Source: Office of Institutional Planning and Analysis (OIPA)

OSAP-Supported Micro-Credentials at York

An Ontario Student Assistance Program (OSAP) micro-credential is an educational program supported by government funding



■ Note: 2023/24 results are preliminary and do not include Summer 2024.

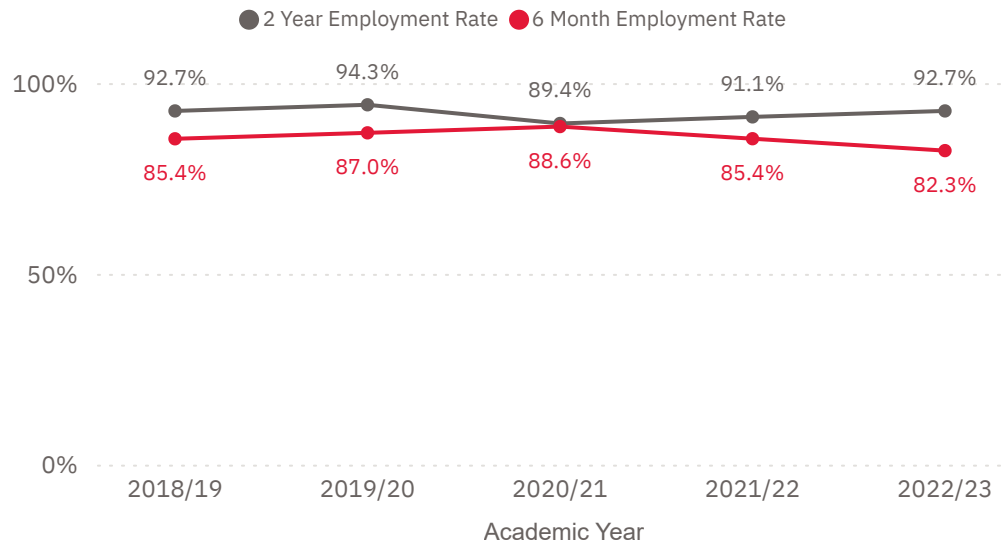
■ Source: Office of the University Registrar (OUR)

1. 21ST CENTURY LEARNING

1.1 ADVANCE THE FUTURE OF HIGHER EDUCATION

Undergraduate Employment Rate

Employment rate of responding graduates, employed or offered employment



■ Note: 2022/23 refers to students who graduated in 2020 and are employed 6 months or 2 years after graduation.

■ Source: Ontario University Graduate Survey (OUGS)

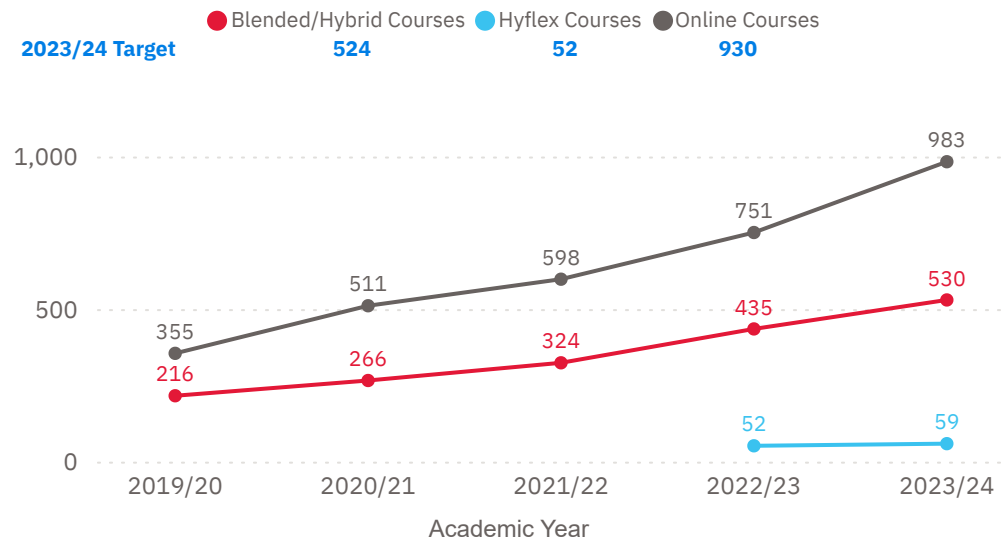
"University graduates are using skills and knowledge gained at university to find valuable employment."



1.2 DIVERSIFY HOW WE TEACH

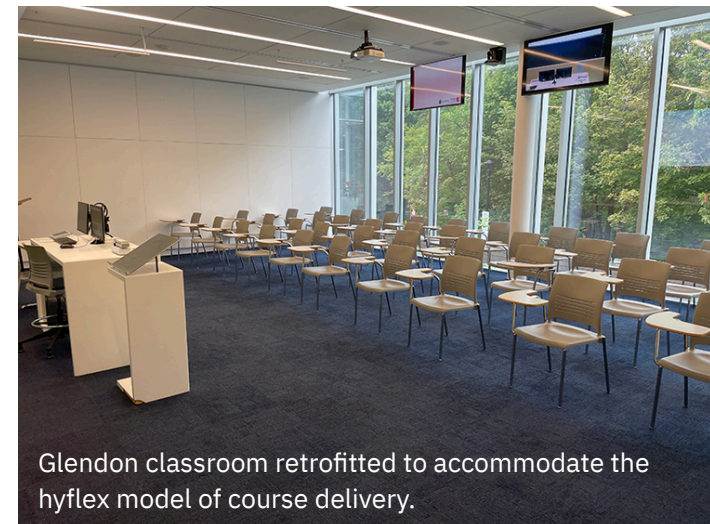
Course Offerings - Blended/Hybrid, Online, and Hyflex

All Terms (Fall, Winter, Summer)



■ Note: Blended/Hybrid: A mix of in-person and online instruction. Online: Fully digital instruction with no in-person instruction. Hyflex: Students choose between in-person and online instruction.

■ Source: Office of Institutional Planning and Analysis (OIPA)



Glendon classroom retrofitted to accommodate the hyflex model of course delivery.

- Provincial approval and provision of funding for York to move forward with establishment of a School of Medicine.
- Approval through Senate and Board processes to establish a School of Medicine.

New School of Medicine at York University

A major achievement enhancing York U's role as a research-intensive university, and commitment to high quality student learning experience and to strengthening the health and well-being of society and the planet.

- **\$9M startup funding** from the Government of Ontario.
- Land Transfer Agreement with the City of Vaughan to build the School of Medicine within the Vaughan Healthcare Centre Precinct.
- **First-of-its-kind School of Medicine** aimed at improving health equity in Ontario.
- YU hosted the inaugural Vaughan Community Health Lecture series in partnership with the City of Vaughan and Mackenzie Health.



Campus Opened (Markham)

Markham Campus set to open September 2024

- **The campus is set to welcome its first full cohort of students in September 2024.**
- Renewal of City of Markham three-year sponsorship agreement is underway to ensure high visibility and community participation.
- **\$17.4M raised to date for Markham Campus with additional \$9.5M+ in solicitation achieved.**
- New programs are focused on technology and entrepreneurship as key forces shaping all fields of knowledge and practice.
- Short term housing solutions developed to support students.
- Relationships in place with employers to deliver access to co-op and other forms of Work-Integrated Learning (WIL).

Renewal process for Glendon

Glendon's Degree Harmonization effective September 1, 2024

- Glendon's proposal for restructuring its academic units was approved by the Faculty Council, APPRC, Senate, and Board of Governors.
- Parallel initiatives including degree harmonization and restructuring of academic units are underway.
- Creating fewer, larger departments to streamline operations and reduce costs.
- The restructuring promotes interdisciplinarity and streamlined administrative efforts.

Establishing four interdisciplinary departments:

1. Glendon Department of Global Communication and Cultures
2. Glendon Department of Science
3. Glendon Department of Economics, Business, and Mathematics
4. Glendon Department of Global and Social Studies

Academic Policy, Planning and Research Committee (APPRC)

\$900K

annual cost savings



Markham Campus

• **Newly developed programs and major modifications**

4 new programs and 11 major modifications in 2023-24

4 New Programs

Keele Campus: 3 graduate programs. **Markham Campus:** 1 undergraduate program.

11 Major Modifications

Keele Campus: 7 major modifications to undergraduate programs ; 3 major modifications to graduate programs; 1 modification to the Year One Pathway English Bridging program.

Glendon: 1 major modification to requirements for all BA programs.

- › 22 proposals were authorized to proceed through the collegial governance process.
- › Programs start dates range from Summer 2024 to Fall 2026.



3 approved



25 submitted



\$450K received from Ontario Micro-Credential Challenge Fund

• **APPRC-ASCP Task Force On The Future of Pedagogy**

Final report of the Task Force submitted to APPRC and ASCP in January 2024

- › The report of the Joint APPRC-ASCP Task Force on the Future of Pedagogy was submitted to the two sponsoring Senate committees in December 2024.
- › APPRC had a preliminary discussion on the report with the Senate in February 2024.

Five themes and recommendations:

1. Expand and enhance blended learning at the University.
2. Acknowledge that York's instructors engage in lifelong learning of pedagogy, which requires ongoing professional development and dedicated supports.
3. Establish formal linkages between assessments of students and learning outcomes at the course and program levels.
4. Accelerate the expansion of community-based Experiential Education (EE) and Work-Integrated Learning (WIL) opportunities.
5. Support AI literacy among instructors, students and staff.

Next steps:



A Task Force response report is planned for Summer 2024 following Senate endorsement of recommendations.



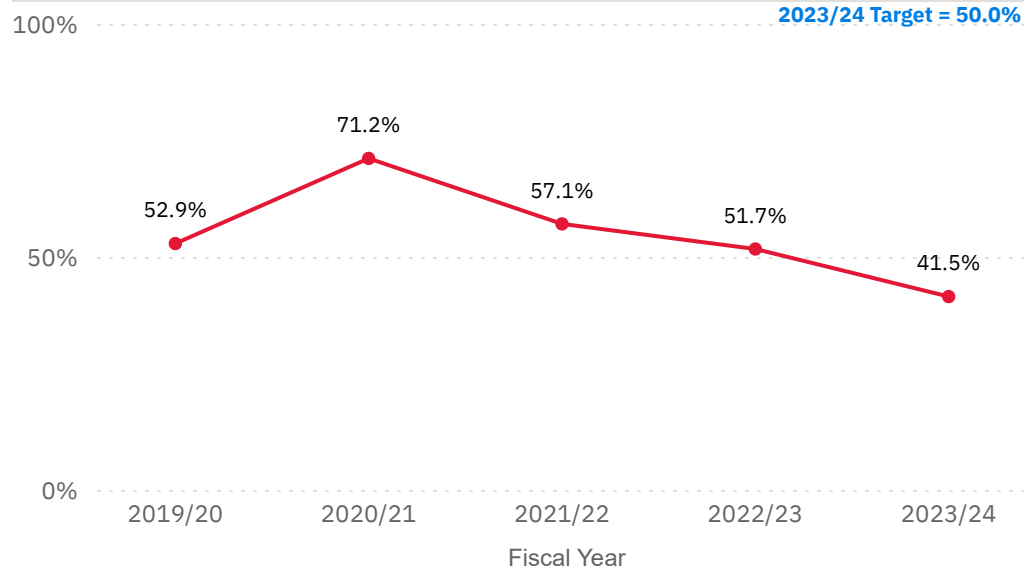
The report will provide further guidance on how best to progress on this topic of supporting Teaching Stream faculty.

2. KNOWLEDGE FOR THE FUTURE

2.1 STRENGTHEN RESEARCH EXCELLENCE

Research Grant Success Rate

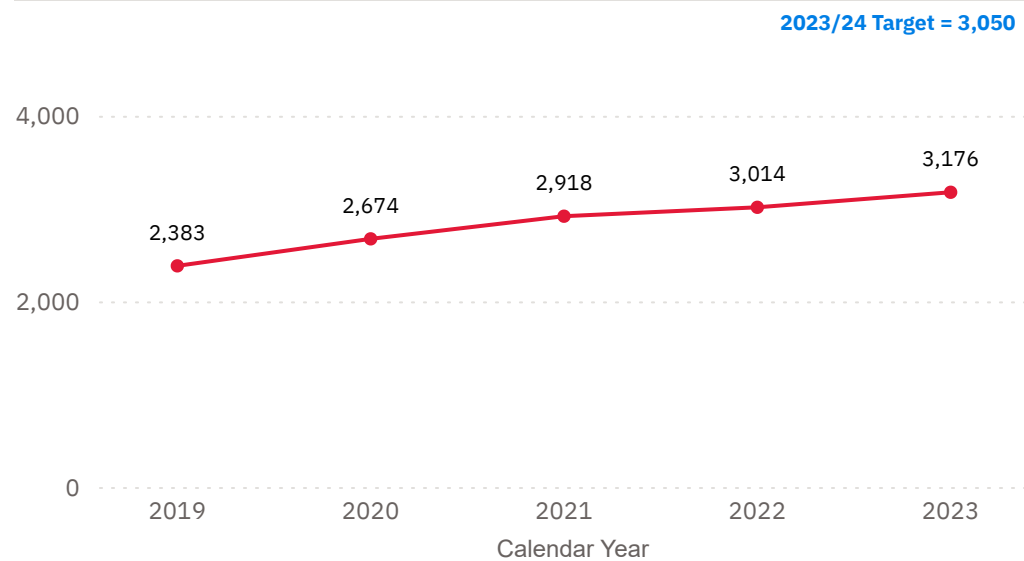
Faculty members successful in their funding applications



■ Source: Vice-President Research and Innovation (VPRI)

Research Publications

Publications including articles, conference papers, reviews, books, and book chapters

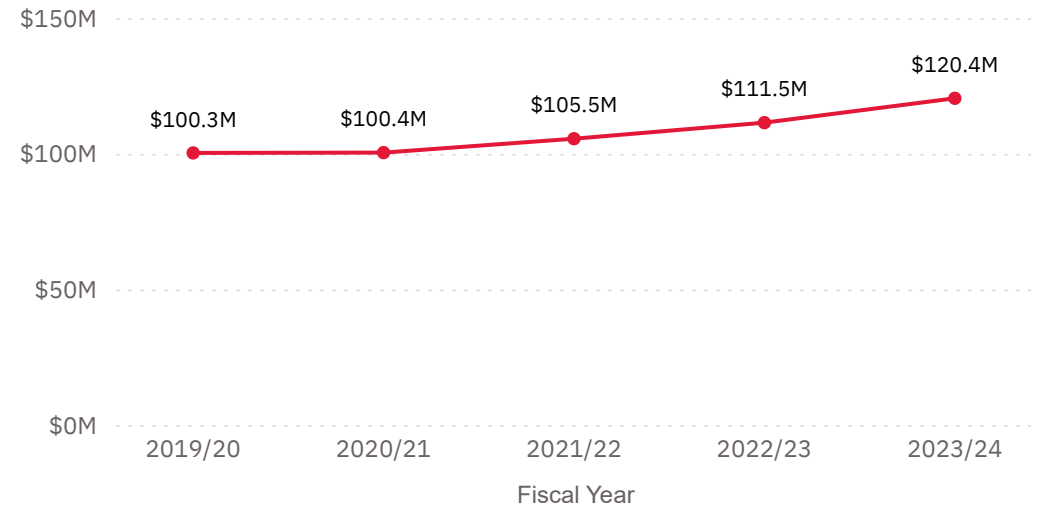


■ Note: Includes publications by individuals affiliated with York.

■ Source: SciVal

Research Income from External Sponsors

Includes all funds received to support research in the form of a grant, contribution, or contract from sources external to the institution



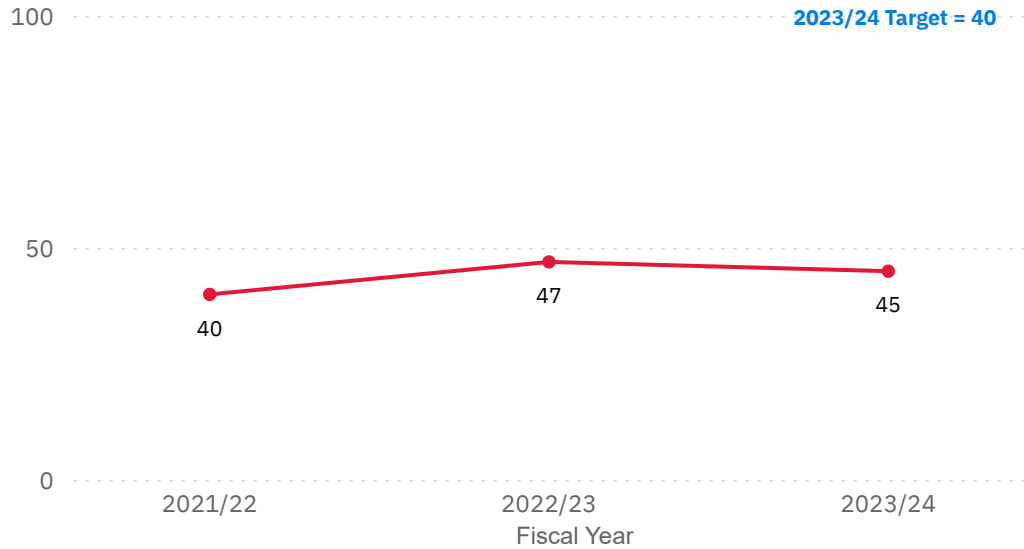
■ Source: Research Infosource

2. KNOWLEDGE FOR THE FUTURE

2.1 STRENGTHEN RESEARCH EXCELLENCE

Large-Scale Grant Applications

Large-scale grant opportunities typically exceed \$1M

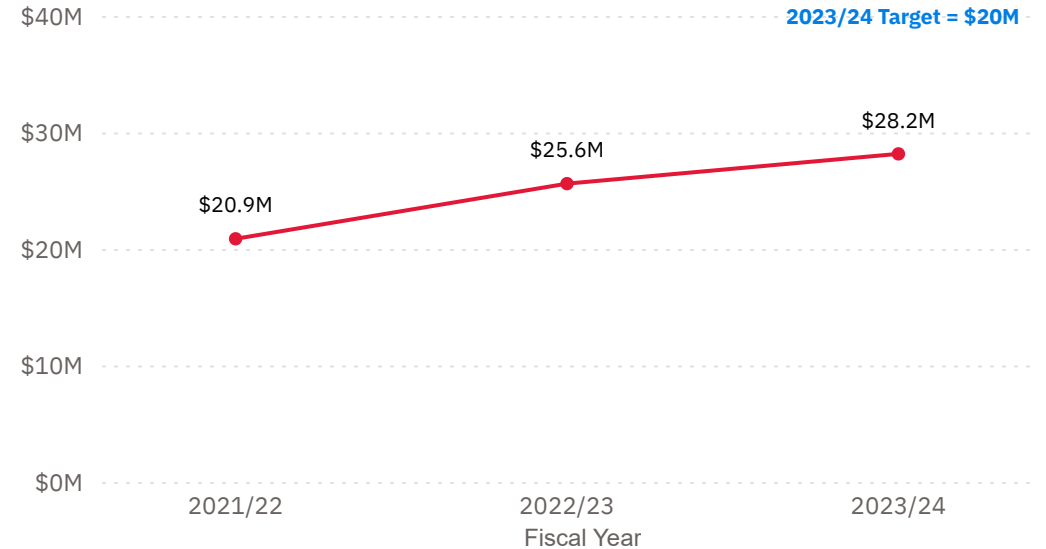


■ Note: Includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CFI IF, CRC, ORF RE, and ORF LIF.

■ Source: Strategic and Institutional Research Initiatives Unit

Large-Scale Grant Awards

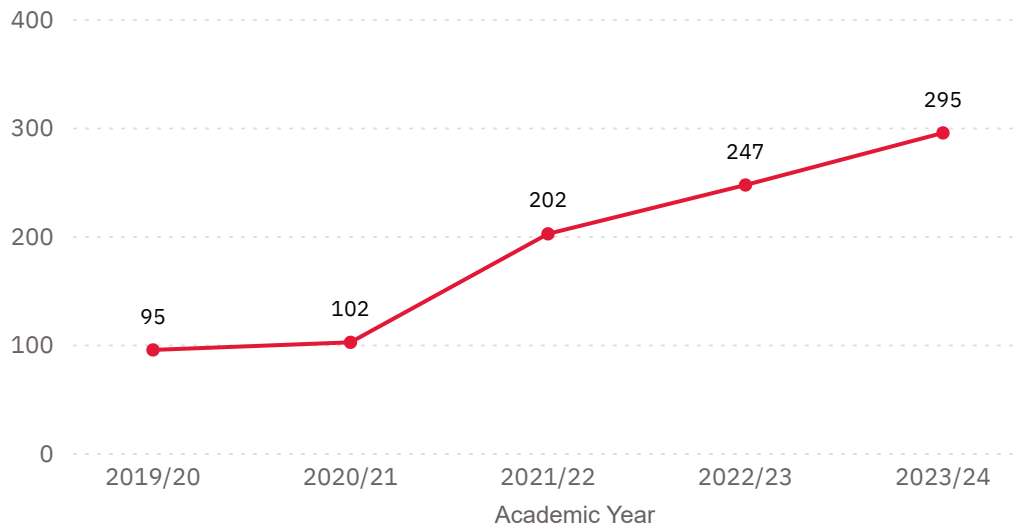
Large-scale grant opportunities typically exceed \$1M



2.2 ENHANCE THE IMPACT OF RESEARCH BY ACTIVELY ENCOURAGING AND FOSTERING INNOVATION.

Entrepreneurship Talks and Workshops

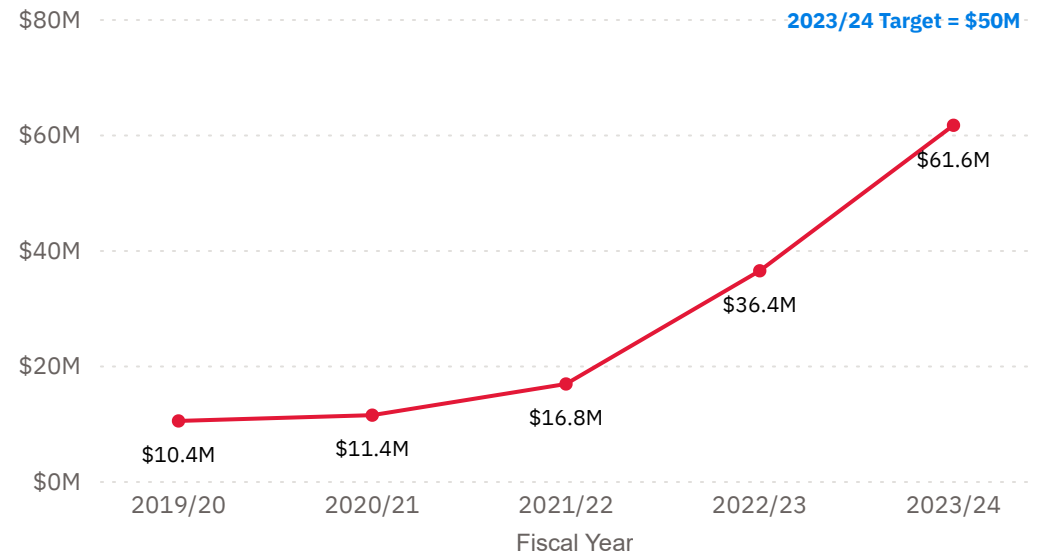
Workshops, presentations, and speaking engagements delivered by Innovation York's entrepreneurship unit



■ Source: Innovation York

Start-Up Revenue

Includes grants, loans, and investments



■ Note: Other sources may also be included.

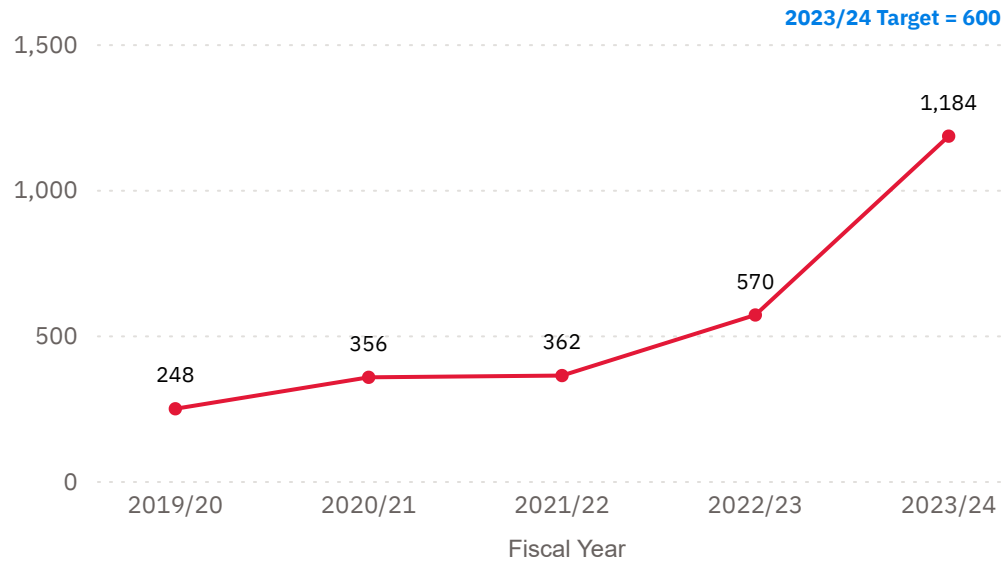
■ Source: Innovation York

2. KNOWLEDGE FOR THE FUTURE

2.2 ENHANCE THE IMPACT OF RESEARCH BY ACTIVELY ENCOURAGING AND FOSTERING INNOVATION.

Start-Up Ventures Applied

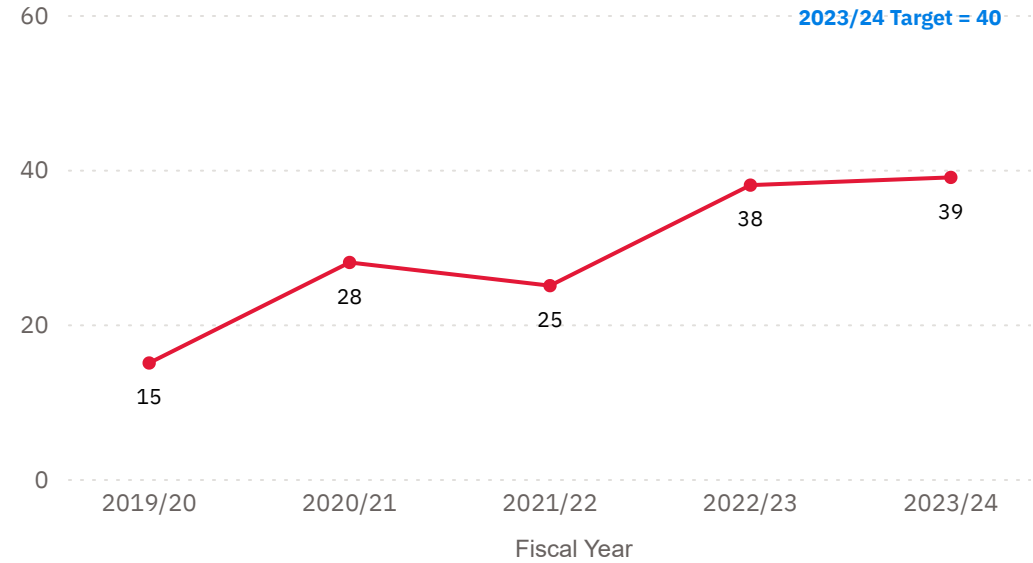
Number of companies (ventures) applied



■ Source: Innovation York

Commercialization at Innovation York

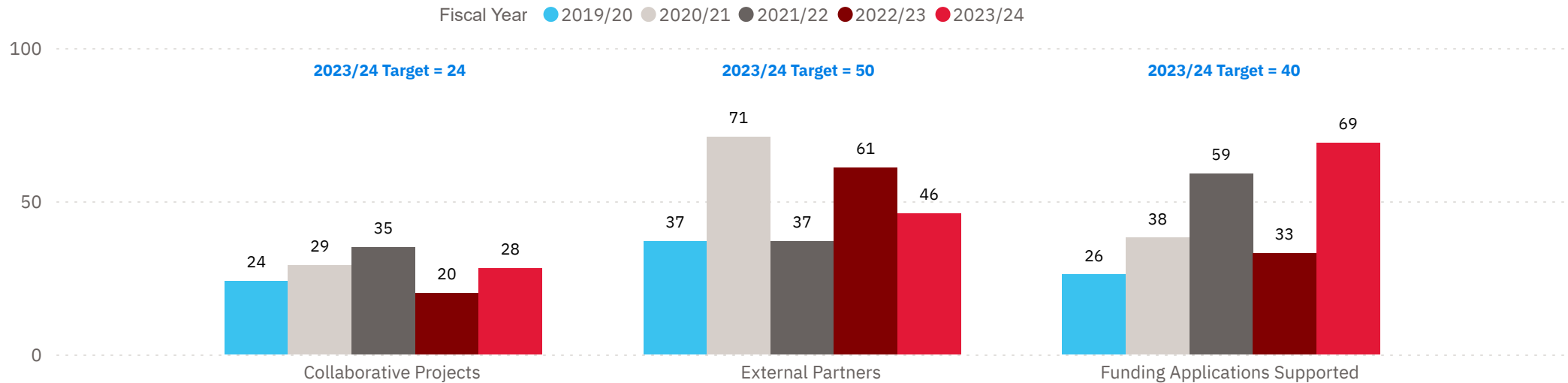
Invention disclosures submitted to Innovation York's commercialization unit



■ Source: Innovation York

Collaborative Projects and External Partners Engaged

Knowledge mobilization



■ Source: Innovation York's Knowledge Mobilization Unit

• **Strategic Research Plan (SRP)**

Strategic Research Plan approved by Senate May 2023

- › **SRP Implementation Plan** complete; includes an operational framework for delivering the SRP.
- › **Markham Campus Research Strategy** is in place. Research planning is aligned with the strategy and vision.
- › Achieved several key milestones in the research strategy: three Ontario Research Chairs were appointed, a research space plan was developed, an open house for Markham researchers was held, and spaces for collaborative projects were identified.
- › **Organized Research Units (ORU)**: charter application process streamlined to align with the ORU charter documents and annual reporting requirements.

• **Research Commons Impact**

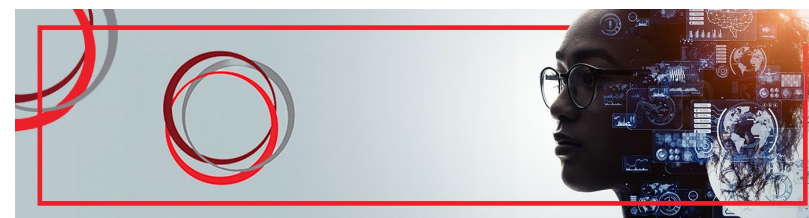
Implemented a new system

- › **Service Excellence Plan (SEP)**: developed and proposed enhanced collaboration with pre and post award services model.
 - Pre-award includes application review, adjudication, and compliance.
 - Post-award includes grant implementation, budget management, and closeout requirements.
- › Launched **Discover York Academics (DYA)** system (formally eCV), enabling researchers to capture and organize their scholarly achievements.

• **Research Outcomes and Impact**

\$120.4M in total research income

- › **Federal Agencies**: CFI increased from \$4.4M to \$7.5M, NSERC increased \$14M to \$16M, CRC increased \$4.4M to \$5.4M, and CFREF installments increased \$4.9M (Vista) to \$8.8M (Connected Minds).
- › **NSERC** increased in competition grants, **highest in York's history**:
 - Discovery Grants: 46 grants, funding of \$9.1M
 - Sub-atomic Physics: 4 grants, funding of \$2.1M
 - 5 ongoing Create grants
 - CIHR project grants: 5 grants, funding of \$3.14M
- › **Large-Scale Grants**
 - VISTA evergreen plan is complete
 - Connected Minds formed committees, Term of Reference (ToR), membership, website, seed grants awarded, and Indigenous Advisory Circle established.



Connected Minds: Neural and Machine Systems for a Healthy, Just Society.

• **Research Innovation Strategy and Annual Commercialization Plan**

Developed and implemented the Annual Commercialization Plan

- › Safeguarding research through the establishment of the Office of Research Security.
- › **Secured \$3M+ in funding for innovation:** 18 researchers received \$3M+ in combined funding from the Government of Ontario in support of their innovative research projects.
- › **\$300K for research commercialization**, the second instalment of \$300K from the government of Ontario to advance commercialization services related to artificial intelligence, automotive and medical technology.
- › New streamlined services to enhance Intellectual Property (IP) protection and the commercialization efforts of the University's research community.
- › The Commercialization Fellowship program provides \$7,500 to support postgraduate students and postdoctoral fellows in developing commercially viable projects.



Commercialization

Innovation York's commercialization unit helps researchers bring their early-stage intellectual property from the lab to the market and into people's hands.

• **Research collaborations with industry and social and philanthropic organizations**

Highlighting YSpace

- › The YSpace Northern York Region Hub, an entrepreneurial support centre for small businesses in the towns of Georgina and East Gwillimbury, Ont., received **\$150K** in funding from the government of Ontario's Rural Economic Development (RED) program.
- › **\$476K+** in new funding from Agriculture and Agri-Food Canada (AAFC) over the next two years to expand its Food & Beverage Accelerator program across the country and support over 100 racialized women founders to scale and thrive in the industry.
- › A YSpace-supported startup was awarded **\$2M** by the Canadian Space Agency (CSA) to develop new health-care technologies designed for astronauts during space flight and for people living in remote communities across the country.
- › YU is launching a new initiative to support women-led social impact businesses by partnering its entrepreneurship hub, YSpace, with Business Development Bank of Canada's (BDC) Thrive Lab. Thrive Lab will provide up to **\$250K** in funding.
- › An accelerator program through YSpace facilitates entrepreneurs in obtaining specialized guidance from entrepreneurs-in-residence, growth mentors and other experts.



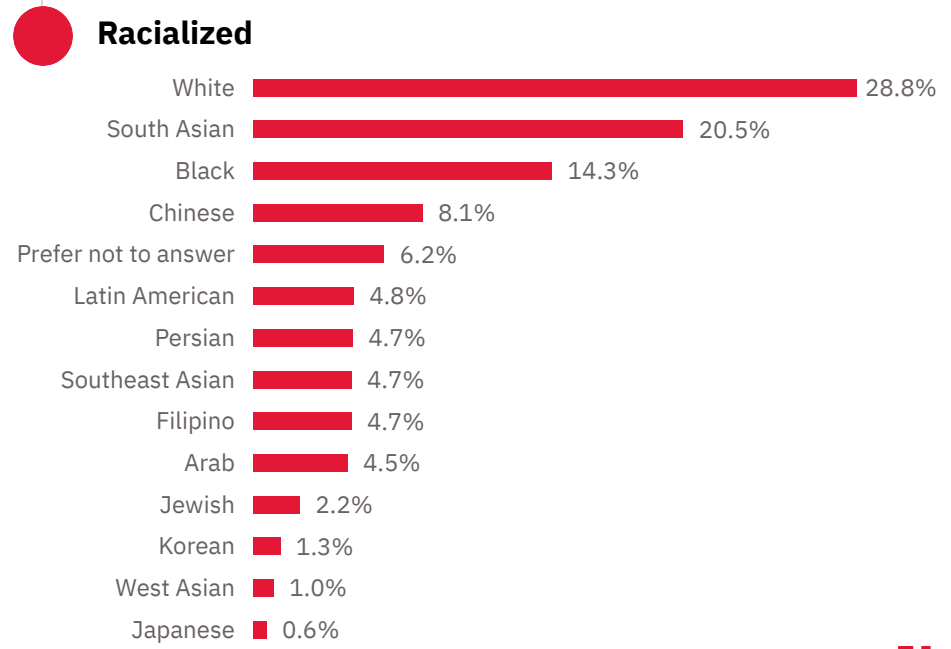
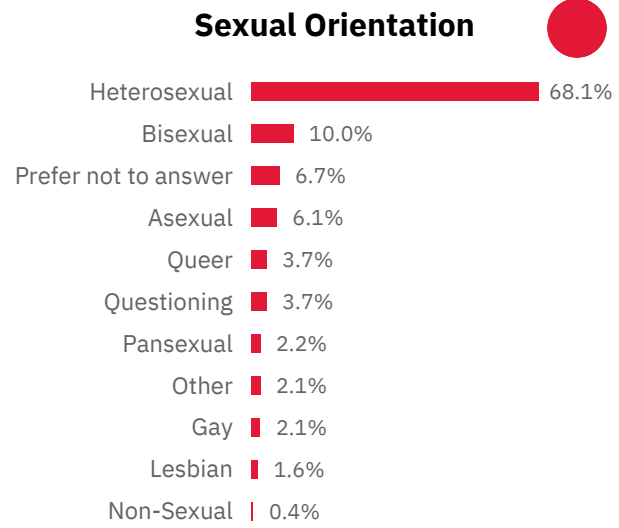
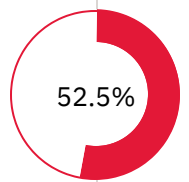
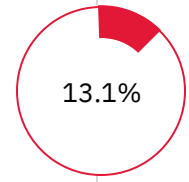
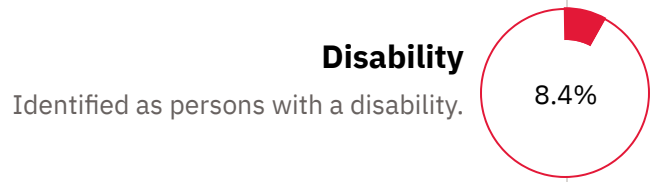
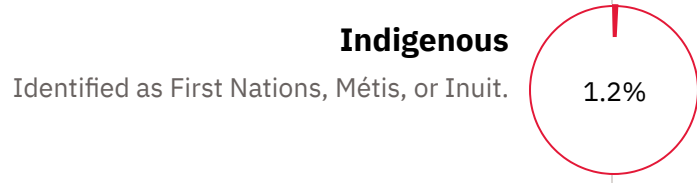
YSpace is York's pan-university entrepreneurship and innovation hub.

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Student Representation - 2023

Undergraduate and graduate students are asked to complete the Census Survey annually via the registration and enrolment module

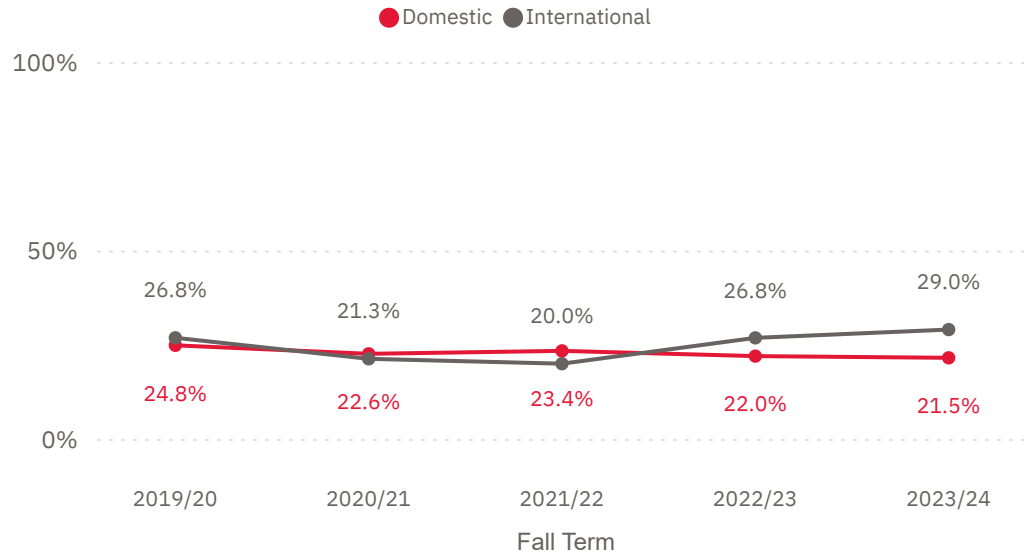


3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Undergraduate Application Conversion Rate - Offer to Acceptance

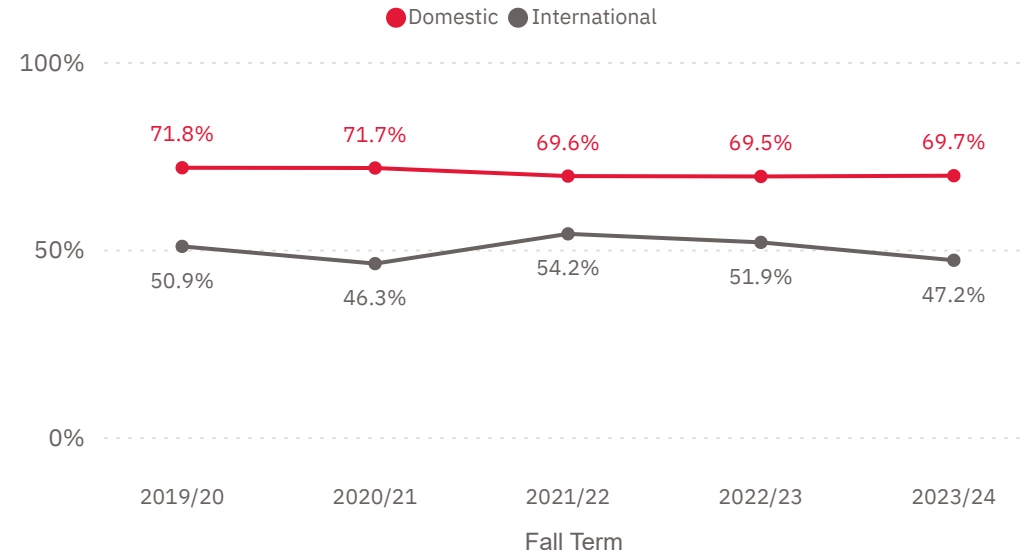
Acceptance rate of students offered admission to a program



Source: York Insight

Graduate Application Conversion Rate - Offer to Acceptance

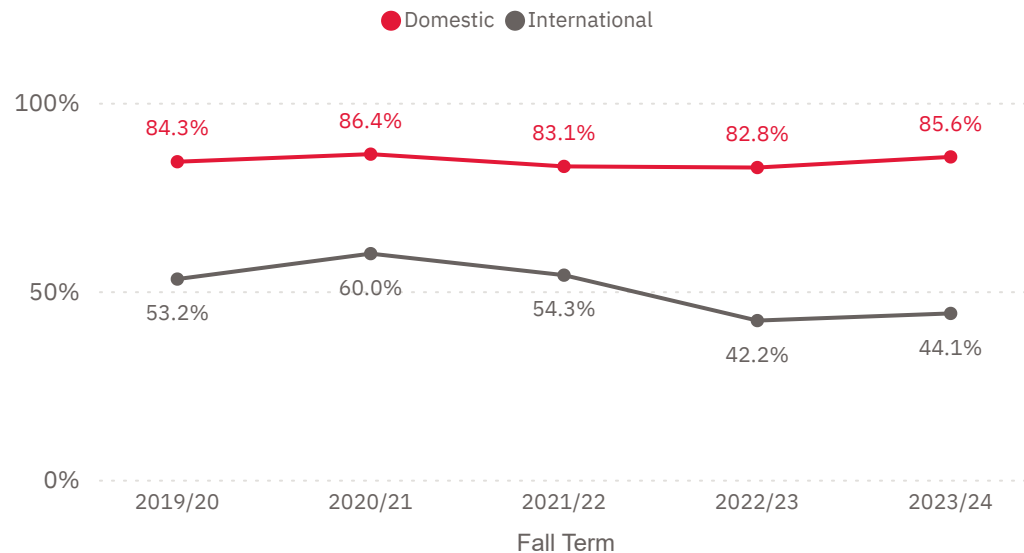
Acceptance rate of students offered admission to a program



Source: York Insight

Undergraduate Application Conversion Rate - Acceptance to Enrolment

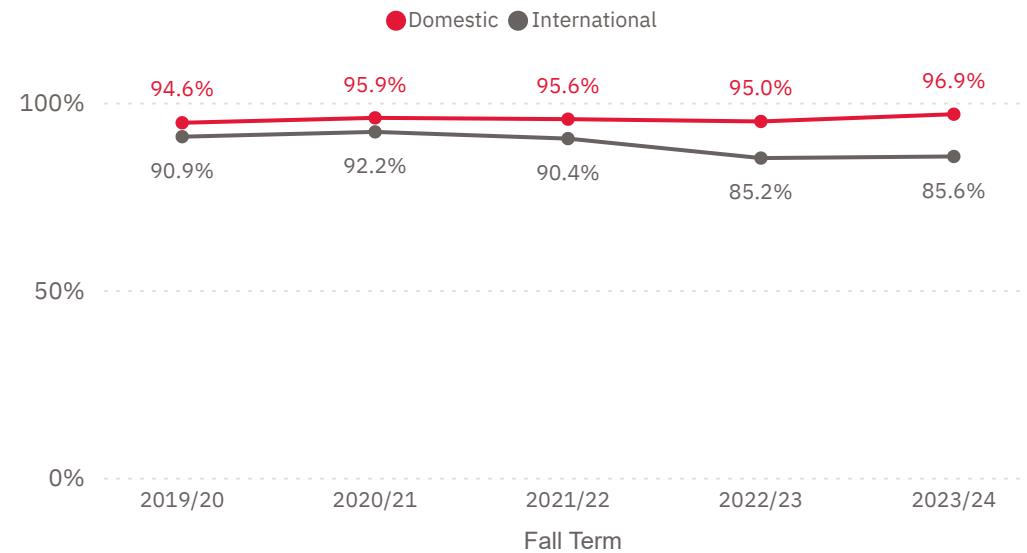
Enrolment rate of students after accepting an offer to a program



Source: York Insight

Graduate Application Conversion Rate - Acceptance to Enrolment

Enrolment rate of students after accepting an offer to a program



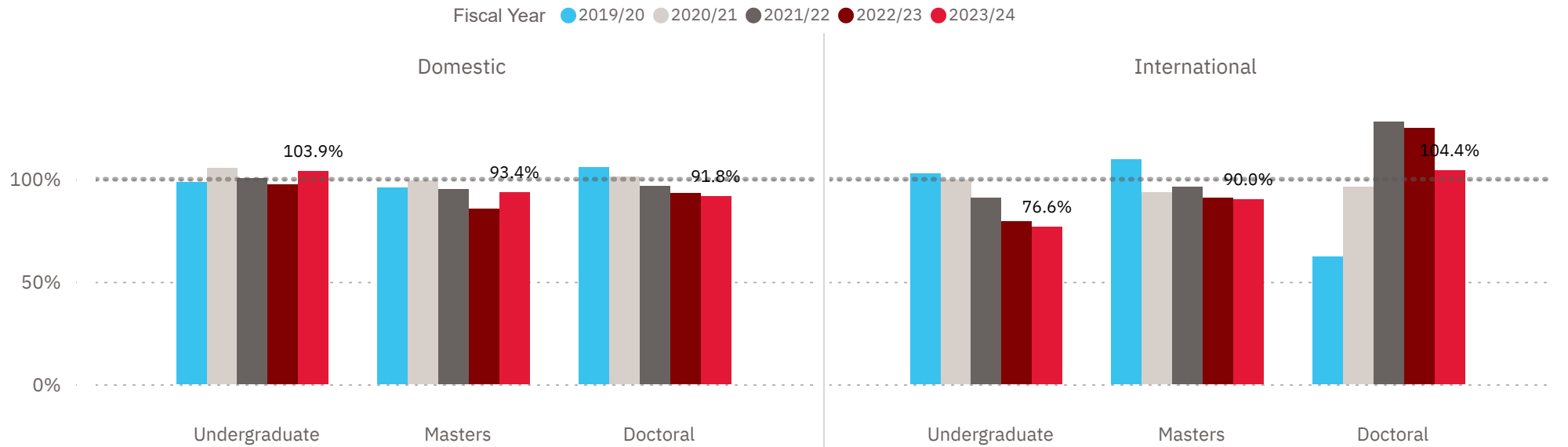
Source: York Insight

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Enrolment Target versus Actual

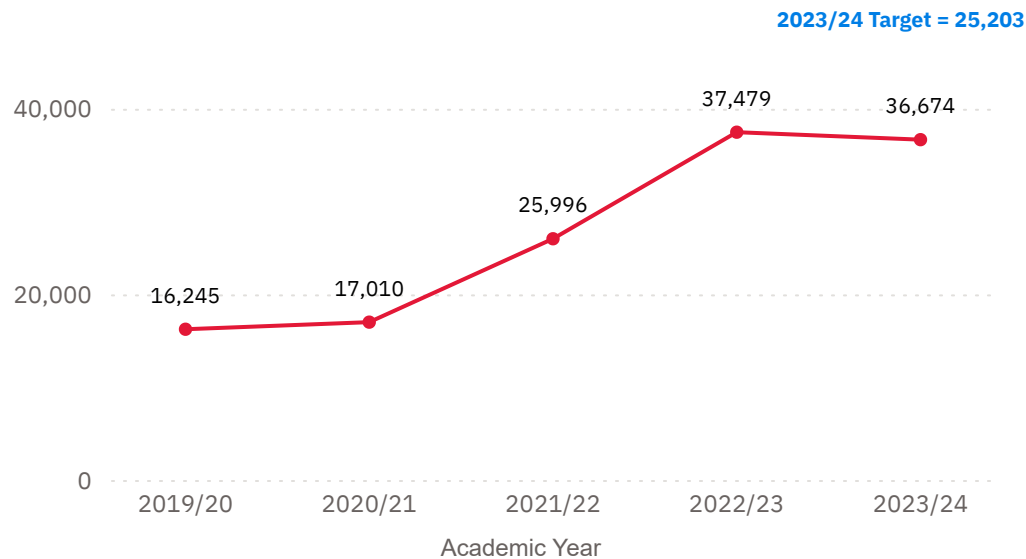
Undergraduate, Masters, Doctoral, domestic and international (Full-Year FFTE/FTE)



Source: Office of Institutional Planning and Analysis (OIPA)

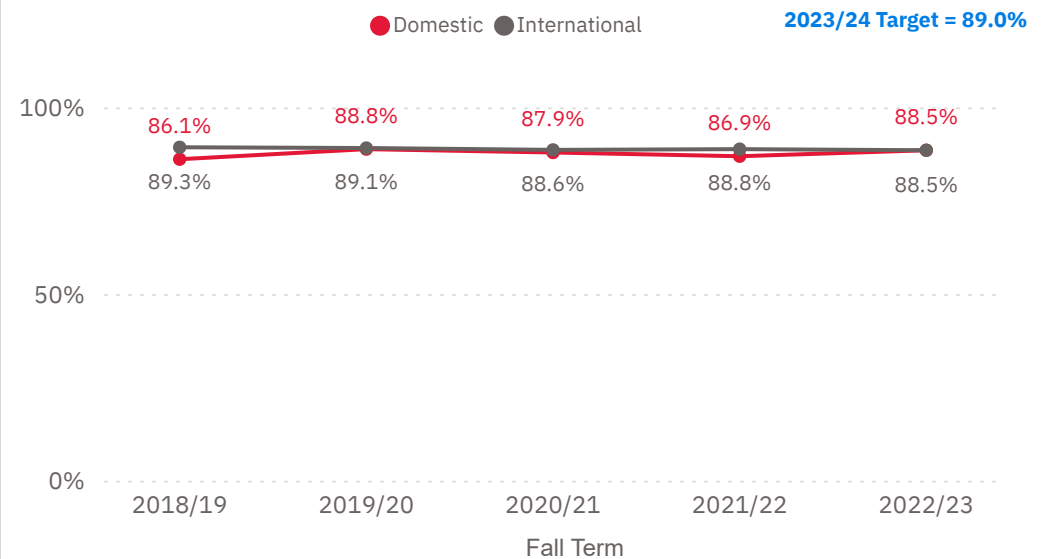
School of Continuing Studies - Enrolment

Course registrations



Source: School of Continuing Studies

Undergraduate Retention Rate



Note: Includes zero credit course enrolments. 2023/24 retention available November 1, 2024.

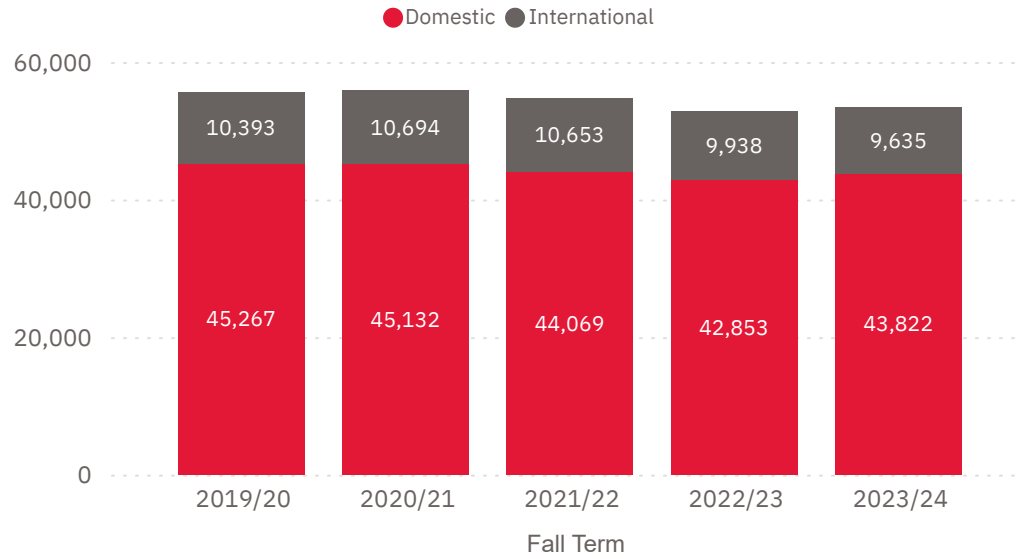
Source: Office of Institutional Planning and Analysis (OIPA)

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Student Headcount

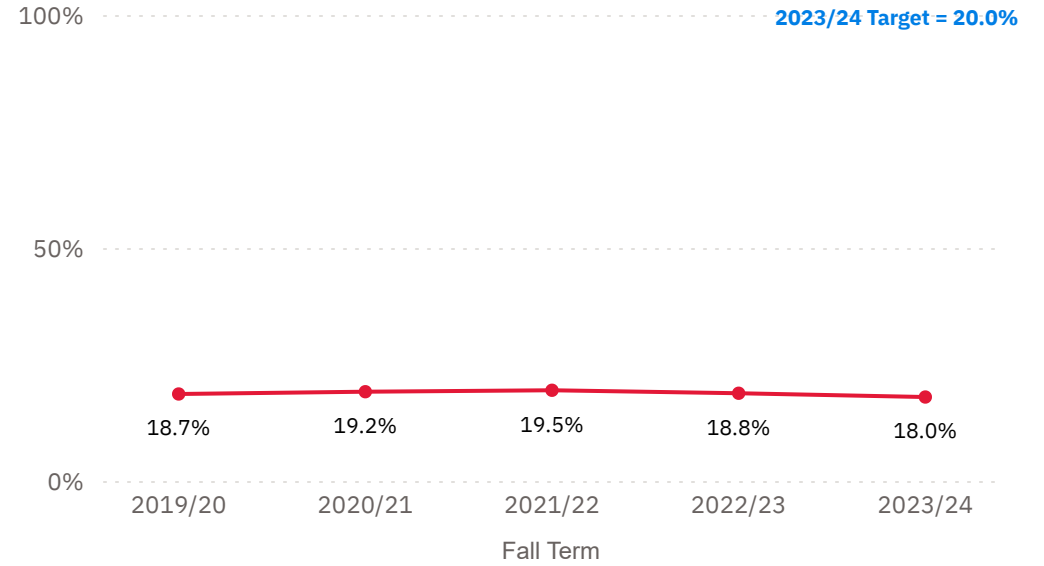
Undergraduate and graduate, domestic and international



■ Source: Office of Institutional Planning and Analysis (OIPA)

International Student Population

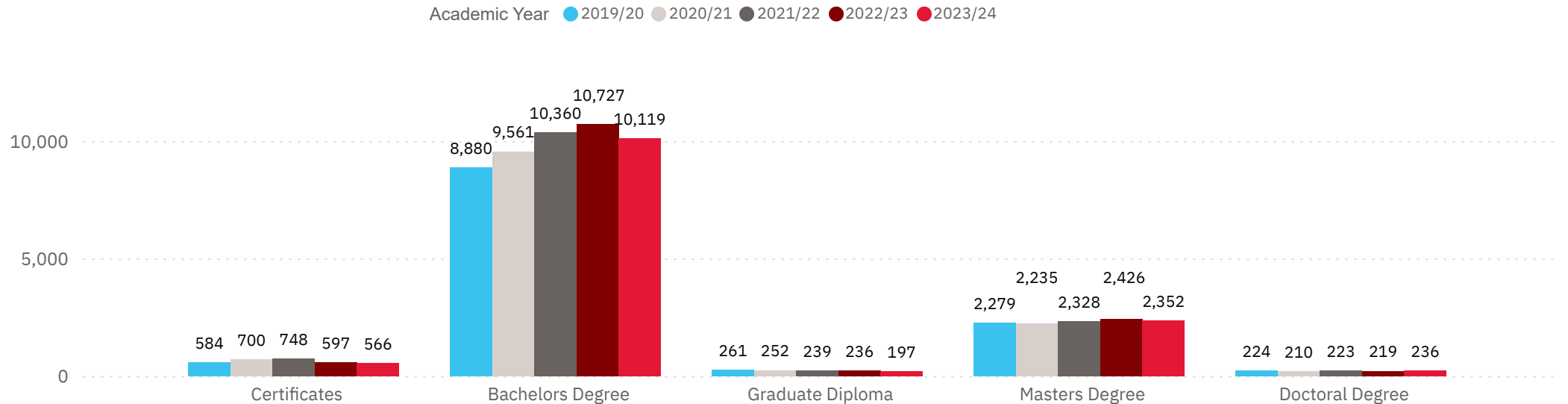
Undergraduate and graduate, international students



■ Source: Office of Institutional Planning and Analysis (OIPA)

Conferred Credentials

Academic degrees, diplomas or certifications officially awarded to students



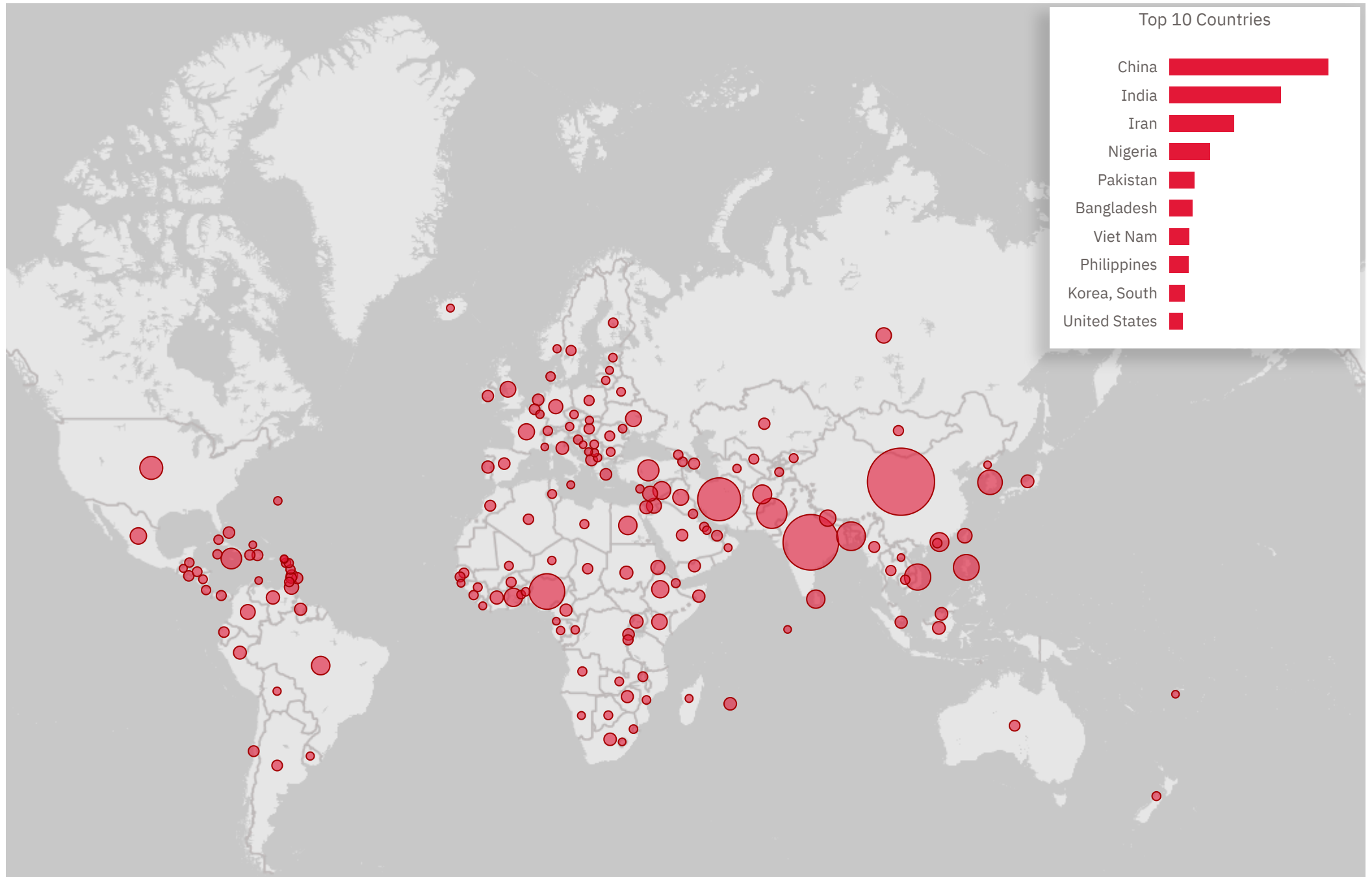
■ Source: Office of the University Registrar (OUR)

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

International Representation of Student Body - 2023/24

Graduate and undergraduate



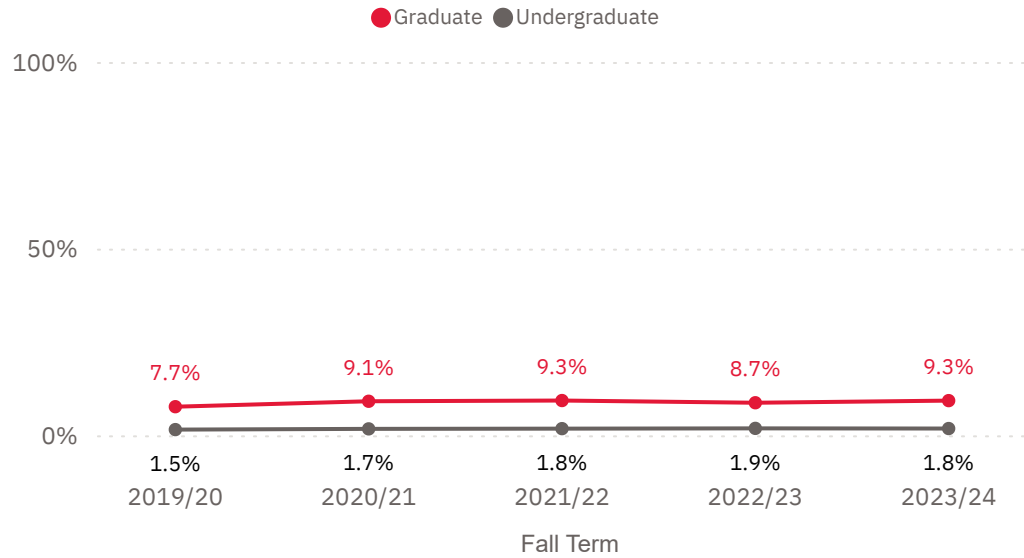
■ Source: Office of Institutional Planning and Analysis (OIPA)

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Out-of-Province Student Population

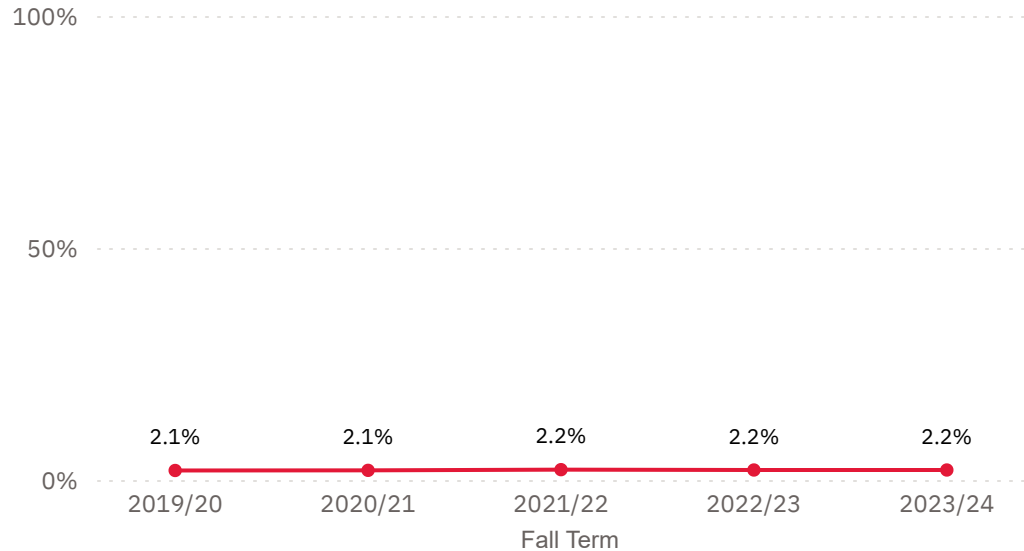
Percentage of students, undergraduate and graduate, domestic



■ Note: Includes students who provided their address information at the time of application.
 ■ Source: Office of Institutional Planning and Analysis (OIPA)

Rural Student Population

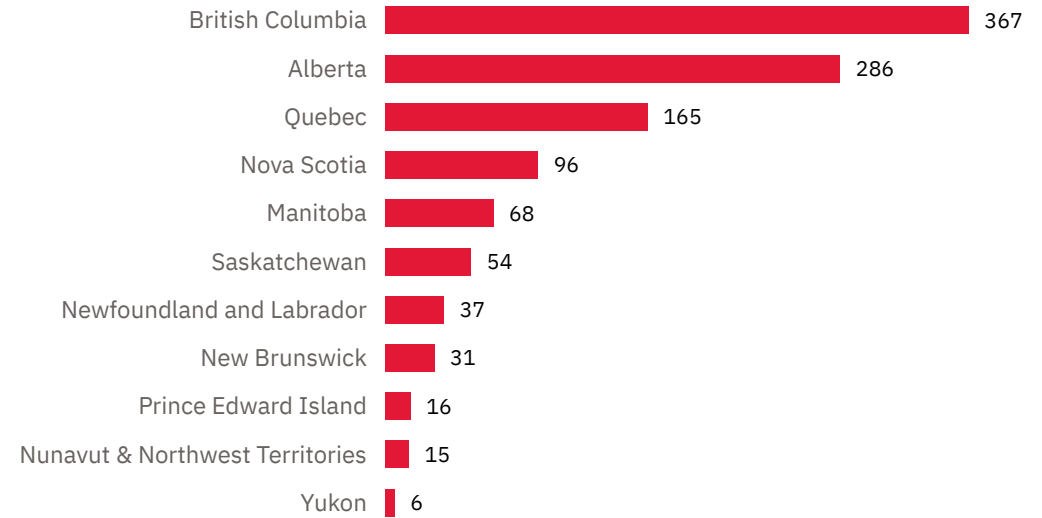
Percentage of students, undergraduate and graduate, domestic



■ Source: Office of Institutional Planning and Analysis (OIPA)

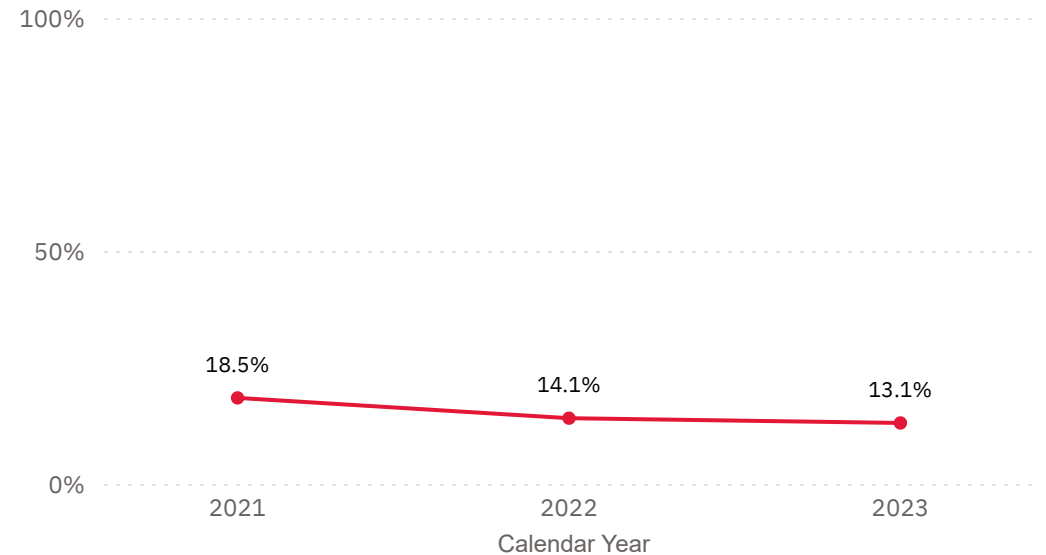
Out-of-Province Breakdown - Student Population

Student headcount, undergraduate and graduate, domestic, 2023/24



■ Note: Includes students who provided their address information at the time of application.
 ■ Source: Office of Institutional Planning and Analysis (OIPA)

First-Generation Students

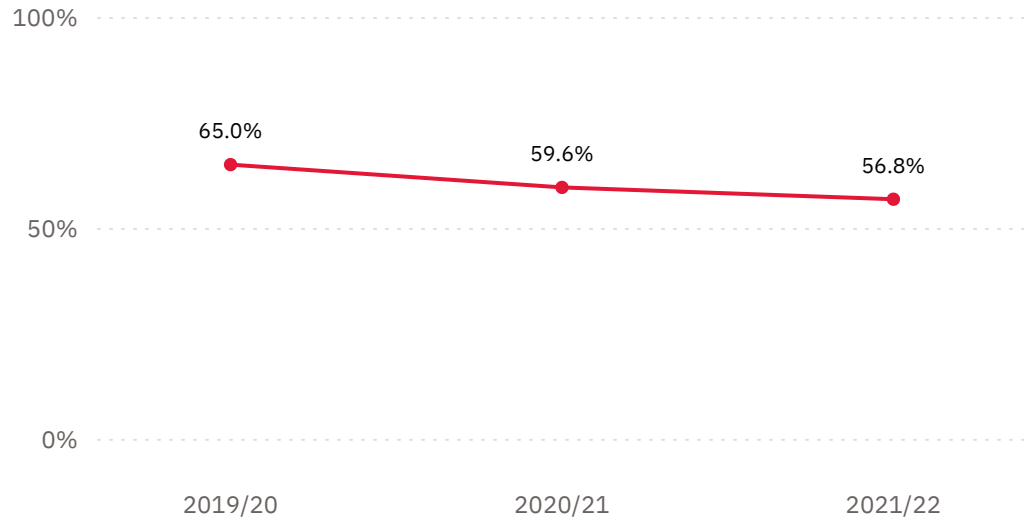


■ Note: A "first-generation" student is generally recognized as the first person in their immediate family to attend a college or university.
 ■ Source: Student Equity & Diversity Census

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Ontario Student Assistance Program (OSAP) Recipients

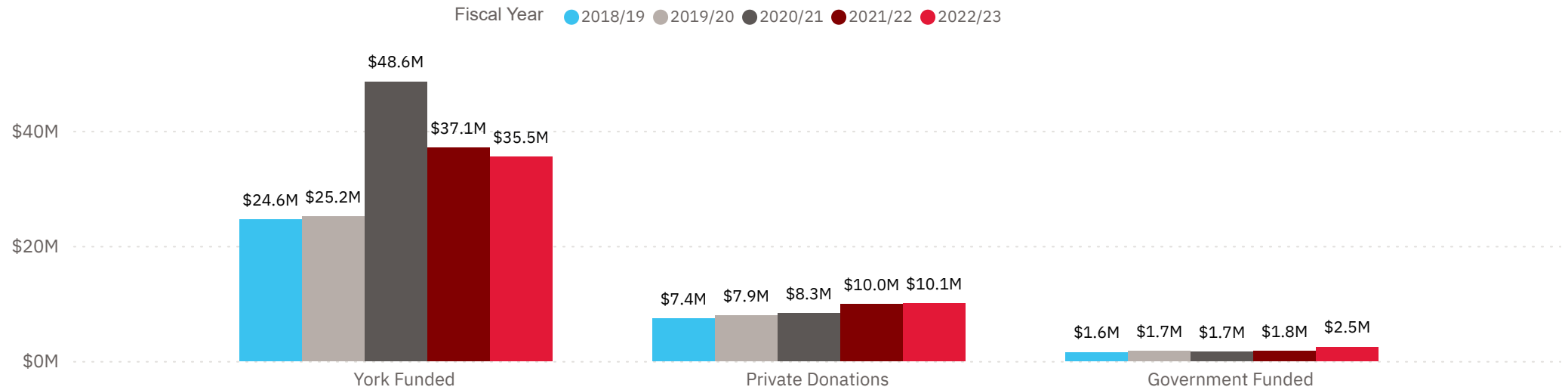


■ Note: Includes students who provided their address information at the time of application.

■ Source: Office of Institutional Planning and Analysis (OIPA)

3.2 ENHANCE THE STUDENT EXPERIENCE

Undergraduate Bursaries and Scholarships



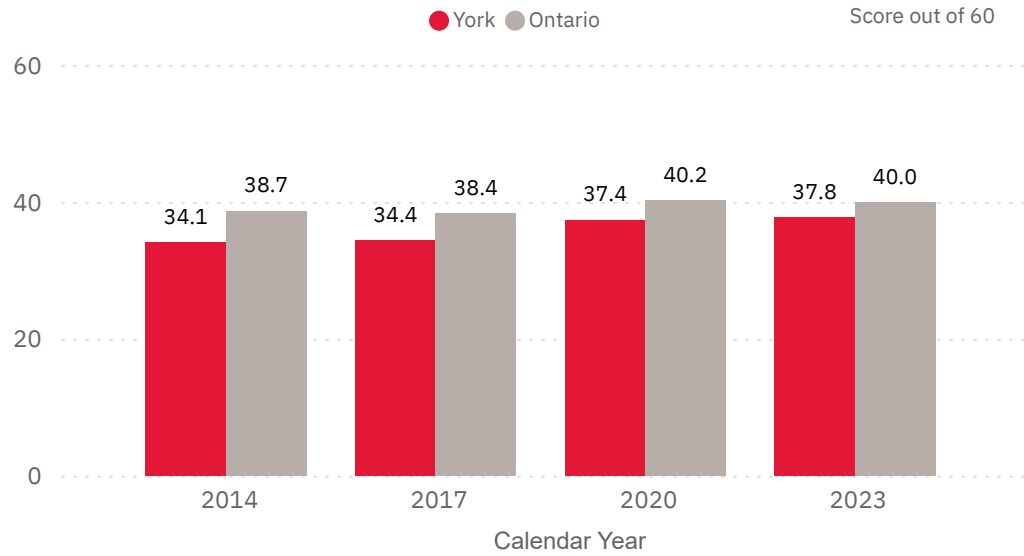
■ Source: Student Financial Services

3. FROM ACCESS TO SUCCESS

3.2 ENHANCE THE STUDENT EXPERIENCE

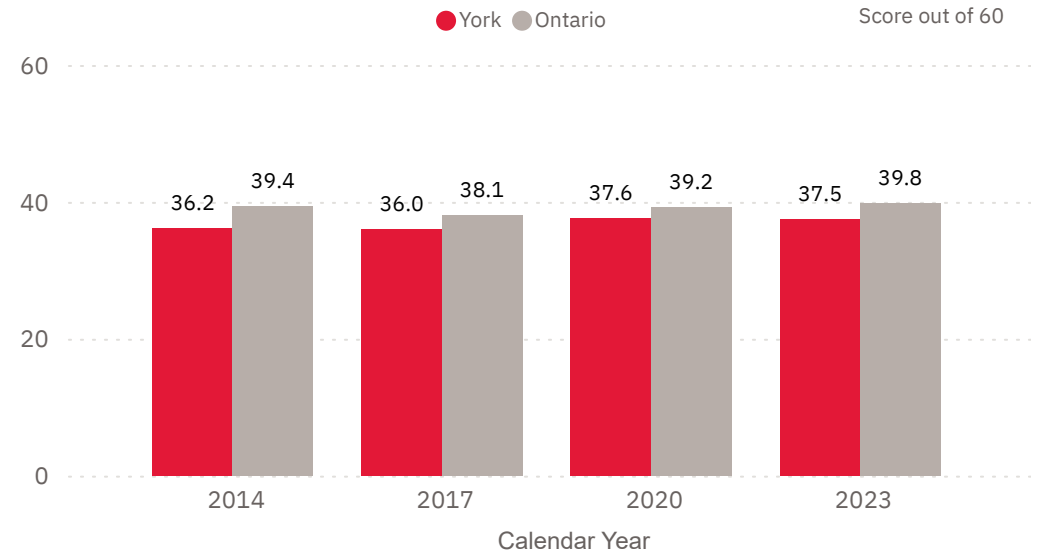
Campus Environment, Quality of Interactions, First-Year

Comparison of first-year students with the Ontario average



Campus Environment, Quality of Interactions, Senior-Year

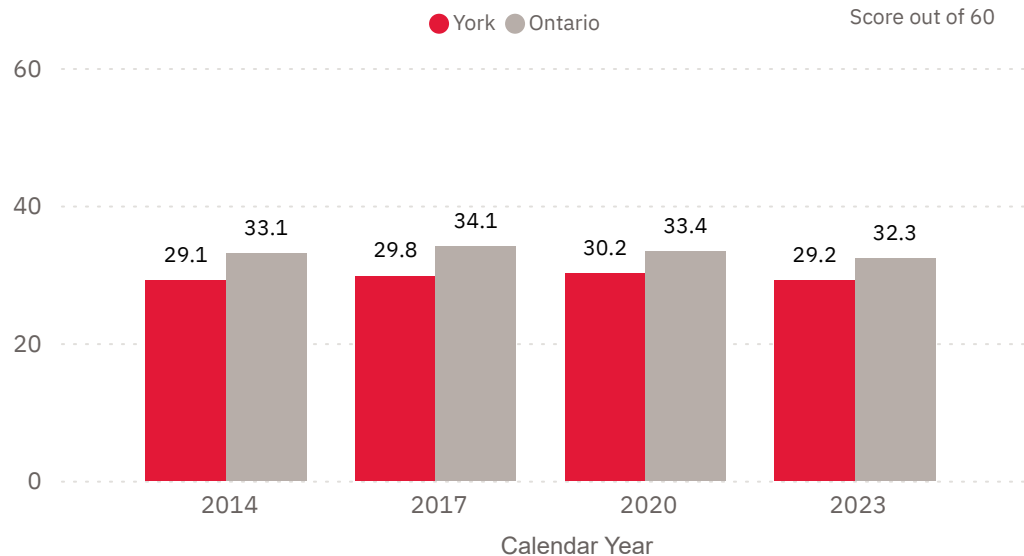
Comparison of senior students with the Ontario average



■ Note: Survey question: Indicate the quality of your interactions with the following at your institution? (students, faculty, advisors, student services staff, and administrative staff and offices).
 ■ Source: Office of Institutional Planning and Analysis (OIPA)

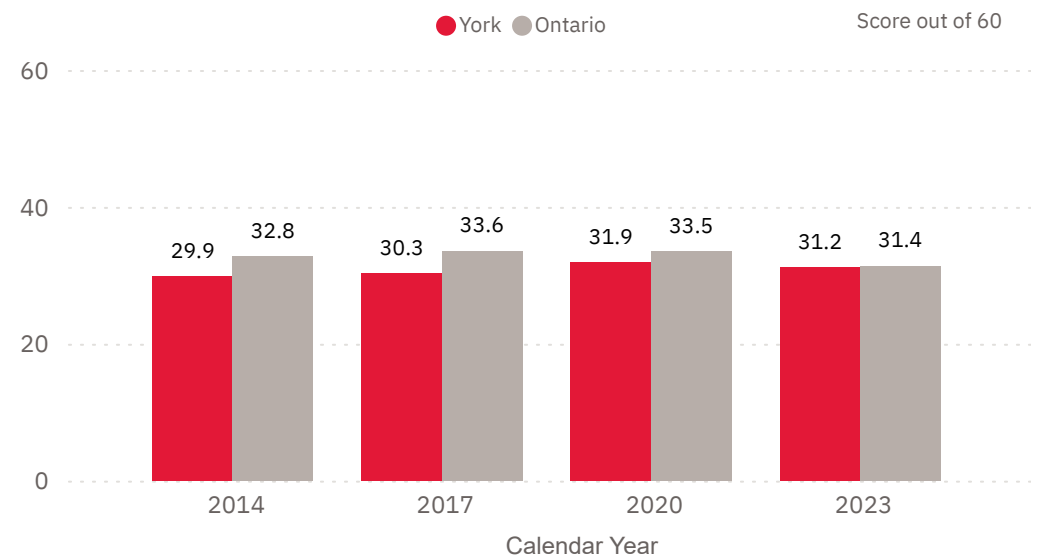
Learning with Peers, Collaborative Learning, First-Year

Comparison of first-year students with the Ontario average



Learning with Peers, Collaborative Learning, Senior-Year

Comparison of senior students with the Ontario average



■ Note: Survey question: During the current school year, about how often have you done the following? (Worked with other students on course projects or assignments, explained course material to one or more students, prepared for exams by discussing or working through course material with other students, and asked another student to help you understand course material).
 ■ Source: National Survey of Student Engagement (NSSE)

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

• Develop an Enrolment Strategy

SEM Framework and Action Plan implemented

- › A new integrated **SEM Framework and Action Plan** was implemented for the 2024 recruitment cycle.
- › Hosted **SEM Learning Days** engaging over 250 staff.
- › **The Student Equity & Diversity Census** was administered for the second year.
- › **International Strategic Enrolment Management (ISEM)** working group formed and is focused on recruitment and improved conversion rates.

Increase of 4.3% in new 101 enrolments
Increase of 5.2% in new 105 enrolments



41 colleges presented 21 sessions during the
SEM Learning Days



120+ staff and faculty are completing their
Student Support Certificate



3. FROM ACCESS TO SUCCESS

3.2 ENHANCE THE STUDENT EXPERIENCE

• Targeted Retention Initiatives

- › **The Student Retention Dashboard (Phase I)** launched in April 2024: the dashboard improves access to data and informs strategies for improving student retention to support student success.
- › The pan-University Retention Council aims to achieve a **0.5% increase in the student retention rate**.
- › **Collegial Forum on Retention** established with a first meeting on "Emerging Opportunities for Academic Innovation at York."
- › The pan-university Housing Working Group and Food Security Roundtable results was featured in [Academica's daily Top 10 newsletter](#); York's website has a list of resources to help students find food supports on University's campuses.
- › An institutional **advising framework** was launched.
- › Providing enhanced conversion and transition supports including YU Prep and student transition coaches.
- › Implemented the **York U Care Team**; a proactive, student-centered support model designed to coordinate plans for students with complex needs.

• SSRP Completion and Deployment

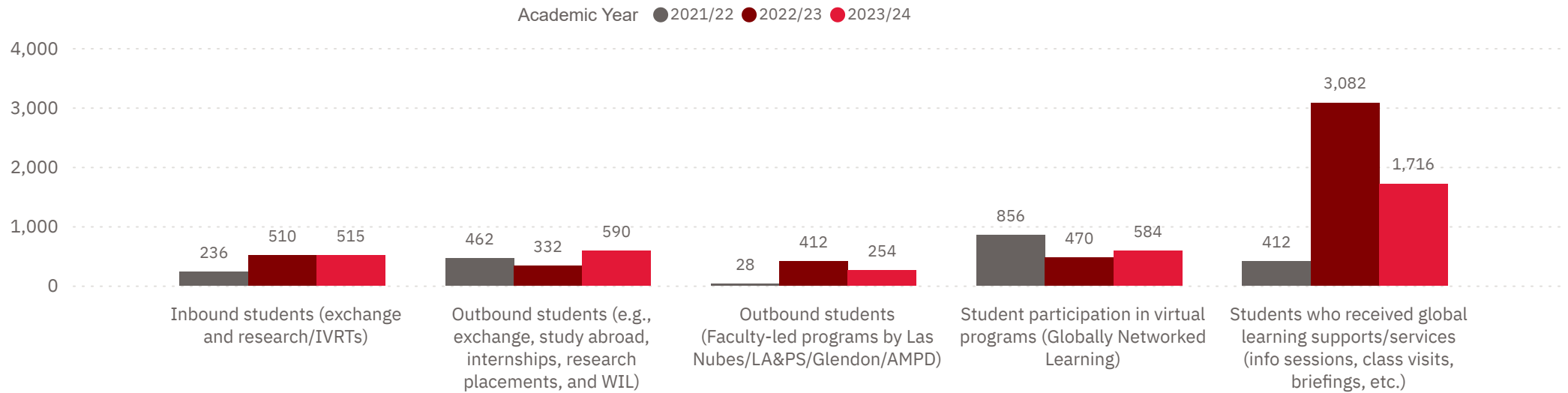
- › **Identity and Access Management (IAM)** was deployed in Summer 2023. IAM provides a suite of solutions to enhance security, access control, and identity governance.
- › **Enterprise Integration Platform (EIP)** base infrastructure was deployed in Summer 2023. The cloud-based platform will enable real-time integration with the Constituent Relationship Management (CRM) platform and the Next Generation Student Information Systems (Next Gen SIS).
- › **CRM release 1 was launched in Fall 2023**. This first release of the new CRM is dedicated to the student and prospect profiles.
- › **SmartSimple** community launch is scheduled for July 2024.

4. ADVANCING GLOBAL ENGAGEMENT

4.1 FOSTER AND ENHANCE GLOBAL ENGAGEMENT

York-Facilitated Global Learning Opportunities

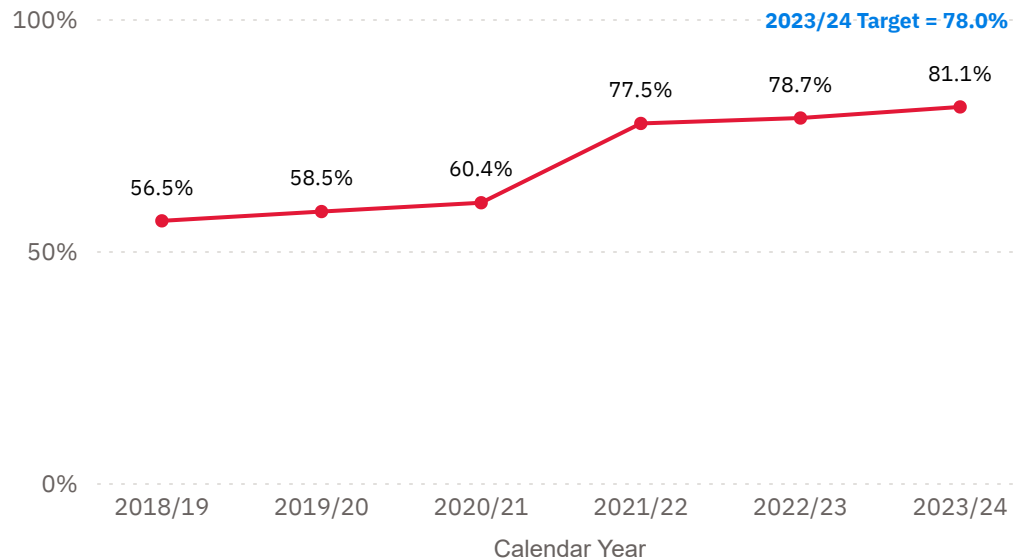
Number of international opportunities and participants (exchange, study abroad, internships, research placements, and work-integrated learning)



■ Note: International Visiting Research Trainee (IVRT), Work Integrated Learning (WIL)

■ Source: York International

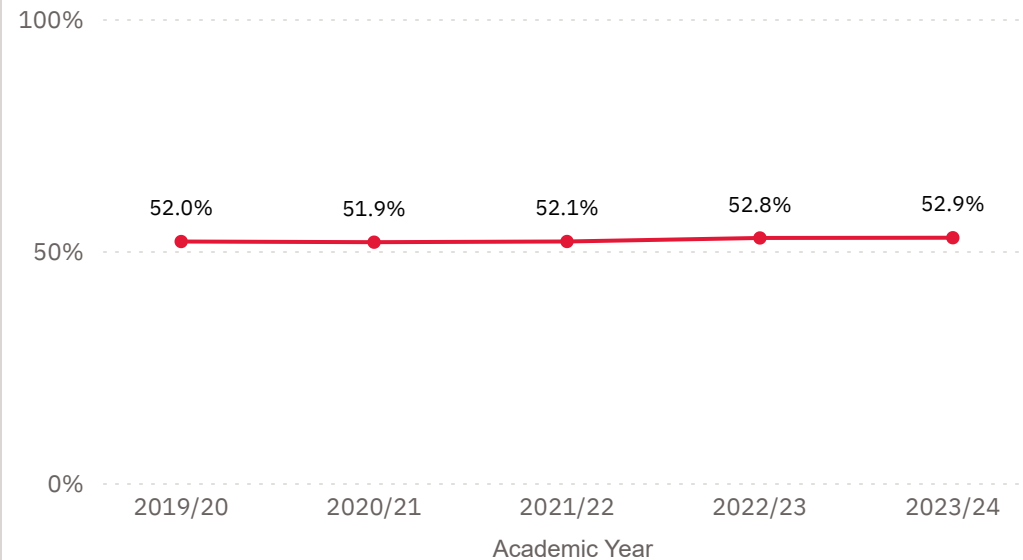
International Co-Authored Publications



■ Source: SciVal

Full-Time Faculty with International Degrees

Percentage of faculty members with degrees outside of Canada



■ Note: Excludes postdoctoral.

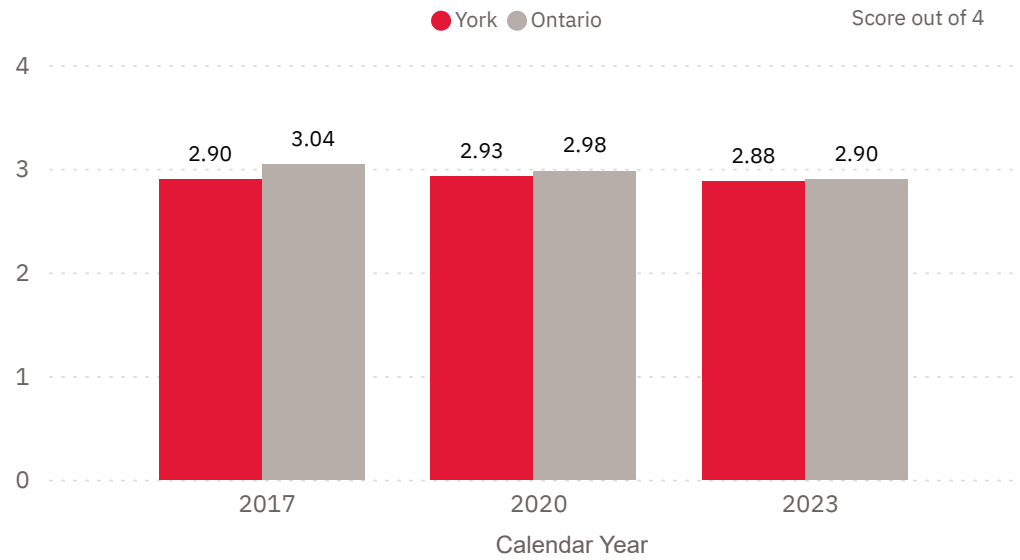
■ Source: Office of Institutional Planning and Analysis (OIPA)

4. ADVANCING GLOBAL ENGAGEMENT

4.1 FOSTER AND ENHANCE GLOBAL ENGAGEMENT

Overall Quality, Educational Experience, International Students, First-Year

Comparison of first-year students with the Ontario average

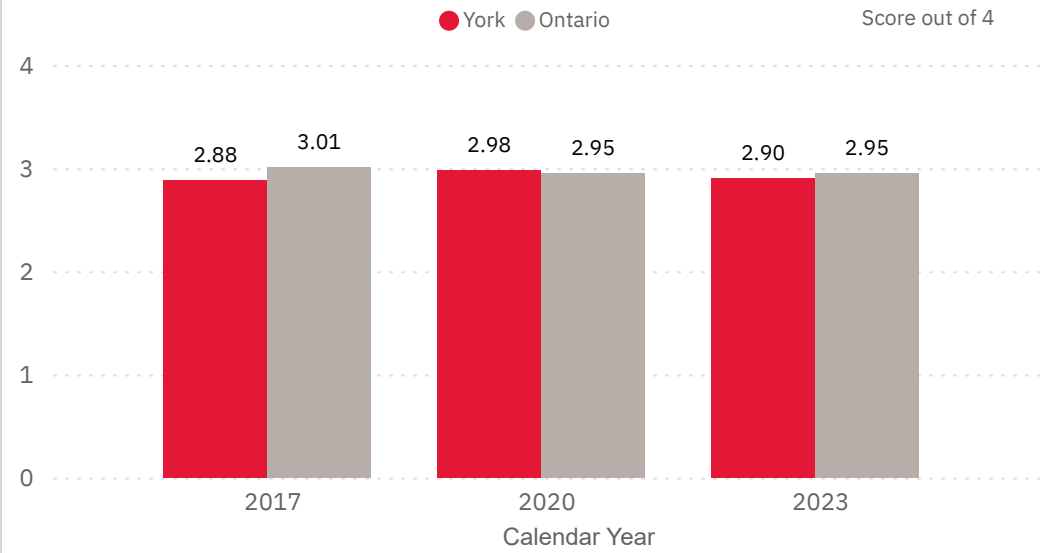


■ Note: Survey question: How would you evaluate your entire educational experience at this institution?

■ Source: National Survey of Student Engagement (NSSE)

Overall Quality, Educational Experience, International Students, Senior-Year

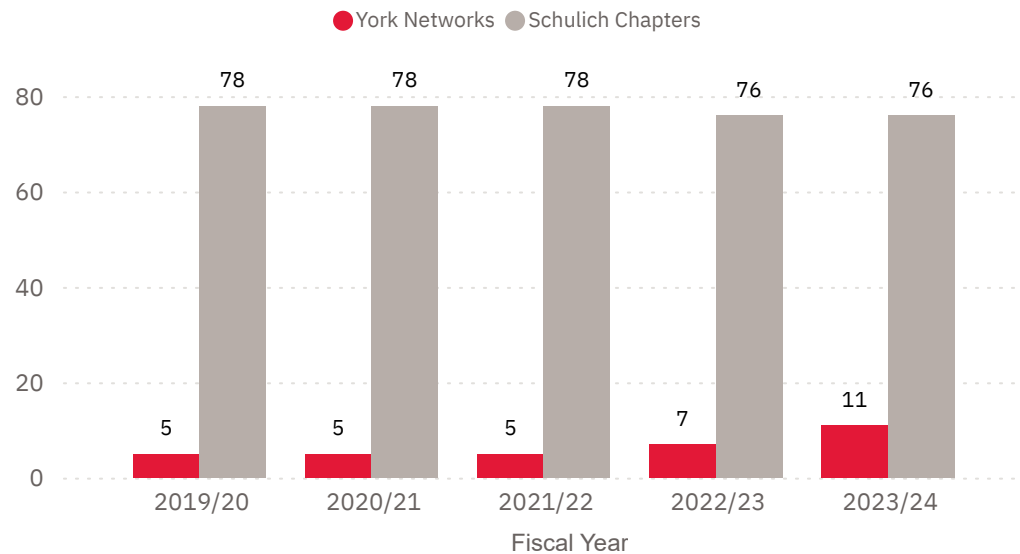
Comparison of senior year students with the Ontario average



■ Note: Survey question: How would you evaluate your entire educational experience at this institution?

■ Source: National Survey of Student Engagement (NSSE)

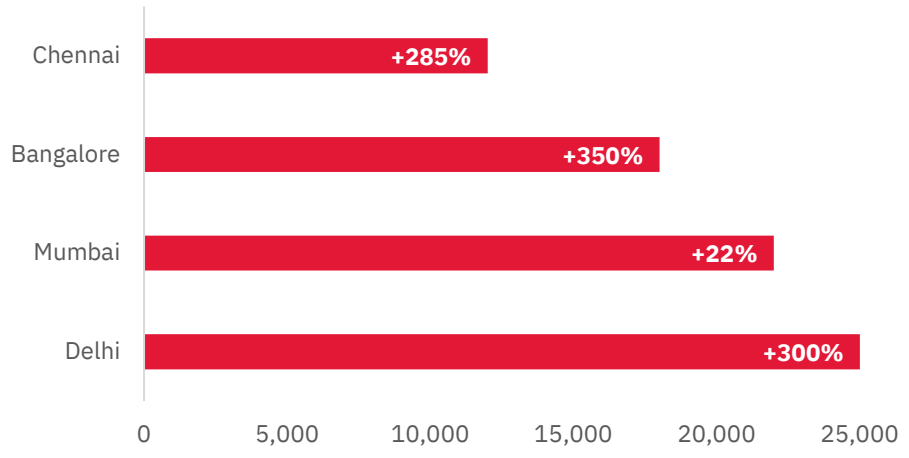
Alumni Chapters and Networks Worldwide



■ Source: Advancement

• Implement the Internationalization and Global Engagement Strategy

York's website views Q3: India Campaign in four pilot markets



Campaign results



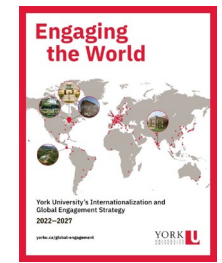
• Global Network Learning (GNL) opportunities

- > 844 students engaged in outbound global learning opportunities.
- > 435 students participated in inbound global learning opportunities.
- > 288 global opportunities provided for students including virtual GNL and SDGs in Action.

Global Agreements and Engagement

- > 44 new and renewed international agreements with strategic partners in Australia, China, France, Germany, India, Philippines, Singapore, South Korea, UK, and Vietnam.
- > 65 agreements with partner institutions across 35 countries.
- > 8 alumni/partner events sponsored by York International in Australia, Philippines, India, and Kenya.
- > Secured new funding from 2023 International Joint Initiative for Research in Climate Change Adaptation and Mitigation: 3 grants awarded totalling \$5.9M.

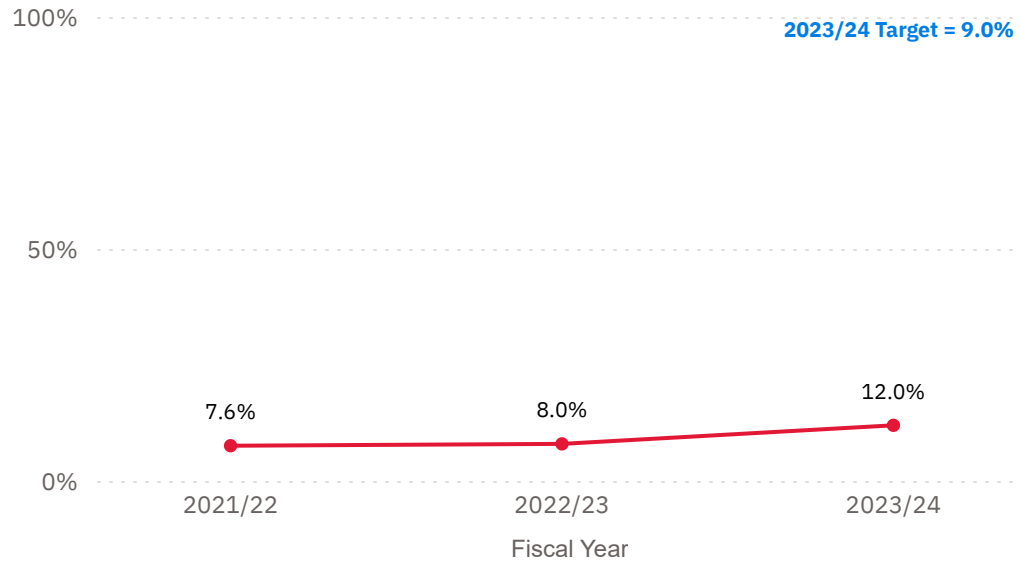
Top countries visiting York's website



5. WORKING IN PARTNERSHIP

5.1 STRENGTHEN PARTNER ENGAGEMENT

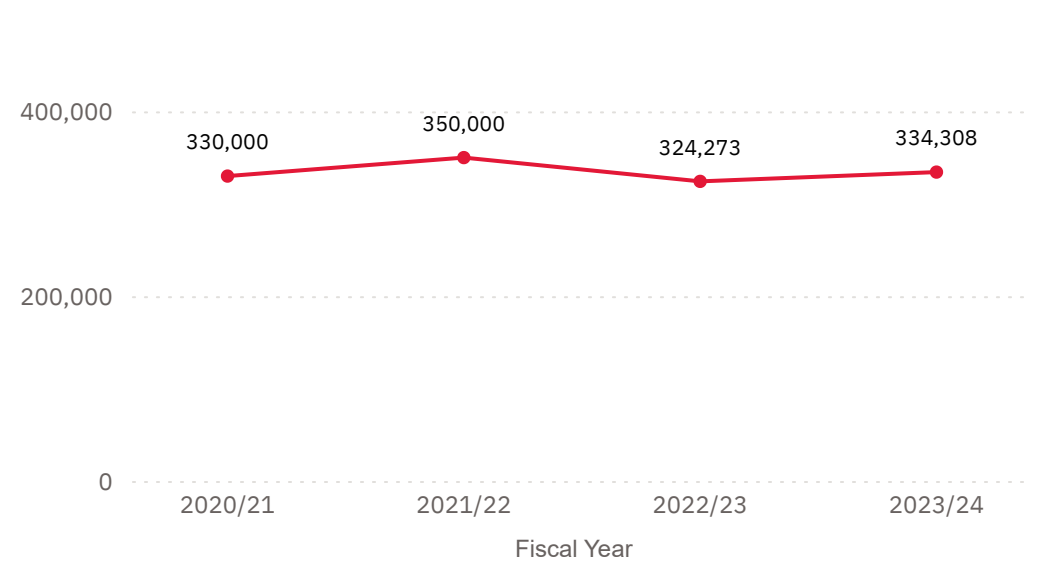
Alumni Engagement



■ Source: Advancement

Active Alumni

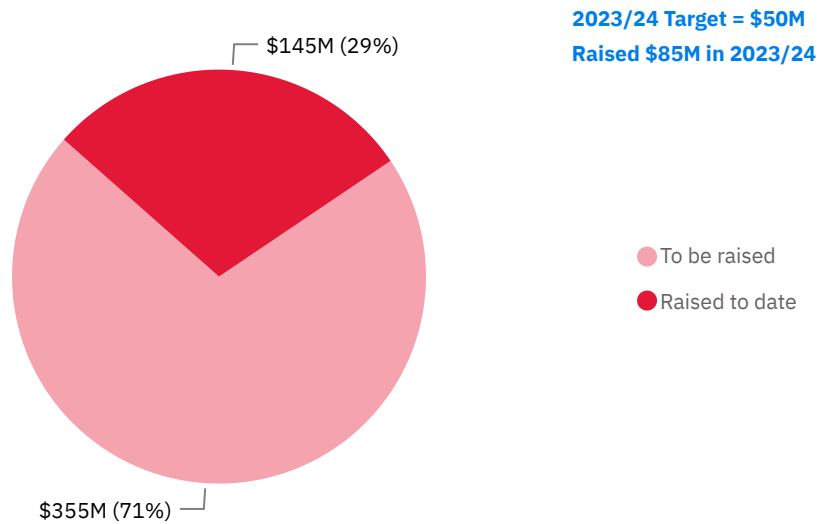
Contactable alumni



■ Source: Advancement

The Impact Campaign

Total funds raised through IMPACT Campaign phase 2



■ Note: Goal: \$500M

■ Source: Advancement

External Partner Engagement

Renewal and completion of strategic plans

- > The Government Relations Strategic Plan was updated for the 2024 -2027 period.
- > The **Partner Engagement Strategic Plan** is complete and implementation plans are in place.
- > A Customer Relationship Management (CRM) option was identified.
- > An integrated **Community Relations and Community Engagement Strategic Plan** is on track for June 2024.
- > YU and United Way Greater Toronto signed an MOU in January 2024 to advance shared goals benefiting the communities they serve across Peel, Toronto, and York Region.

Partnership building activities continue with special focus on York Region:



The Campaign for York

\$643M raised to date **\$85M** raised 2023-24 **\$17.4M** raised for Markham

+ 35M over target in 2023-24

- > Phase II of The Impact Campaign strategy is underway.
- > **\$17.4M** raised to date for Markham Campus with additional **\$9.5M+** in solicitation achieved.
- > Campaign on track to meet **faculty-based targets; \$23M raised to date.**
- > A fundraising strategy for School of Medicine is in place.
- > **Strategic Communications Plan** will launch in FY25.

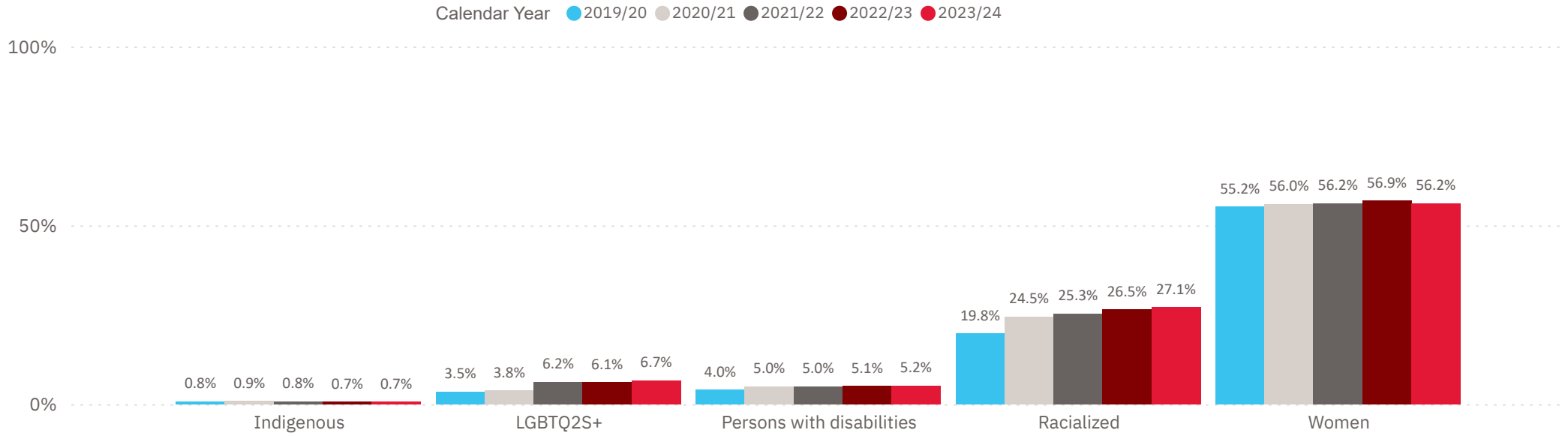


6. LIVING WELL TOGETHER

6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

Employment Equity Statistics

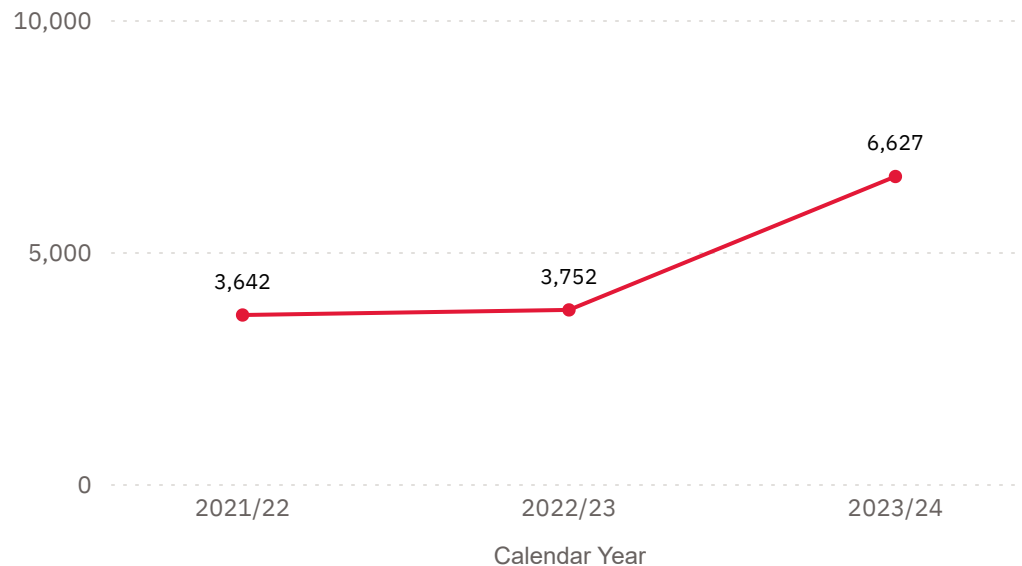
All academic and non-academic employees



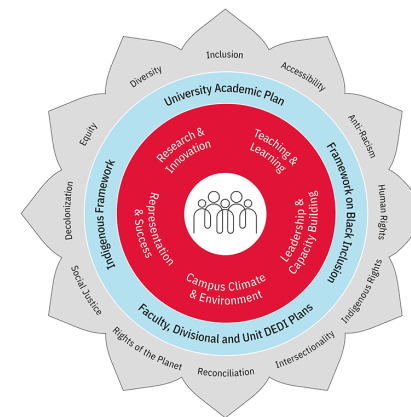
■ Source: Vice-President Equity, People and Culture

Decolonizing, Equity, Diversity and Inclusion (DEDI) Training

Participants include faculty, staff, and students



■ Source: Vice-President Equity, People and Culture



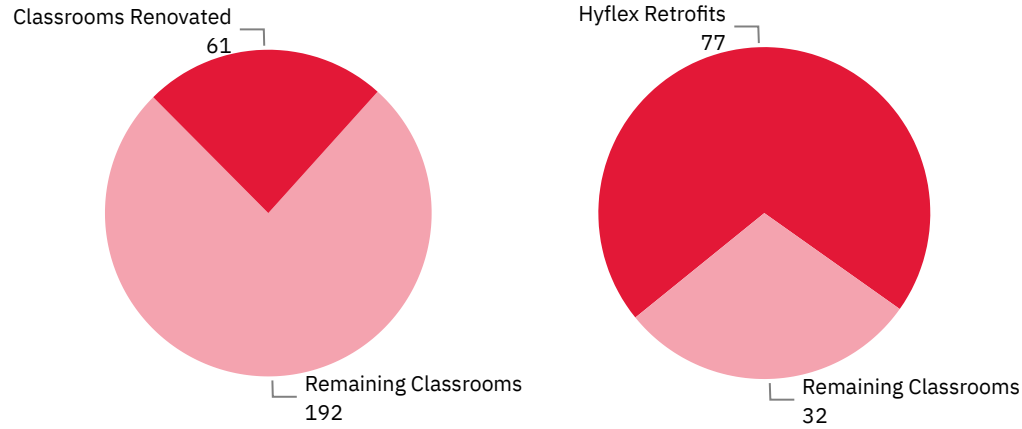
Decolonizing, Equity, Diversity and Inclusion Strategy 2023-2028

6. LIVING WELL TOGETHER

6.5 RENEW HUMAN RESOURCES, VIRTUAL, AND PHYSICAL ENVIRONMENT WITH INSPIRING AND HUMANE NATURAL AND BUILT SPACES THAT FACILITATE OUR TEACHING AND RESEARCH ACTIVITIES.

Classroom Upgrades

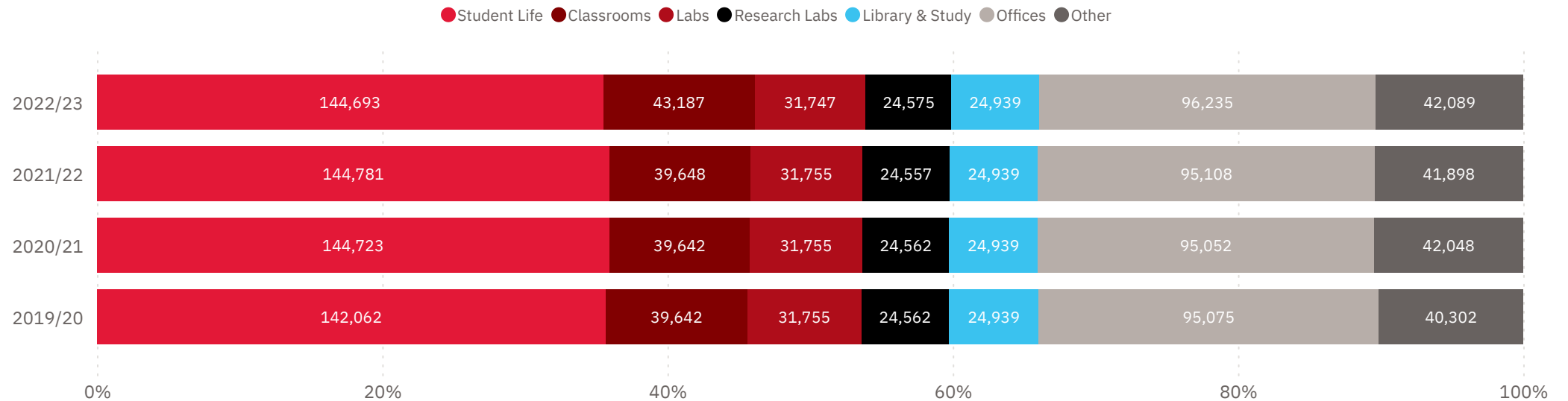
As of fiscal year 2023/24



■ Source: Vice-President Finance and Administration

Space Utilization

Student life, offices, classrooms, labs, library & study, research labs, other in square metres



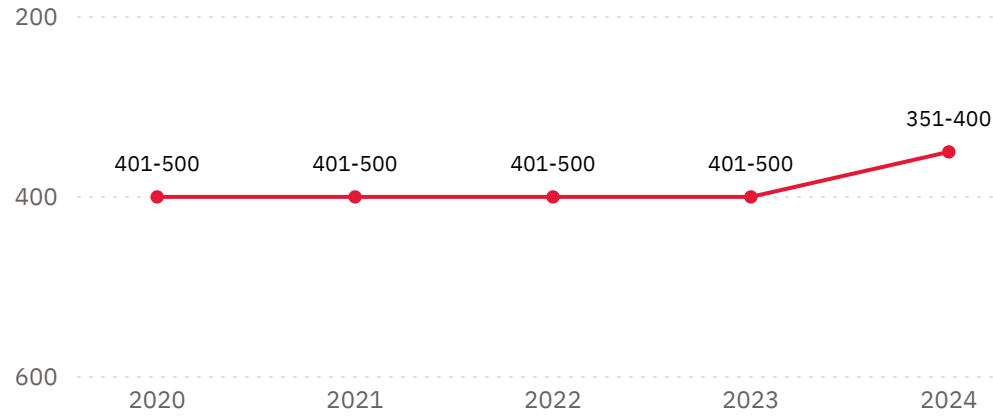
■ Note: Allocated room area by Net Assignable Square Meters (NASM)
 ■ Source: Campus Services & Business Operations (CSBO) - ARCHIBUS

6. LIVING WELL TOGETHER

6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

Times Higher Education (THE) World University Ranking

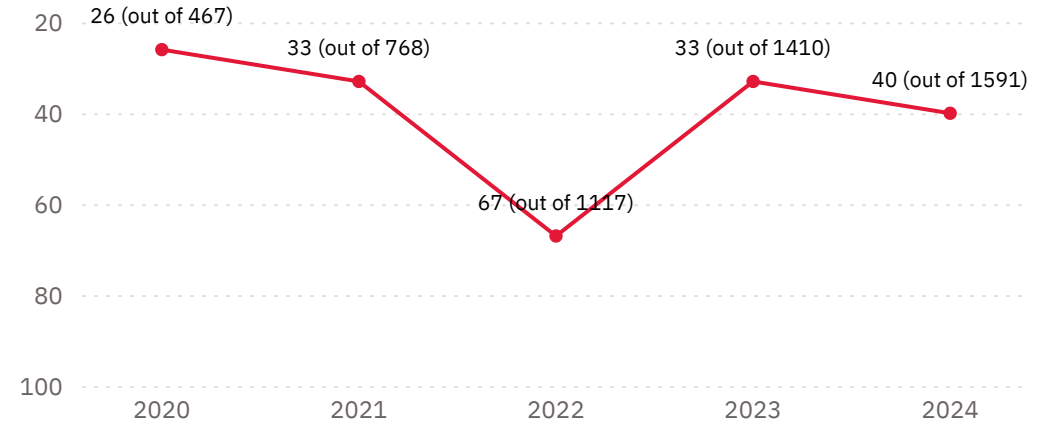
International ranking based on teaching quality, research output, citations, international outlook, and industry income



■ Source: Times Higher Education (THE)

Times Higher Education (THE) Impact Ranking

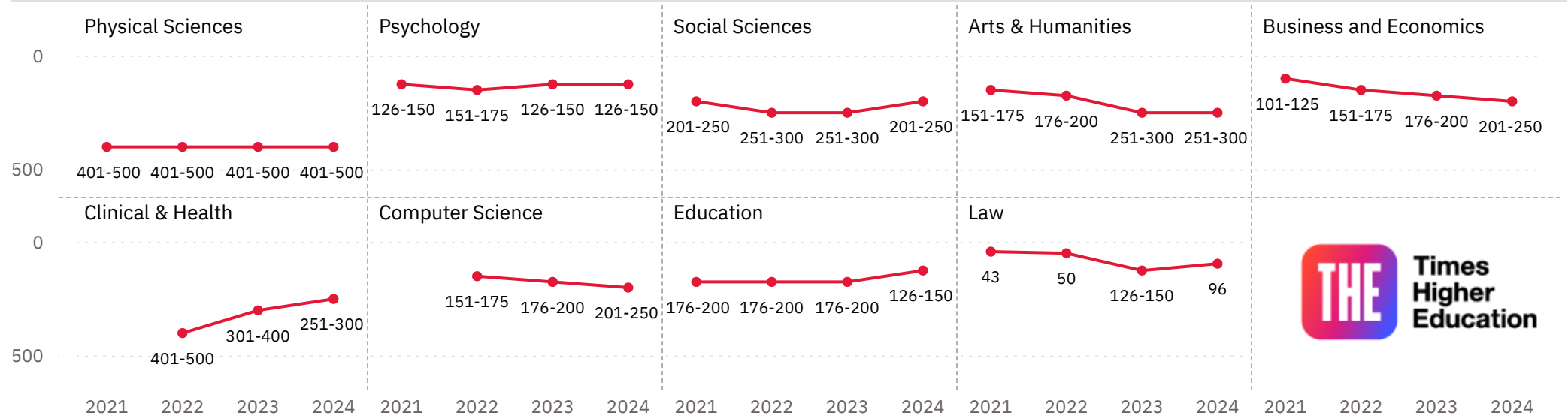
International ranking used to benchmark performance in the SDGs against other institutions globally



■ Note: Assesses university contributions to achieving the United Nations Sustainable Development Goals (SDGs), which serve to promote social, economic, and environmental sustainability both locally and internationally. ■ Source: Times Higher Education (THE)

Times Higher Education (THE) Subject Ranking

International ranking of performance in specific academic disciplines



■ Source: Times Higher Education (THE)



6. LIVING WELL TOGETHER

6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

Quacquarelli Symonds (QS) World University Ranking

International ranking based on academic reputation, employer reputation, faculty/student ratio, citations per faculty, international faculty ratio, and international student ratio

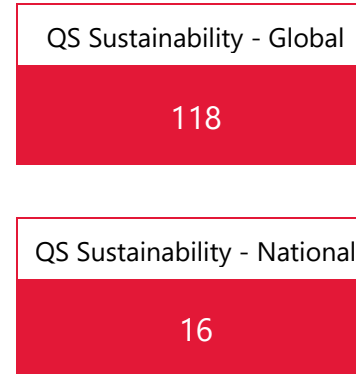


■ Note: Results that fall below the threshold in a given year are reported as a range.

■ Source: Quacquarelli Symonds (QS)

Quacquarelli Symonds (QS) World University Rankings: Sustainability

International ranking based on commitment to sustainability initiatives

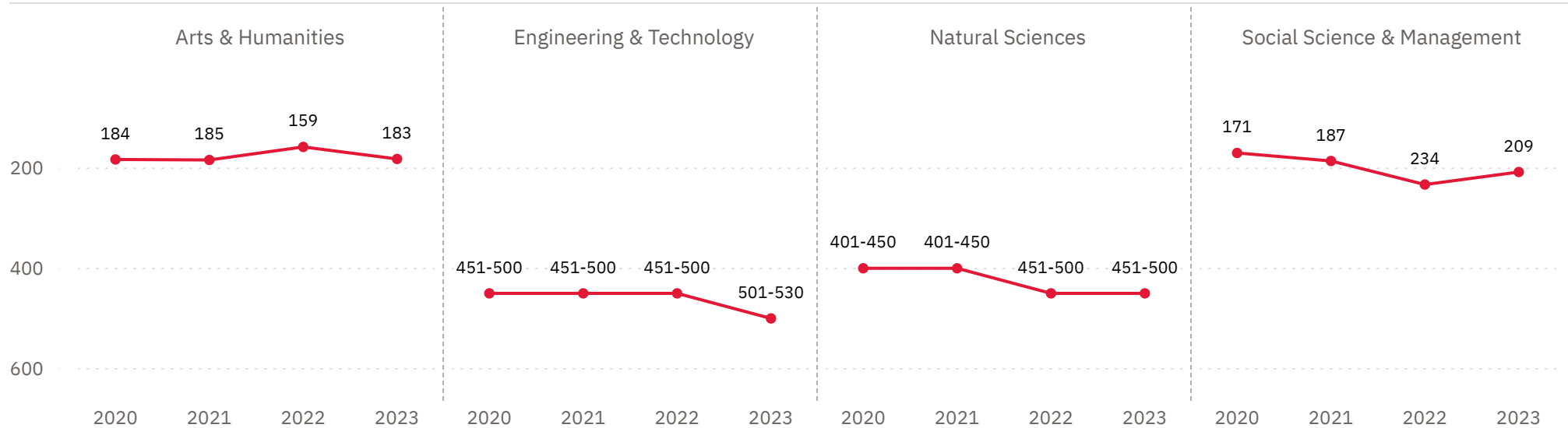


■ Note: Assesses universities' commitment to sustainability across various criteria; research output, environmental policies and initiatives, curriculum, and community engagement.

■ Source: Quacquarelli Symonds (QS)

Quacquarelli Symonds (QS) Subject Rankings

International ranking based on performance overall and in subject areas

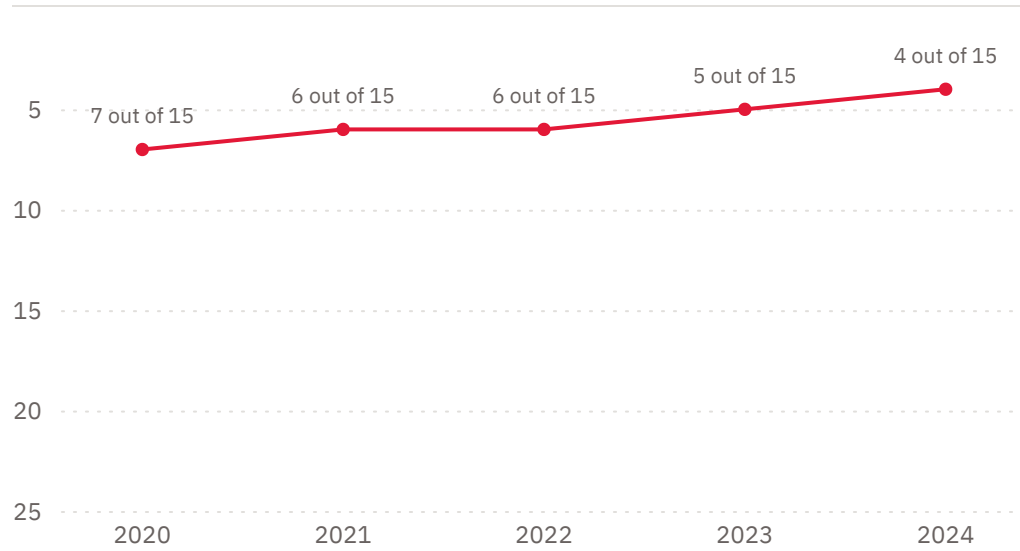


■ Source: Quacquarelli Symonds (QS)

6. LIVING WELL TOGETHER

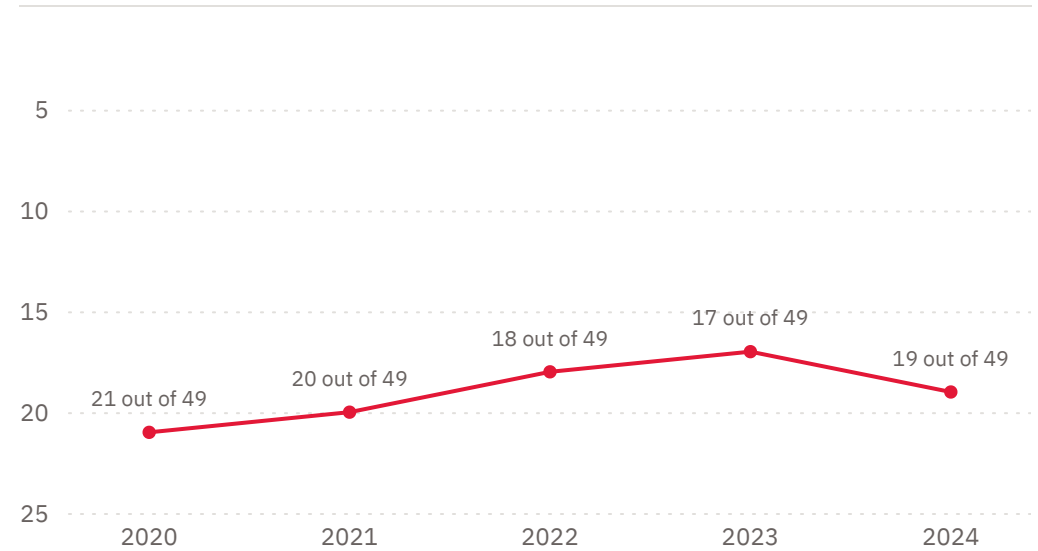
6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

Maclean's Rankings - Comprehensive Category



■ Source: Maclean's Rankings

Maclean's Rankings - Reputation Rank



■ Source: Maclean's Rankings



**Canada's Best
Comprehensive
Universities: Rankings
2024**



**Canada's Best
Universities by
Reputation: Rankings
2024**



6. LIVING WELL TOGETHER

6.1 ENHANCE COMMUNITY ENGAGEMENT, COLLABORATION, AND ACTIVE PARTICIPATION AMONG FACULTY AND STAFF.

• Participation Rate In Campus Events and Community Activities

Town Hall participation

- › November 2023: 649 attendees.
- › January 2024: 855 attendees.
- › April 2024: 984 attendees.

15 Budget Consultations (December 2023 – February 2024)

- › Facilitated conversations across campuses to support greater collaboration between Glendon and Keele-based programs.

6. LIVING WELL TOGETHER

6.2 FOSTER STRONGER EMPLOYEE RELATIONS.

• Labour Relations

On April 19, 2024, the University renewed the collective agreements for Canadian Union of Public Employees (CUPE) 3903 Units 1, 2, and 3.

- Teaching Assistants
- Contract Faculty
- Graduate Assistants

6. LIVING WELL TOGETHER

6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

• Complete Indigenous Framework Review

Indigenous Framework review is underway

- › Indigenous Framework review is on track for completion, and the action plan is in development.
- › **Indigenous Belonging Verification Policy** is in final consultation stages with the Indigenous community at York.
- › The **Board has appointed two Indigenous members** and is currently reviewing a protocol on the recruitment, selection and appointment of members in alignment with DEDI principles.
- › The **Smudging Policy** is being developed to support Indigenous students, faculty and staff by offering the four sacred medicines in Indigenous culture.
- › Initiatives are in place to facilitate **respectful dialogues** on the Israel-Palestine conflict, including specific faculty and staff programs and community group formations.
- › Launched the [Supporting Open and Respectful Dialogues](#) program.

• Complete **DEDI Strategy Implementation Plan and Toolkit**, establish **DEDI Council**, and develop and launch **DEDI Dashboard**

DEDI Toolkit Phase I rollout in November 2023

- › The Decolonizing, Equity, Diversity, and Inclusion (DEDI) Strategy was launched in May 2023; York is among the first Canadian universities to incorporate decolonizing in a meaningful and substantial way throughout a strategy of this kind.
- › Established a **DEDI Council** in Fall 2023.
- › The **DEDI Toolkit** Phase I was rolled out in November 2023; the Toolkit provides self-reflective learning resources for the University community.
- › The **Employment Equity Survey** was redesigned and is now integrated into Human Resources Self-Serve Portal providing the University with a current snapshot of its workforce demographics.
- › DEDI Dashboard is in development.

460+
registrants

100+
completed

6. LIVING WELL TOGETHER
6.4 ENHANCE MENTAL HEALTH AND WELL-BEING SUPPORT FOR ALL EMPLOYEES.

Completion of Mental Health and Well-Being Strategy

Well-Being Strategy developed

- › The pan-university **Well-being Strategy** is pending Board approval: expected launch is October 2024.
- › A Virtual Well-being Portal will be used to operationalize the strategy.
- › Completed and launched Well -Being Week Campaign.
- › YU was awarded **Canada's Healthy Workplace Month Award** from Excellence Canada.
- › YU was selected for **Canada's Top Diversity Employer** for the first time, as well as **Canada's Greenest Employer**.
- › A new Recreation Strategy to be launched in 2024.

20K+

students participated in Athletics and Recreation well-being programming

- ✓ 28 sports
- ✓ 85 leagues
- ✓ 625 team entries



6. LIVING WELL TOGETHER
6.5 RENEW HUMAN RESOURCES, VIRTUAL, AND PHYSICAL ENVIRONMENT WITH INSPIRING AND HUMANE NATURAL AND BUILT SPACES THAT FACILITATE OUR TEACHING AND RESEARCH ACTIVITIES.

Deferred Maintenance Strategy On Track
York Buildings Certified (Leed Gold, Leed Silver, Green Building Standards)
York Buildings Designed To Sustainable Strategies

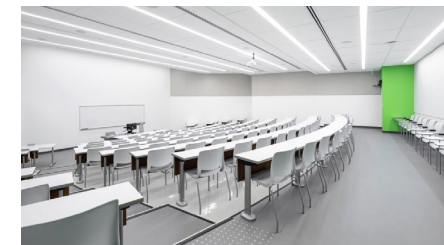
5-Year Deferred Maintenance Plan in place

- › Deferred Maintenance (DM) funding follows a five-year plan approved by the Board in September 2023.
- › The **School of Continuing Studies building achieved LEED Gold status** in February 2024.
- › Completion of 24 washroom upgrades is scheduled for December 2024.
- › 61 renovated classrooms. Phase II includes an additional 3 completed by March 2024, with 5 more scheduled for completion by June 2025.

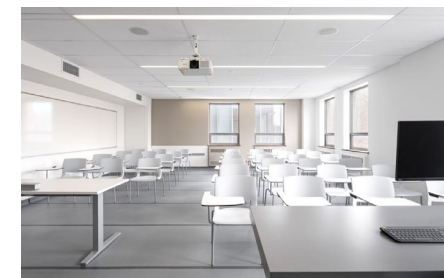
61
renovated classrooms

49
technology refreshes

39
hyflex classrooms



Curtis Lecture Hall 182



York Hall Seating 227

6. LIVING WELL TOGETHER

6.5 RENEW HUMAN RESOURCES, VIRTUAL, AND PHYSICAL ENVIRONMENT WITH INSPIRING AND HUMANE NATURAL AND BUILT SPACES THAT FACILITATE OUR TEACHING AND RESEARCH ACTIVITIES.

• Capital Projects

- › York to take receipt of the **Markham building** May 29, 2024, with opening scheduled for Fall 2024.
- › The **Joan and Martin Goldfarb Gallery of York University (GGYU)** is scheduled for completion in Summer 2024.
- › **Sherman expansion project** is on track for Winter 2025.
- › Funding is pending for the **Libraries** Optimization project.



- **Complete Enterprise Architecture/Digital Transformation Roadmap Which Includes Investments In Research Enablement/Data Management, HR and Finance Platforms, Data and Analytics, Cybersecurity, Low-Code Development, Generative AI, and Building Automation**
- **Establish New Virtual Desktop Infrastructure (VDI) Service**
- **Establish New RAC Classroom Website**
- **AI Enablement: Complete Three AI Prototypes that Enable Knowledge Management, Support and Enhancement of Savy; Establish a Cross Disciplinary AI Working Group**

- › New **RAC Classroom Website** deployed in June 2023.
- › University-wide **deployment of endpoint security standards** and updated endpoint protection software.
- › Onboarded to Managed Detection & Response (MDR) services for 24x7 managed detection and incident response.
- › Social authentication service deployed and in use with new CRM.
- › **Digital Transformation Roadmap**. Includes Investments In Research Enablement/Data Management, Human Resources and Finance Platforms, Data And Analytics, Cybersecurity, Low-Code Development, Generative AI, And Building Automation
- › A Cross Disciplinary **AI Roundtable** was formed.
- › **Virtual Desktop Infrastructure (VDI)** Service implementation is delayed.
- › **AI Enablement** prototype was launched January 2024.
- 50 users are currently testing the AI system; the project start date is planned for Summer 2024.

6. LIVING WELL TOGETHER

6.6 ESTABLISH CULTURE OF SERVICE EXCELLENCE MINDSET OF CONTINUOUS IMPROVEMENT, PROFESSIONALISM, AND A STRONG COMMITMENT TO DELIVERING EXCEPTIONAL SERVICE TO ALL.

- **Cost Savings (Reductions In Administrative Expenses, Operational Costs, Or Overhead Expenses Due To Streamlined Processes, Reduced Duplication, And Economies of Scale); Quality Improvement; Process Improvements; Finance Business Partner Model**

Process improvements through the University Services Centre (USC)

- ✓ A new Recruitment and Onboarding service consolidated 700 recruitment and onboarding processes into 23 standardized best practices and reduced hiring programs from 30 to 5.
- ✓ A new Contact Centre to facilitate People Services functions such as Payroll & Records and Pension & Benefits was established.
- ✓ A new digital Purchase Requisition form with electronic workflows, replacing a PDF form was deployed: improves data accuracy and streamlines the purchasing process through Sm@rtBuy.
- ✓ Improved processing times for international student refunds to 10 days and for other payments to 14 days.
- ✓ A Source-to-Pay dashboard.
- ✓ An improved ticketing system for Payroll & Records and Pensions & Benefits.

A new strategy developed for the Service Excellence Program (SEP)

- Refined articulation of the SEP's value proposition: The Service Excellence Program (SEP) helps service providers deliver outstanding, user-focused services for the York Community by offering problem discovery and definition, solution development and delivery, and change support for solutions.
- Business partners hired to support the Office of the VP Finance and Administration, VP Equity People and Culture, and Ancillary Services.
- Service Level Agreements are in place to provide a consistent process to deliver quality services while ensuring accountability of service providers across the University.

6. LIVING WELL TOGETHER

6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

- **Branding and Communication Strategies**



• **Complete Asset Management Strategy**

- › **The Asset Management Strategy** is complete.
- › Enhancements to the SHARP budget model are ongoing.
- › Ministry of Colleges and Universities (MCU) Financial Accountability Framework
- Results for the 2022-23 fiscal year placed the University in the low impact category score.
- Non-compliance is anticipated in 2024-25 due to York’s projected deficit.

• **Implementation of Campus Vision and Strategy**

- › Developing the organizational structure and governance to deliver the Campus Vision and Strategy.
- › The University will be collaborating with University Development Corporation (YUDC) to decide whether to proceed with identified near-term projects.

STRATEGIC MANDATE AGREEMENT (SMA) 3

SMA3: Highlights

- › York demonstrated strong performance by achieving its targets for six of the eight SMA metrics:

Exceeded targets :

- Metric 1: Graduate employment rate in a field
- Metric 2: Institutional strength and focus
- Metric 3: Graduation Rate
- Metric 5: Economic impact
- Metric 6: Research Funding and Capacity: Federal Tri-Agency Funding Secured
- Metric 7: Experiential learning
- Metric 9: Graduate Employment Earnings

Underperformed:

- Metric 4: Community/Local Impact of Student Enrolment
- Metric 8: Research Revenue Attracted from Private Sources

- › Total **loss is ~\$108K**; this includes redistribution of funding from other universities that underperformed on metric targets York exceeded.
- › In response to the recommendations from the 2023 Auditor General of Ontario (OAGO) Value-for-Money Audit Report, York developed a Strategic Mandate Action Plan to Advance York University Vision and Financial Sustainability. The plan will be finalized by December 2024.



99.6%

overall target achievement in Year 4 (2023-24)

108K Loss

includes redistribution of funding where YU exceeded its targets

• **New Sustainability Strategy and Framework Developed**

Renewed Sustainability Strategy

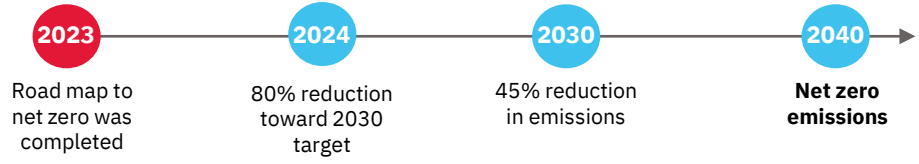
- > Finalizing the strategy with the institutional Sustainability Task Force, release is planned for Spring 2024.
- > Six thematic working groups were formed representing a broad cross-section of York Faculties.

Answering the Call: Highlights

- > Mobile YU-cards are reducing plastic and polyvinyl chloride (PVC) consumption by approximately 400kg annually.
- > YU's Organized Research Unit (ORU) launched the Big Thinking Lecture Series, addressing global issues like water research and digital literacy.
- > Established the UNITAR Global Water Academy, an innovative educational resource in water training, drawing participants from over 100 countries.
- > Engaging with Horizon Europe, the European Union's key funding program for research and innovation funding program.



Net Zero



Emission Reduction

- > Environment and Climate Change Canada supports York's emission reduction projects for the second consecutive year.
- > A study is underway to assess the use of city water and heat pumps for heating Keele Campus.
- > A metering project is set to install energy meters in each building on Keele Campus, with a target completion date of June 2024.

Memorandum of Understanding (MOU)

- > MOU signed for further engineering to achieve a 100% reduction in Scope 1 emissions at Glendon, with completion expected by June 2024.
- > MOU signed with Noventa Energy that plans to eliminate all Scope 1 emissions at Glendon campus, reducing emissions by 2,250 tonnes yearly.

Funding

- > Funding secured for projects including an Energy Management Information System (EMIS), supported by the Decarbonization Initiative Program (DIP).
- > Funding received to cover 40% of the costs for digitizing thermostats in Complex 1 (Tatham Hall, Vanier, and Winters residences).
- > Federal support will help introduce two all-electric buses at York in September 2024.

APPENDIX

PERFORMANCE SUMMARY:

This section offers a comparative analysis against historical data, revealing areas where the university has excelled or where it may require further strategic focus.

Total Indicators **115**

1. 21ST CENTURY LEARNING

1.1 ADVANCE THE FUTURE OF HIGHER EDUCATION

	Prior Year	Current Year
Glendon - Enrolment	1,597	1,578
Glendon - Retention Rate	78.5%	81.9%
Glendon - Graduation Rate	60.6%	65.0%
OSAP-Supported Micro-Credentials at York		
Micro-Credential (MC) Enrolments	228	175
Micro-Credential (MC) Offerings	370	362
Undergraduate Employment Rate		
2 Year Employment Rate	91.1%	92.7%
6 Month Employment Rate	85.4%	82.3%

1.2 DIVERSIFY HOW WE TEACH

Course Offerings - Blended/Hybrid, Online, and Hyflex		
Blended/Hybrid Courses	435	530
Hyflex Courses	52	59
Online Courses	751	983

2. KNOWLEDGE FOR THE FUTURE

1.2 DIVERSIFY HOW WE TEACH

Research Grant Success Rate	51.7%	41.5%
Research Income from External Sponsors	\$111.5M	\$120.4M
Research Publications	3,014	3,176
Large-Scale Grant Applications	47	45
Large-Scale Grant Awards	\$25.6M	\$28.2M

2.2 ENHANCE THE IMPACT OF RESEARCH BY ACTIVELY ENCOURAGING AND FOSTERING INNOVATION.

Entrepreneurship Talks and Workshops	247	295
Start-Up Revenue	\$36.4M	\$61.6M
Start-Up Ventures Applied	570	1,184
Commercialization at Innovation York	38	39
Collaborative Projects and External Partners Engaged		
Collaborative Projects	20	28
External Partners	61	46
Funding Applications Supported	33	69

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

	Prior Year	Current Year
Undergraduate Application Conversion Rate - Offer to Acceptance		
Domestic	22.0%	21.5%
International	26.8%	29.0%
Graduate Application Conversion Rate - Offer to Acceptance		
Domestic	69.5%	69.7%
International	51.9%	47.2%
Undergraduate Application Conversion Rate - Acceptance to Enrolment		
International	42.2%	44.1%
Domestic	82.8%	85.6%
Graduate Application Conversion Rate - Acceptance to Enrolment		
International	85.2%	85.6%
Domestic	95.0%	96.9%
Enrolment Target versus Actual - Domestic		
Doctoral	93.0%	91.8%
Masters	85.5%	93.4%
Undergraduate	97.4%	103.9%
Enrolment Target versus Actual - International		
Doctoral	124.8%	104.4%
Masters	90.9%	90.0%
Undergraduate	79.5%	76.6%
School of Continuing Studies - Enrolment	37,479	36,674
Undergraduate Retention Rate		
Domestic	86.9%	88.5%
International	88.8%	88.5%
Student Headcount		
Domestic	42,853	43,822
International	9,938	9,635
International Student Population	18.8%	18.0%

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

	Prior Year	Current Year
Conferred Credentials		
Bachelors Degree	10,727	10,119
Certificates	597	566
Doctoral Degree	219	236
Graduate Diploma	236	197
Masters Degree	2,426	2,352
Out-of-Province Student Population		
Graduate	8.7%	9.3%
Undergraduate	1.9%	1.8%
Out-of-Province Breakdown - Student Population		
Alberta	285	286
British Columbia	369	367
Manitoba	71	68
New Brunswick	34	31
Newfoundland and Labrador	35	37
Nova Scotia	81	96
Nunavut & Northwest Territories	17	15
Prince Edward Island	09	16
Quebec	162	165
Saskatchewan	49	54
Yukon	06	06
Rural Student Population	2.2%	2.2%
First-Generation Students	14.1%	13.1%
Ontario Student Assistance Program (OSAP) Recipients	59.6%	56.8%

3. FROM ACCESS TO SUCCESS

3.2 ENHANCE THE STUDENT EXPERIENCE

	Prior Year	Current Year
Undergraduate Bursaries and Scholarships		
Government Funded	\$1.8M	\$2.5M
Private Donations	\$10.0M	\$10.1M
York Funded	\$37.1M	\$35.5M
Campus Environment, Quality of Interactions, First-Year	37.40	37.80
Campus Environment, Quality of Interactions, Senior-Year	37.60	37.50
Learning with Peers, Collaborative Learning, First-Year	30.20	29.20
Learning with Peers, Collaborative Learning, Senior-Year	31.90	31.20

4. ADVANCING GLOBAL ENGAGEMENT

4.1 FOSTER AND ENHANCE GLOBAL ENGAGEMENT

York-Facilitated Global Learning Opportunities		
Inbound students (exchange and research/IVRTs)	510	515
Outbound students (e.g., exchange, study abroad, internships, research placements, and WIL)	332	590
Outbound students (Faculty-led programs by Las Nubes/LA&PS/Glendon/AMPD)	412	254
Student participation in virtual programs (Globally Networked Learning)	470	584
Students who received global learning supports/services (info sessions, class visits, briefings, etc.)	3,082	1,716
International Co-Authored Publications		
Full-Time Faculty with International Degrees	52.8%	52.9%
Overall Quality, Educational Experience, International Students, First-Year	2.93	2.88
Overall Quality, Educational Experience, International Students, Senior-Year	2.98	2.90
Alumni Chapters and Networks Worldwide		
Schulich Chapters	76	76
York Networks	07	11

5. WORKING IN PARTNERSHIP

5.1 STRENGTHEN PARTNER ENGAGEMENT

Alumni Engagement

Active Alumni

The Impact Campaign

Prior Year	Current Year
8.0%	12.0%
324,273	334,308
\$60.8M	\$145.2M

6. LIVING WELL TOGETHER

6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

Employment Equity Statistics

Indigenous

LGBTQ2S+

Persons with disabilities

Racialized

Women

Decolonizing, Equity, Diversity and Inclusion (DEDI) Training

0.7%	0.7%
6.1%	6.7%
5.1%	5.2%
26.5%	27.1%
56.9%	56.2%
3,752	6,627

6.5 RENEW HUMAN RESOURCES, VIRTUAL, AND PHYSICAL ENVIRONMENT WITH INSPIRING AND HUMANE NATURAL AND BUILT SPACES THAT FACILITATE OUR TEACHING AND RESEARCH ACTIVITIES.

Space Utilization

Classrooms

Labs

Library & Study

Offices

Other

Research Labs

Student Life

39,648	43,187
31,755	31,747
24,939	24,939
95,108	96,235
41,898	42,089
24,557	24,575
144,781	144,693

6. LIVING WELL TOGETHER

6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

	Prior Year	Current Year
Times Higher Education (THE) World University Ranking	401	351
Times Higher Education (THE) Impact Ranking	33	40
Times Higher Education (THE) Subject Ranking		
Arts & Humanities	251	251
Business and Economics	176	201
Clinical & Health	301	251
Computer Science	176	201
Education	176	126
Law	126	96
Physical Sciences	401	401
Psychology	126	126
Social Sciences	251	201
Quacquarelli Symonds (QS) World University Ranking	456	353
Quacquarelli Symonds (QS) Subject Rankings		
Arts & Humanities	159	183
Engineering & Technology	451	501
Natural Sciences	451	451
Social Science & Management	234	209
Maclean's Rankings - Comprehensive Category	05	04
Maclean's Rankings - Reputation Rank	17	19



SMA3 Performance Scorecard

SMA3 2020-2025 Performance Scorecard

Last update: May 2024

In April 2019, the Ministry of Colleges and Universities (MCU) implemented performance/outcomes-based funding through the Strategic Mandate Agreements (SMA3). SMA3 is a key component of the Ministry's accountability framework for the post-secondary education system that supports differentiation and improved student-focused outcomes. The Ministry established allowable performance targets for 10 metrics upon which York's performance will be assessed.

A portion of York's funding is tied to 10 performance metric outcomes listed here:

<p>1 GRADUATE EMPLOYMENT IN A RELATED FIELD</p> <p>Year 1 Activation</p> 	<p>2 INSTITUTIONAL STRENGTH/FOCUS</p> <p>Year 1 Activation</p> 	<p>3 GRADUATION RATE</p> <p>Year 1 Activation</p> 	<p>4 COMMUNITY / LOCAL IMPACT</p> <p>Year 1 Activation</p> 	<p>5 ECONOMIC IMPACT (INSTITUTION-SPECIFIC)</p> <p>Year 1 Activation</p> 
<p>6 RESEARCH FUNDING & CAPACITY</p> <p>Year 1 Activation</p> 	<p>7 EXPERIENTIAL LEARNING</p> <p>Year 2 Activation</p> 	<p>8 RESEARCH REVENUE FROM PRIVATE SECTOR SOURCES</p> <p>Year 2 Activation</p> 	<p>9 GRADUATE EMPLOYMENT EARNINGS</p> <p>Year 2 Activation</p> 	<p>10 SKILLS & COMPETENCIES</p> <p>Year 3 Activation</p> 

1. Graduate Employment Rate in a Related Field

Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either “closely” or “somewhat” related to the skills they developed in their university program, two years after graduation.

Year 1 Activation



2023-24



5%



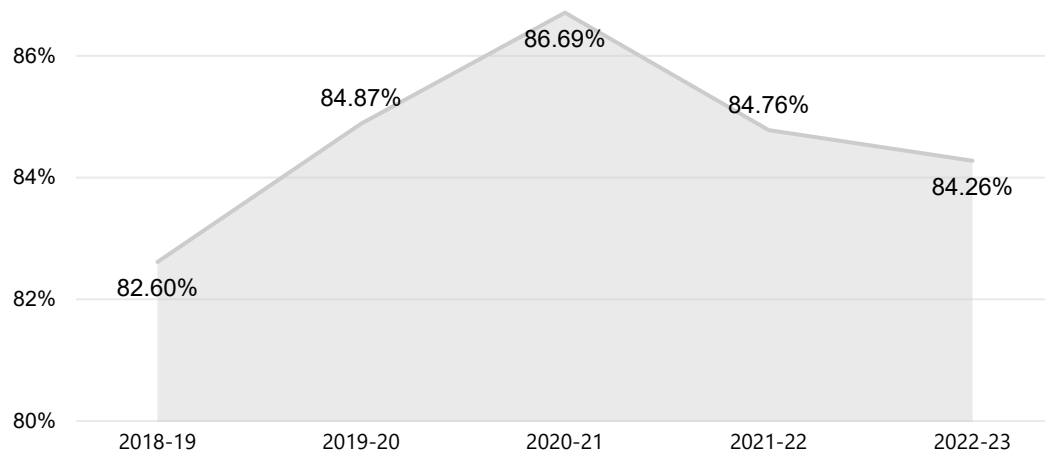
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	10%	\$7,384,575	102.56%	\$7,384,575	\$0
2021-22	5%	\$5,144,797	104.36%	\$5,144,797	\$0
2022-23	5%	\$6,559,813	100.40%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	100.83%	\$1,509,657	\$0

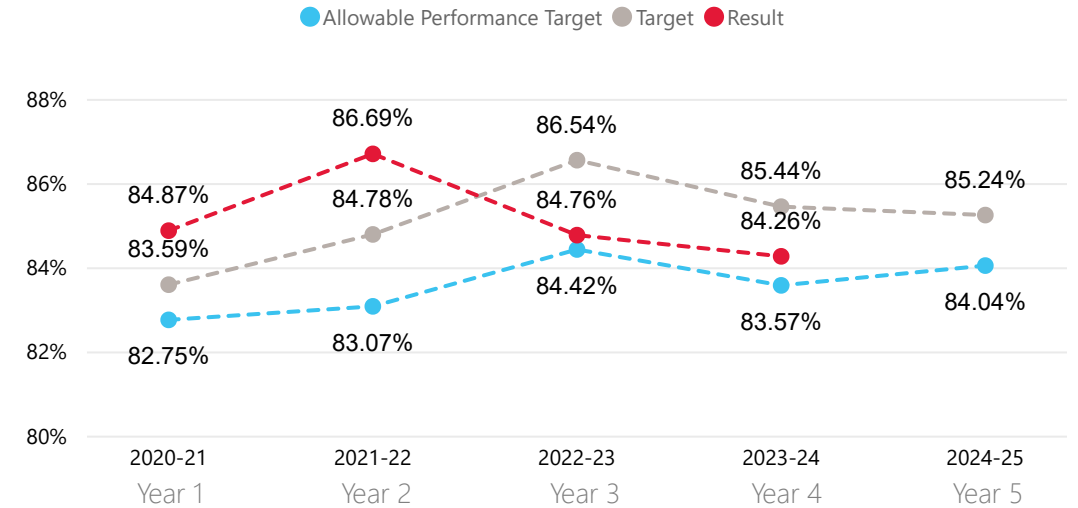


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
MCU Ontario University Graduate Survey (OUGS)

2. Institutional Strength/Focus

Proportion of enrolment in an institution’s program area(s) of strength.

Year 1 Activation



2023-24



17%

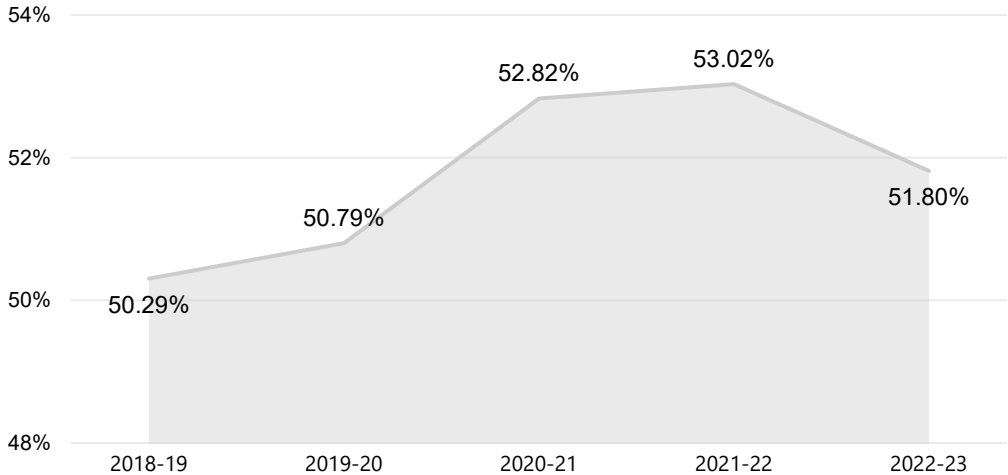


\$5.13M

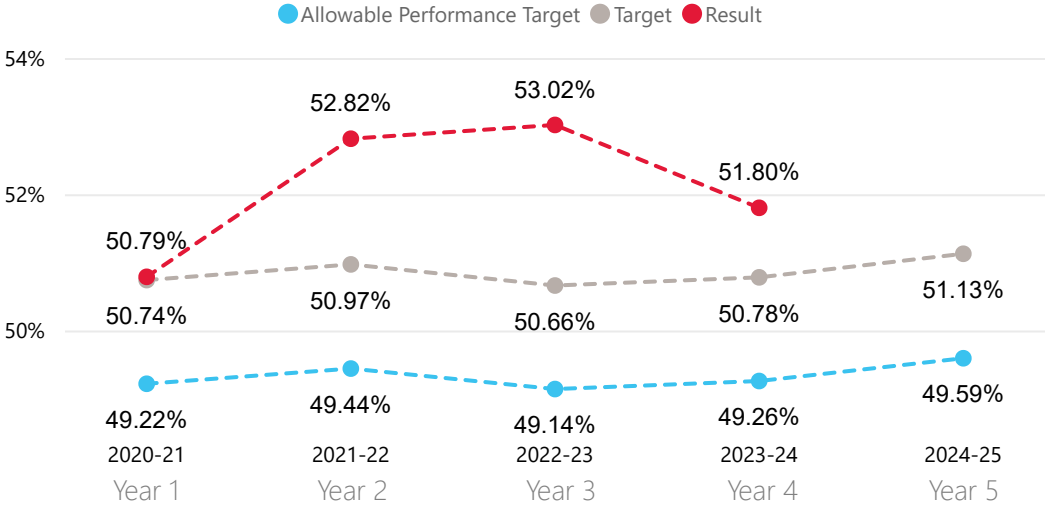
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	20%	\$14,769,151	103.19%	\$14,769,151	\$0
2021-22	16%	\$16,463,349	106.82%	\$16,463,349	\$0
2022-23	17%	\$22,303,363	107.89%	\$22,303,363	\$0
2023-24	17%	\$5,132,835	105.16%	\$5,132,835	\$0

Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Data Source: University Statistical and Enrolment Report (USER), Enrolment data collection

Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

3. Graduation Rate (7 Years)

Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years.

Year 1 Activation



2023-24



5%



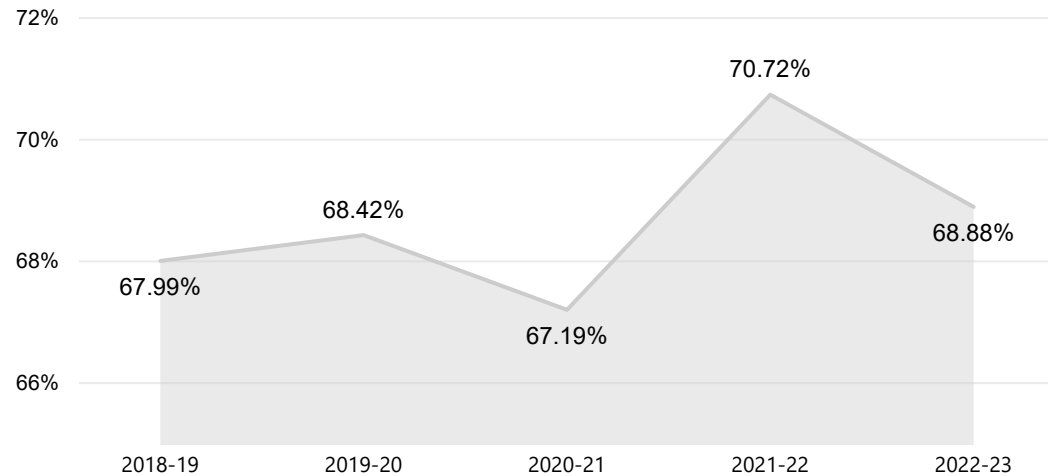
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	10%	\$7,384,575	99.91%	\$7,377,946	(\$6,630)
2021-22	5%	\$5,144,797	98.71%	\$5,078,205	(\$66,591)
2022-23	5%	\$6,559,813	104.83%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	101.99%	\$1,509,657	\$0

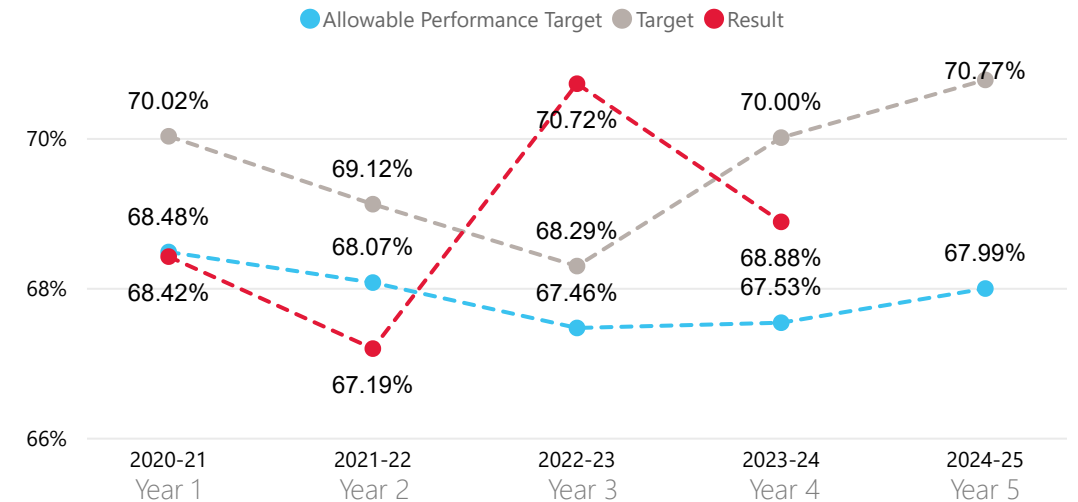


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source: University Statistical and Enrolment Report (USER) - Enrolment and Degrees Awarded data collections

4. Community/Local Impact

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located.

Year 1 Activation



2023-24



5%



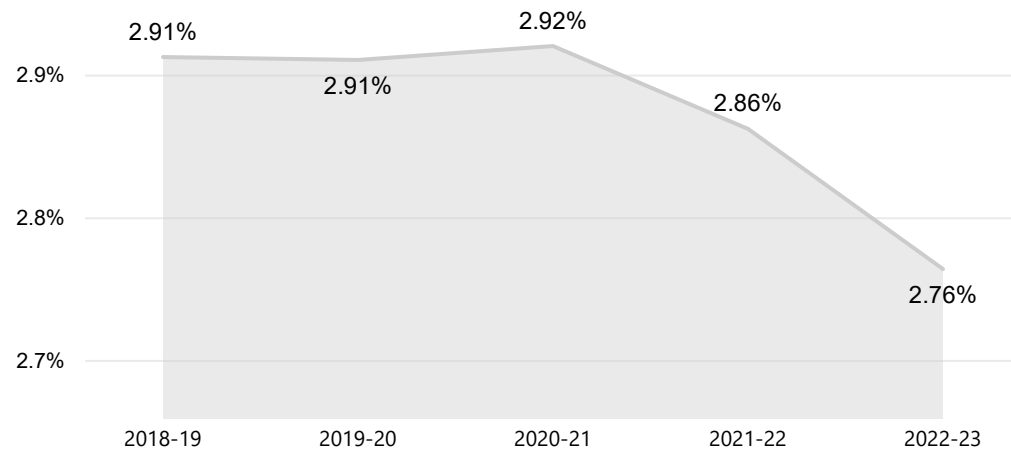
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	20%	\$14,769,151	104.65%	\$14,769,151	\$0
2021-22	16%	\$16,463,349	103.85%	\$16,463,349	\$0
2022-23	5%	\$6,559,813	99.13%	\$6,502,724	(\$57,089)
2023-24	5%	\$1,509,657	96.18%	\$1,452,033	(\$57,625)

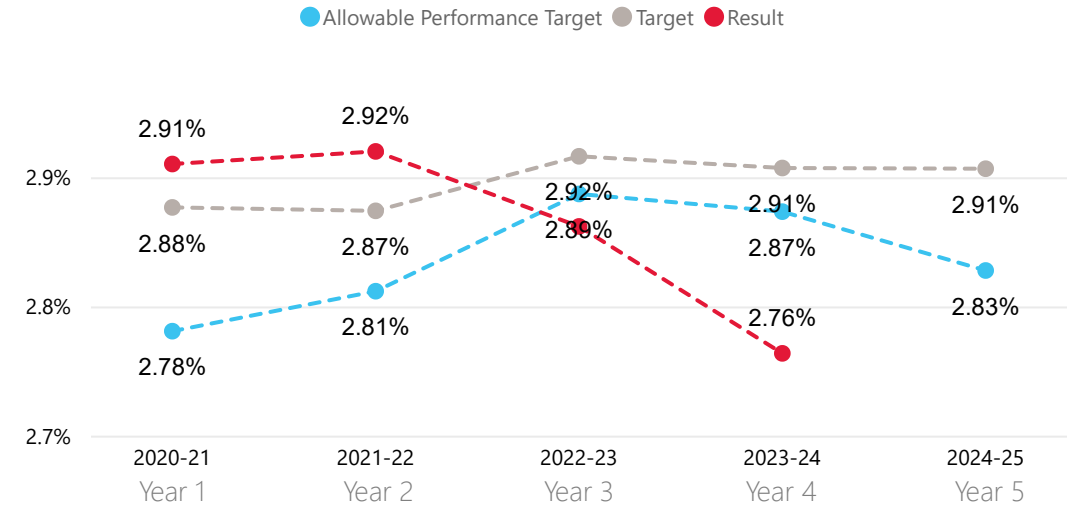


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source: University Statistical Enrolment Report (USER), Enrolment data collection; Census Data (Statistics Canada)

5. Institution-Specific: Number of Start-up Ventures Supported by York University

A start-up venture is a for-profit, non-profit, or social enterprise created by a student, faculty member, alumni, or community member that obtains mentorship, education, or space from York University for a period of three months or equivalent.

Year 1 Activation



2023-24



25%



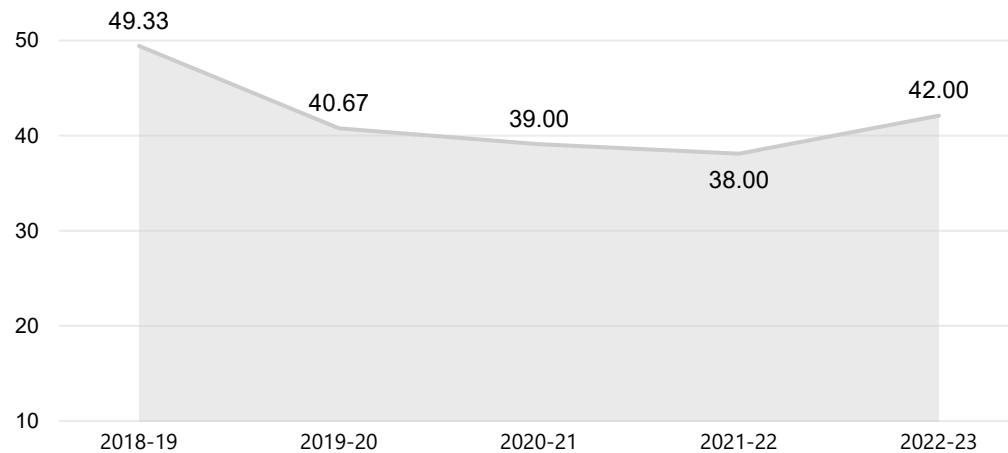
\$7.55M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	30%	\$22,153,726	295.26%	\$22,153,726	\$0
2021-22	18%	\$18,521,268	109.53%	\$18,521,268	\$0
2022-23	25%	\$32,799,063	107.96%	\$32,799,063	\$0
2023-24	25%	\$7,548,287	108.02%	\$7,548,287	\$0

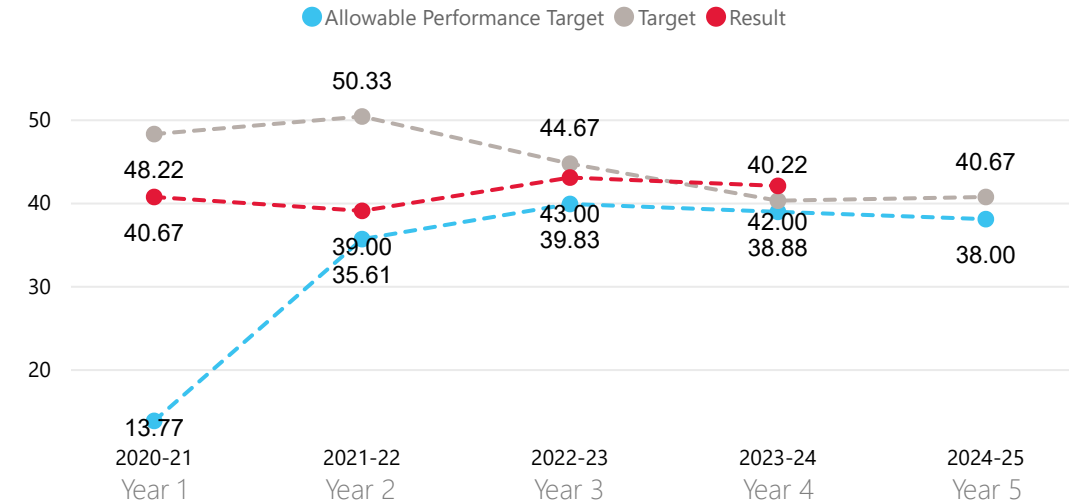


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
Start-up ventures registered with Innovation York

6. Research Funding & Capacity: Federal Tri-Agency Funding Secured

Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities.

Year 1 Activation



2023-24



5%



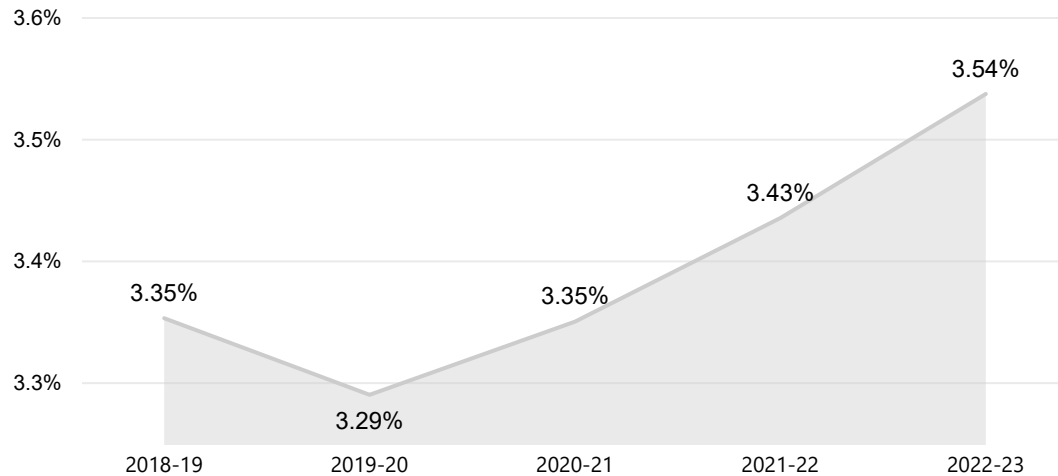
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	10%	\$7,384,575	98.71%	\$7,289,329	(\$95,246)
2021-22	5%	\$5,144,797	101.79%	\$5,144,797	\$0
2022-23	5%	\$6,559,813	105.52%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	107.78%	\$1,509,657	\$0



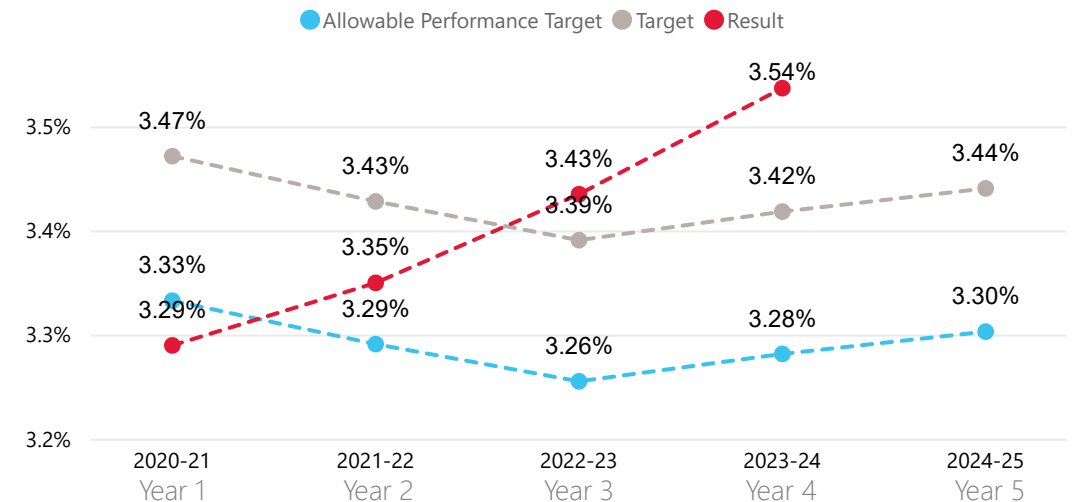
Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target

[3 Year Rolling Average - Slipped 1 Year]



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
Council of Ontario Finance Officers (COFO)

7. Experiential Learning

Number and proportion of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) compon...

Year 2 Activation



2023-24



23%

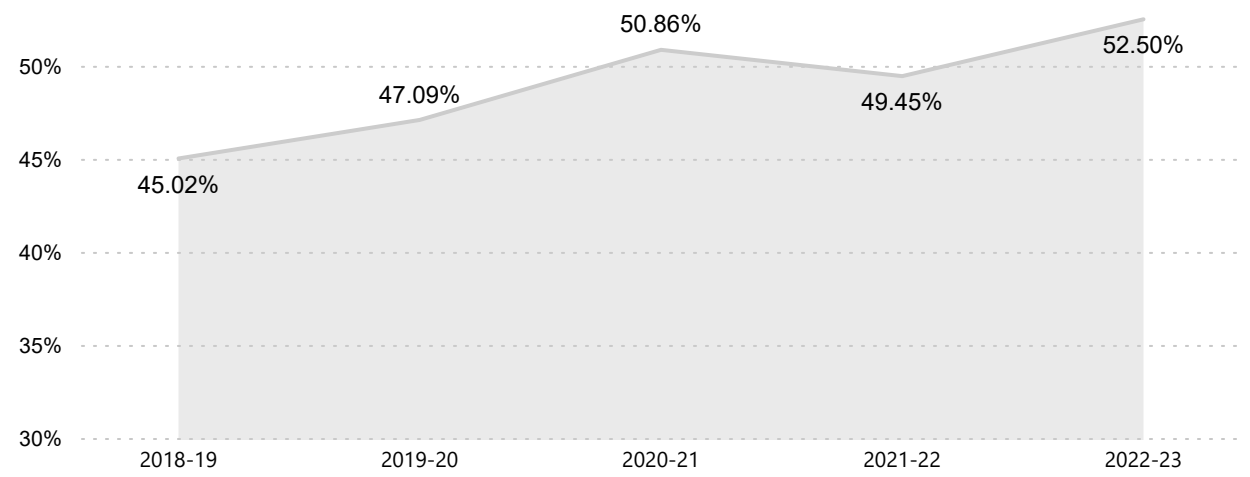


\$6.94M

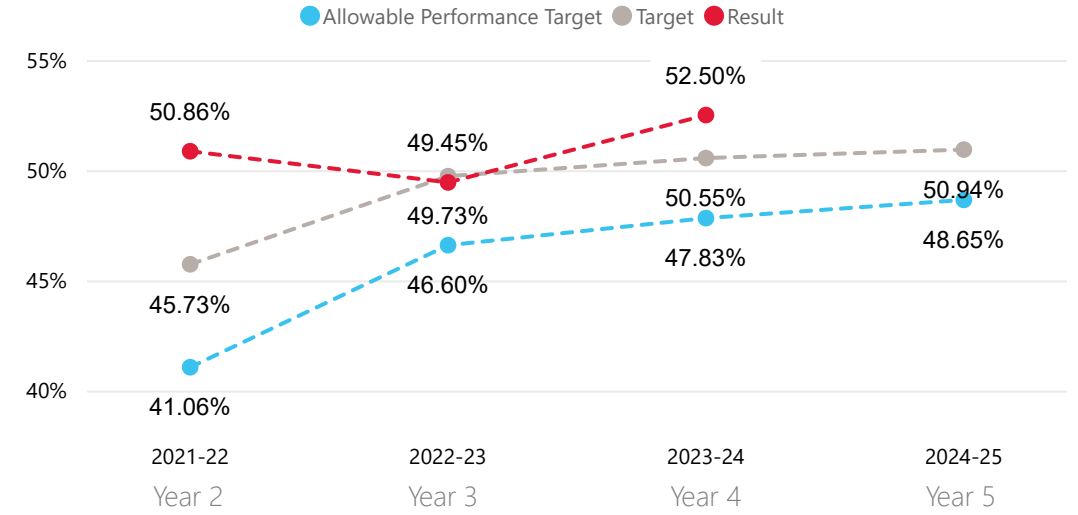
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2021-22	15%	\$15,434,390	123.87%	\$15,434,390	\$0
2022-23	23%	\$30,175,138	106.11%	\$30,175,138	\$0
2023-24	23%	\$6,944,424	109.78%	\$6,944,424	\$0



Metric Trend: Institutional



Institutional Performance vs Target



Data Source:
Institutional data

Target-setting is based on the three most recent years of data, (e.g., 2021-22 is based on 2017-18, 2018-19 and 2019-20 data.)

8. Research Revenue from Private Sources

Total research revenue attracted from private sector and not-for-profit sources.

Year 2 Activation



2023-24



5%

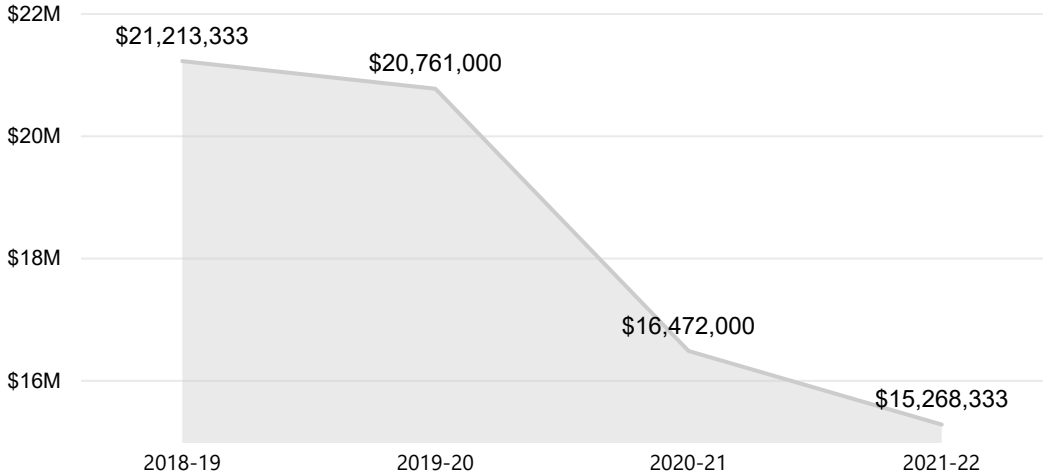


\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2021-22	15%	\$15,434,390	143.76%	\$15,434,390	\$0
2022-23	5%	\$6,559,813	92.90%	\$6,093,813	(\$466,000)
2023-24	5%	\$1,509,657	95.00%	\$1,434,175	(\$75,483)

Metric Progress

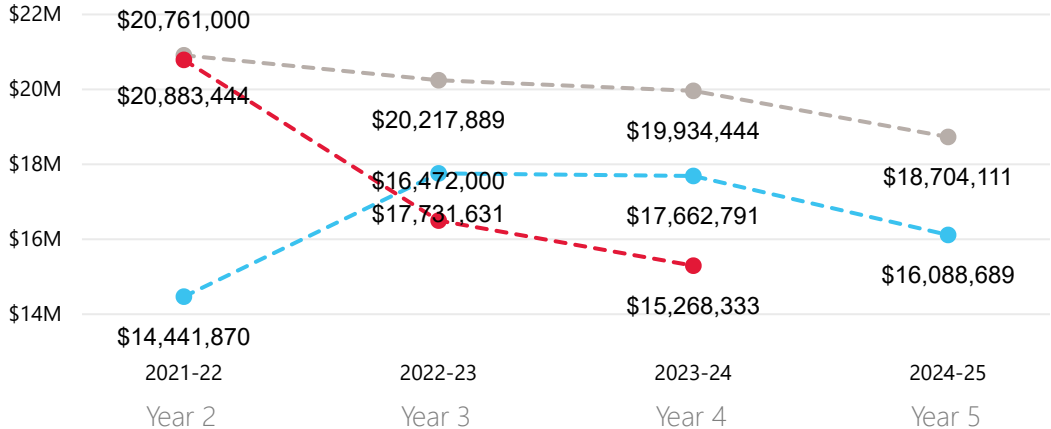
Metric Trend: Institutional



Institutional Performance vs Target

[3 Year Rolling Average]

● Allowable Performance Target ● Target ● Result



Target-setting is based on the rolling average of three most recent years, (e.g., 2021-22 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
Council of Ontario Finance Officers (COFO)

9. Graduate Employment Earnings

Median employment earnings of university graduates, two years after graduation.

Year 2 Activation



2023-24



5%

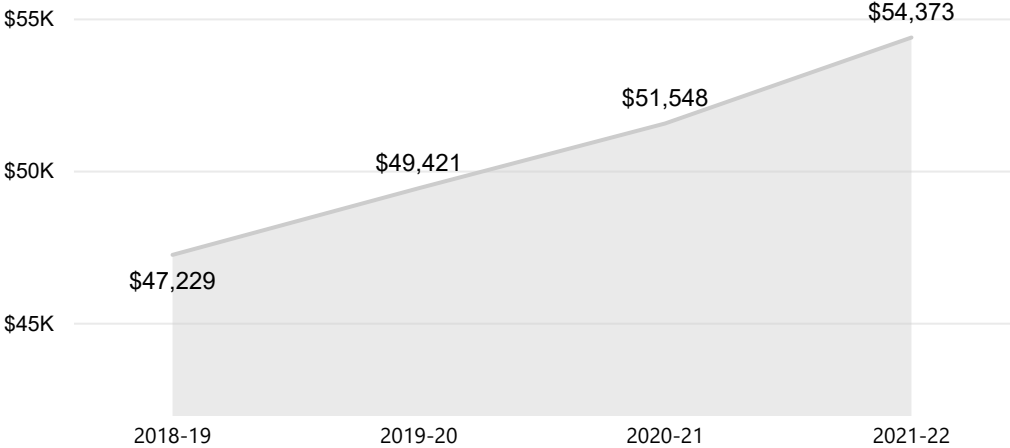


\$1.51M

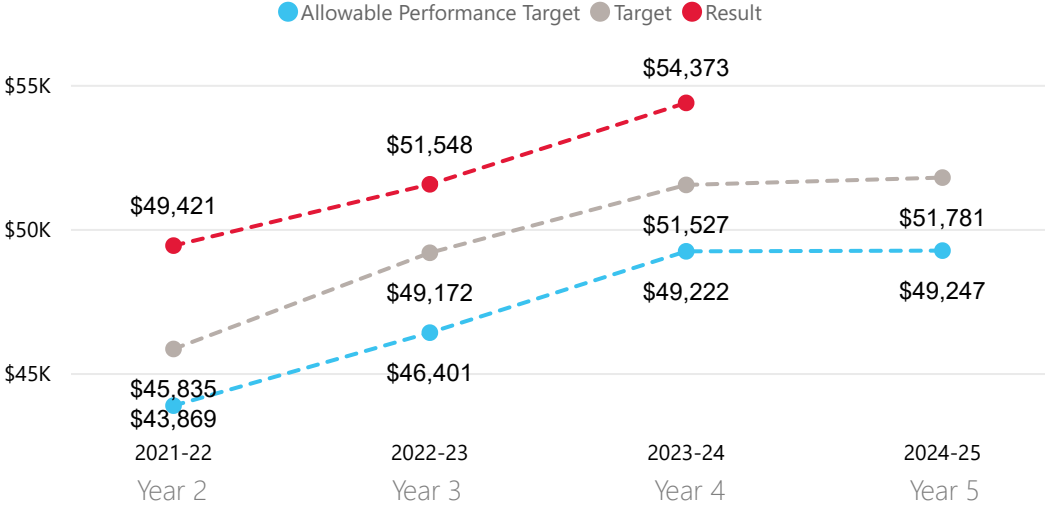
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2021-22	5%	\$5,144,797	112.66%	\$5,144,797	\$0
2022-23	5%	\$6,559,813	111.09%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	110.46%	\$1,509,657	\$0

Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2021-22 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source: Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada

10. Skills and Competencies

York's metric is the NSSE Higher-Order Learning Engagement indicators within the Academic Challenge themes.

Year 3 Activation



2023-24



5%



\$1.51M

Year	Metric Weighting	Notional Allocation	Actual Allocation
2022-23	5%	\$6,559,813	\$6,559,813
2023-24	5%	\$1,509,657	\$1,509,657

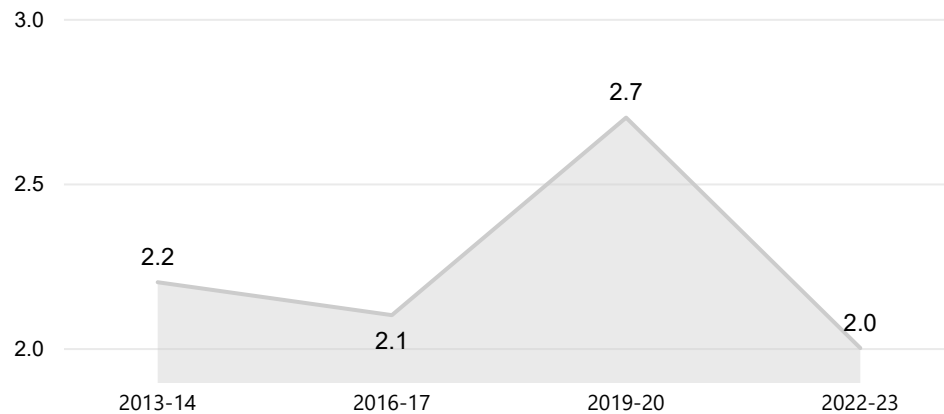
A target is not set for this metric.

Funding eligibility is subject to a mandatory 5% participation weighting. York is eligible for funding if results are posted online.



Metric Progress

Metric Trend: Institutional



York's metric is the NSSE Higher-Order Learning Engagement indicators within the Academic Challenge themes; it is an aggregation of four NSSE questions.

Q. During the current school year, how much has your coursework emphasized the following?

1. Applying facts, theories, or methods to practical problems or new situations;
2. Analyzing an idea, experience, or line of reasoning in depth by examining its parts;
3. Evaluating a point of view, decision, or information source; and
4. Forming a new idea or understanding from various pieces of information.

The metric result is the difference between 1st Year Students and 4th Year Student results.

Data Source:
National Survey of Student Engagement (NSSE)

SMA3 Metric Definitions 1-5

Metric ID	Metric Name	Definition	Data Source	Calculation Methodology	Reporting Period
1	Graduate Employment Rate in a Related Field	Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either "closely" or "somewhat" related to the skills they developed in their university program, two years after graduation.	MCU Ontario University Graduate Survey (OUGS)	Numerator - Number of graduates who are both a) employed/self-employed full time and b) answered that their job is "closely related" or "somewhat related" to skills developed at university divided by Denominator - Number of OUGS respondents employed/self-employed full time (Denominator). Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Online, Self-Employed Graduates, Collaborative Nursing. Exclusions: Graduate.	Two years after graduation (i.e. 2017-18 data represents employment rate of 2015 graduates after two years) Data is collected and tabulated between November and May of an academic year, and available for use/release at the beginning of the next academic year. Most recent year with available data is 2017-18 (as of January 2020). 2018-19 data expected in September. Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
2	Institutional Strength/Focus	Proportion of enrolment in an institution's program area(s) of strength.	University Statistical and Enrolment Report (USER), Enrolment data collection	Numerator - Total Enrolment (Fiscal Full Time Equivalents FTEs, domestic and international) in Program Area(s) of Strength/Focus divided by Denominator - Total Institutional Enrolment (FTEs, domestic and international). Inclusions: Collaborative Nursing; Affiliates; Undergraduate FFTE (All terms Fiscal Year, Spring/Summer, Fall, Winter); Graduate FFTE (Fall and Summer Fiscal Year). For example, 2018-19 enrolment includes Spring/Summer 2018, Fall 2018 and Winter 2019 for Undergraduate, and Fall / Summer 2018 for Graduate	All term undergraduate and Summer/Fall graduate students (data available in June/July), evaluated with a one-year lag (e.g. 2020-21 enrolment concentration to be measured in 2021-22). Most recent year with available data is 2018-19 (as of January 2020). Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
3	Graduation Rate	Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years.	University Statistical and Enrolment Report (USER) - Enrolment and Degrees Awarded data collections	Using the ministry Key Performance Indicator graduation rate the methodology involves the selection of new, full-time, year one undergraduate students on the Fall enrolment file, with a valid and unique student ID, and seeking a bachelor/first professional degree (Denominator). The subset is matched against students who received a degree (in any program) from the same institution during the most current 7 years (Numerator). Note that the ministry will use this methodology until the metric can be adjusted for OEN-based student mobility data (expected 2022-23). Inclusions: Domestic, International, Full-Time, Undergraduate, Online, Collaborative Nursing; Exclusions: Part-Time, Graduate.	Year of graduation (e.g., 2011 entering cohort graduated as of 2018 calendar year). Most recent year (as of January 2020) with available data is for 2018-19 (Fall 2011 enrolment and 2012 to 2018 graduation years). Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
4	Community/Local Impact	Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located.	University Statistical Enrolment Report (USER), Enrolment data collection; Census Data (Statistics Canada)	Numerator - Institution's total headcount enrolment (full and part time, domestic and international) divided by Denominator - Population (15 to 64 year-old) of the city(cities)/town(s): Census Divisions, Census Subdivisions, and/or Census Metropolitan Areas as per geographic classification used by Statistics Canada in which the institutional campuses are located, using 2016 Census data. Note that 2016 Census population will be used as the denominator for the duration of SMA3. Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Graduate.	Fall term enrolment (data available by February). Most recent year with available enrolment data is 2018-19 (as of January 2020) and population data is Census 2016. Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
5	Institution-Specific: Number of Start-up Ventures Supported by York University	A start-up venture is a for-profit, non-profit, or social enterprise created by a student, faculty member, alumni, or community member that obtains mentorship, education, or space from York University for a period of three months or equivalent.	Start-up ventures registered with Innovation York	3-Year Rolling Average of the Year-over-Year Increase in the Number of Start-Up ventures registered with Innovation York	Fiscal Year

SMA3 Metric Definitions 6-10

Metric ID	Metric Name	Definition	Data Source	Calculation Methodology	Reporting Period
6	Research Funding & Capacity: Federal Tri-Agency Funding Secured	Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities.	Research Support Program, The Tri-Agency Institutional Programs Secretariat (TIPS)	Amount: Tri-Agency funding. Proportion: Numerator - Tri-Agency funding per university divided by Denominator - Total Tri-Agency funding, Ontario universities, 3-year rolling average, one-year slip. Inclusions: Research grants from the three federal research granting agencies and funds spent by the Network of Centres of Excellence (NCE) administrative centers hosted by universities received by universities and their affiliates such as research institutes, hospitals and other affiliates as confirmed by the university in the annual validation of affiliated institutions conducted by TIPS. Exclusions: Funding for research chairs, fellowships, scholarships, awards and prizes.	Fiscal Year (data available in July; e.g., 2017-18 data was shared by Tri-Agency in July 2019). Most recent year is 2018-19 averaging 2015-16, 2016-17 and 2017-18 (as of January 2020). Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
7	Experiential Learning	Number and proportion of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s).	Institutional data	Count: Graduates of undergraduate programs who participated in at least one course with required experiential learning component(s). Proportion: Numerator - Number of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s) - divided by Denominator - Total number of graduates. Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Collaborative Nursing; Exclusions: Graduate, Online.	Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.
8	Research Revenue from Private Sources	Total research revenue attracted from private sector and not-for-profit sources.	Council of Ontario Finance Officers (COFO)	Based on aggregated revenue amounts for Sponsored Research fund group by universities through the COFO Financial Report, in Table 11 - Donations, Non-Government Grants and Contracts. Inclusions: Total sponsored research revenue as reported in COFO Table 11 from donations, non-government grants and contracts received from individuals, business enterprises, foundations, and not-for-profit organizations, from both consolidated and not-consolidated entities. Exclusions: In-kind contributions; Revenues from the following fund groups as reported in COFO Table 11: Capital, Trust, Operating, Other (Non-Credit), Ancillary, Endowment. This metric is calculated based on the rolling average of three most recent years.	Fiscal Year (data available in March). Most recent year with available data is 2017-18 (as of January 2020). Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.
9	Graduate Employment Earnings	Median employment earnings of university graduates, two years after graduation.	Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada	The metric methodology includes graduates in a given calendar year who submitted tax information two years after graduation and were employed or self-employed, based on the cross-sectional nominal data set. Institutional aggregate includes graduates of Undergraduate degree, Master's degree, Doctoral degree and Professional degree programs, weighted by the number of graduates with the respective credential. Inclusions: Domestic, International, Full-time, Part-time, Online, Collaborative Nursing. Exclusions: Graduates enrolled in full-time studies when tax files are submitted two year after graduation.	Two years after graduation (i.e. 2017-18 data represents earnings of 2015 graduates after two years). Most recent year with available data is 2017-18 (as of January 2020). The ministry expects to share updated annual tables with institutions early in each calendar year. Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.
10	Skills and Competencies	York's metric is the NSSE Higher-Order Learning Engagement indicators within the Academic Challenge themes.	National Survey of Student Engagement (NSSE)	Academic Challenge themes; the aggregation of four NSSE questions. The metric value will be the difference between 1st Year Students and 4th Year Student	Metric will be activated for performance/outcomes-based funding in Year 3 of SMA3, 2022-23.

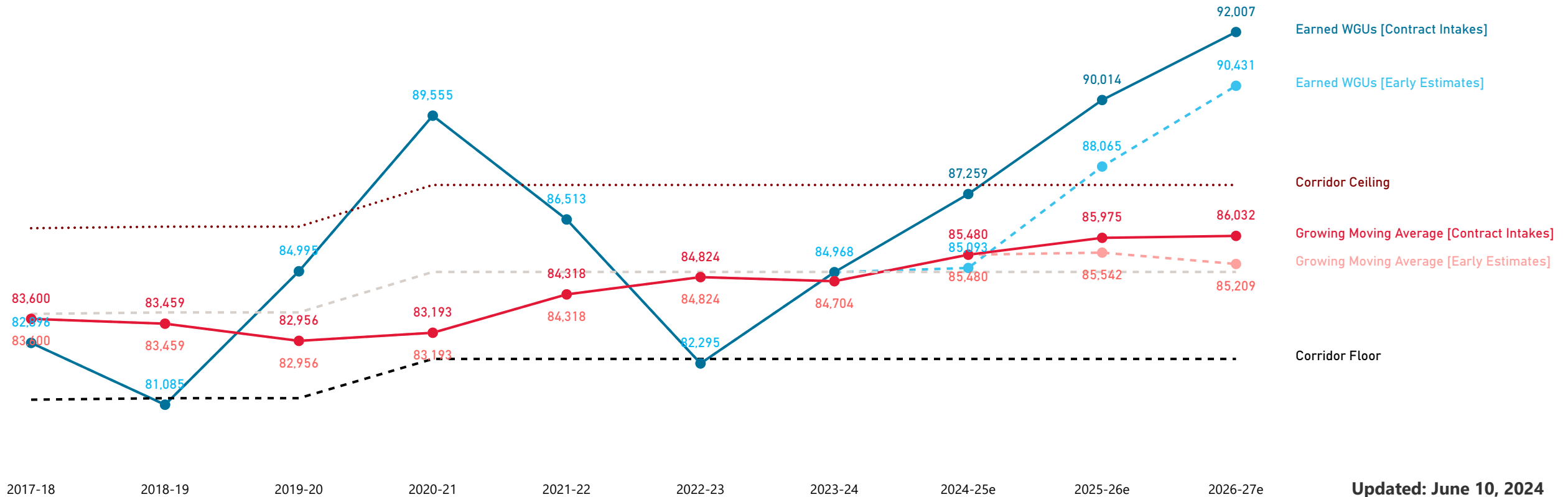


SMA3 Enrolment Corridor

SMA3 Enrolment Corridor Projection

In addition to the performance-based funding, institutions will receive enrolment-related funding through a funded corridor 'midpoint' to provide funding predictability over the SMA3 agreement period.

The GMA serves as a benchmark. If it remains above the **corridor floor**, York will continue to receive grants associated with the corridor midpoint. York anticipates, the **GMA** will continue to grow above the **corridor midpoint**. **Earned WGU**s above the **corridor midpoint** will not result in additional operating funds and will be considered "unfunded." If the **GMA** falls below the **corridor floor**, operating grant will be reduced.



The **Earned Weighted Grant Units (WGU)** represent the actual and projected WGU to 2026-27. The **Corridor Midpoint** represents the level of WGU for which York receives operating grant. The corridor midpoint forms the basis of enrolment-related funding over the five-year SMA3 period. The **Growing Moving Average (GMA)** is generated from the actual WGU smoothed over 5 years.

SMA3 Enrolment Corridor Definitions

Keyword	Definition
Full-Time Equivalent (FTE)	Graduate students FTEs are calculated on the basis of their full-time or part-time registration status in each term they are enrolled. A full-time graduate student generates 1 FTE per term and a part-time graduate student generates 0.3 FTEs. Graduate students generally, attend three terms per year.
Weighted Grant Units (WGUs)	The Ontario government uses Weighted Grant Units (WGUs) to calculate enrolment grant funding flowing to each University through the Core Operating Grant (COG). WGU is equal to FFTE or FTE multiplied by a WGU Weight specified by the government for the program in which a student is enrolled. WGU Weights attempt to represent the relative cost to mount similar programs at different levels, e.g., first year undergraduate arts and science is set to a benchmark weight of 1.0.
Fiscal Full-Time Equivalent (FFTE)	Undergraduate FFTEs are calculated as a proportion of a standard full-time credit load for their particular program. The standard full-time load for most undergraduate degree programs is 30 credits. A student taking 30 credits across two terms of study generates 1.0 FFTE across those two terms combined. *Engineering undergraduate degree programs have a standard load of 36 credits.

Student Representative Roundtable (SRR)

ARIANA MAH
BOARD OF GOVERNORS
JUNE 2024

YORK 





SRR was created as a forum for dialogue and to provide advice on important issues to the Vice-Provost, Students.

The Roundtable is an opportunity for student leaders, key staff, and governance members to discuss ideas and formulate solutions that improve the student experience and the quality of life on campus.

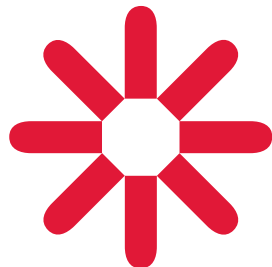
2023-2024 Meetings

- Met a total of 6 times during Fall/Winter 2023-2024
 - Met once during the summer term
- 90-minute meetings
- Operated in a hybrid format, with meetings held in-person on the Keele campus or virtually over Zoom
- 20 to 30 members in total
- **Co-Chairs**
 - Vice-Provost, Students
 - Student Member of the York University Board of Governors



SRR meets monthly in the fall/winter academic term except during the exam period (December & April), and once during the summer term, at the discretion of the members

Membership Breakdown



- College Council
- Faculty Council/Student Groups
- Central Student Governments
- York Community Members



2023-2024 Key Topics of Discussion/Consultation

Food Insecurity

Funding Concerns and Support for International Students

TUUS: Space Use

Rebuilding Campus and Student Life

Community Safety and Campus Improvement

On- and Off-Campus Housing Concerns

Convocation Budget and Ancillary Fees

Mental Health Support





Thank You
Questions?

ACADEMIC RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of June 25, 2024

The Academic Resources Committee met on June 10, 2024, and makes this report to the Board for information.

1. Provost's Items

Fall 2024 Enrolment Projections – The Committee received an update on enrolment projections for Fall 2024 based on student acceptance of York offers by June 3. York continues to attract one of the largest student bodies in the province, achieving the 4th highest number of 101 domestic confirmations and the 2nd highest in 101 international confirmations among its peers. Across the sector, there is general trend of growth in domestic 101 applications, however applications at York have remained flat with a decline in first and second choice applications. It was also noted that confirmations are lower than the previous year for all segments (101s, 105s, domestic and international), with the labour disruption as well as the federal cap on study visas likely being contributing factors.

Based on the confirmation data and the expected melt rate, new student enrolments are expected to fall short of targets. While acceptances are still coming in, the priority for Fall 2024 is direct outreach to increase the acceptance-to-enroll conversion rates.

International Student Diversification – The Committee received an update on progress made on all pillars of the Internationalization and Global Engagement Strategy, including student experience initiatives like the International Student Ambassador program; enhanced participation and partnership in global networks and missions to priority and emerging markets, and the launch of the Global Research Excellence Seed fund to support international research and partnerships. The International Strategic Enrolment Management group has been launched with an increased emphasis on conversion and retention, accelerating program adjustments to take in more international students in areas where we have unmet demand, and pursuing new transnational education opportunities.

Glendon Revisioning KPI Report – The Committee heard a report on the indicators used to measure Glendon's performance: enrolment against targets, conversion rates, faculty to student ratios and staff to student ratios, retention, and graduation rates.

The Provost noted that meaningful progress on these metrics is not yet evident, while the external environment has deteriorated.

Medical School Planning Committees – 2024-25 is a key year for significant steps in the establishment of the School of Medicine (SoM) including a decision on the home academic unit, the development of curriculum, accreditation groundwork, formalizing clinical partnerships, and capital planning. Committee feedback and input was sought, and discussions focused on the draft committee structure and composition to support the planning of the SoM, and the development of proposals for Senate and Board consideration in the coming year.

York Futures – Collegial Engagement on the 17-Point Action Plan - The Committee heard about ongoing progress towards the 17-Point Action Plan which includes engagement with academic colleagues to find ways to address budget shortfalls while fostering creative thinking. Faculty member champions will be identified for projects within the academic mandate of the university and updates will be provided to members in future meetings.

2. Vice-President Research and Innovation Items

The Committee received a comprehensive update on research and innovation items with a focus on recent research successes as York received significant peer reviewed external research grants from the Government of Ontario's Ontario Research Fund (ORF). These funds are highly competitive and are intended to help Ontario institutions attract and retain top research talent and help grow Ontario's research and innovation sector. Eighteen York University researchers have received more than \$3.1 million in combined funding from the government of Ontario in support of innovative research projects designed to bring new products, ideas, and technologies to the market.

Projects to receive funding from ORF include:

- the creation of a new class of micro-mobility vehicles (\$995,881);
- the opening of a research apiary on campus to conduct cutting-edge studies on the genetics of bees (\$212,990); and,
- the development of a new research field called global legal epidemiology to improve the equity and effectiveness of international law and to better prepare Ontario for global health threats (\$200,000).

A comprehensive list of eighteen projects from York to receive funding from ORF was provided. In addition, York received the Early Research Award for \$140,000 which was awarded for research on *Next Generation Wireless and Battery-Less mm-Scale Implantable Optogenetic Neurostimulators*. The research will focus on the design and

development of miniature brain implants that can help monitor, diagnose, and treat neurological disorders such as epilepsy and Alzheimer’s disease.

The Committee received an update on the research partnership strategy to increase York’s research revenue from the private sector. An update on several initiatives that are underway to ensure successful growth of York University's innovation ecosystem over the next year was also presented. External revenues raised to support implementation of the research partnership strategy and enhancing York’s innovation ecosystem include:

- *Intellectual Property Ontario (IPON)* In 2023, a \$300K fund was awarded to York from Intellectual Property Ontario (IPON). York funding has been renewed for another year to further support added activities within the Office of the Vice-President Research and Innovation and the IP Innovation Clinic at York, particularly for increasing research outputs related to artificial intelligence, automotive and medical technology. York is one of 10 universities with an existing program to receive the renewed funding.
- *Ontario Vehicle Innovation Network (OVIN)* - With support from the Ontario Government, OVIN announced \$1.5 million in funding to York University, in partnership with Centennial College, to support small- and medium-sized enterprises (SMEs) and startups in developing and testing innovative automotive technologies and smart mobility solutions. This investment launches York University’s Smart Mobility Applied Research and Testing – Toronto (SmartTO) as the newest OVIN Regional Technology Development Site (RTDS).

IP Commercialization Policy – The Committee received an overview of the proposed policy which outlined the policy framework. Key features of the Policy include Clarity of Rights, indigenous Peoples Rights, and Obligation to Disclose. The proposed policy is expected to be presented to ARC and Board for approval in Fall 2024.

Research Commons 2.0 – The Committee also received an overview of Research Commons activities as the faculty-facing interface of the Office of the VPRI. Research Commons is preparing to launch the summer session of its Research GPS (Grant Proposal Support) program, along with a series of grant information sessions scheduled from May to July.

In addition, three research and innovation information items were provided, namely: (i) the 2023/24 Annual Report for the UNITAR Global Water Academy; (ii) June 2024 Research Roundup highlighting York’s research successes and research related activities in May 2024 as well as future research opportunities; and (iii) the “Revenues for the Future” slide deck presented at the Board retreat last month.

3. Cyclical Program Reviews

The Committee received the Report of the Joint Sub-Committee on Quality Assurance from its March 2024 meeting.

4. Academic Resources Committee Workplan

The Committee received and approved the Academic Resources Committee Workplan for the 2024-2025 governance year. This follows from the Auditor General of Ontario's recommendation in its 2023 *Value for Monday Audit* that a more extensive workplan for the Board and its Committees be developed. All Committee workplans will proceed to the Governance & Human Resources Committee for recommendation to the Board in the Fall.

Antonio Di Domenico
Chair

EXTERNAL RELATIONS COMMITTEE

Report to the Board of Governors

at its meeting of June 25, 2024

The External Relations Committee met on June 10, 2024, and makes this report to the Board for information.

1. Government and Community Relations & Protocol 2023-2024 Division Accomplishments

The committee received a high-level summary of progress made against the Divisions' priorities for 2023-2024. Some highlights include:

- UAP Priority 1: 21st Century Learning: Continued to implement a strategy that secured the approval for the School of Medicine proposal and \$9M in start-up funding.
- UAP Priority 2: Knowledge for the Future: Continued to advance advocacy to raise the profile of York University and advance research priorities and key files of importance such as fare integration, infrastructure, international students, and healthcare.
- UAP Priority 5: Working in Partnership: Implemented both the Partner Engagement and Institutional Events Strategic Plans that enhances a sense of partnership, community and pride in the institution.
- UAP Priority 6: Living Well Together: Embedded EDI principles into all aspects of Division work and continued to support activities in the DEDI Strategy and related plans.
- UAP Priority 7- Responding to the SDG Challenge: supported the implementation of York's Sustainability Strategy and elevating York's contributions to the United Nations Sustainable Development Goals.

2. Advancement 2023-2024 Division Accomplishments

The Committee received the Division of Advancement's 2023-2024 accomplishments as highlighted below:

- Development & Campaigns: Raised \$85M, marking a 146% growth year over year. Since the start of the Impact Campaign Phase 2, \$145M was raised towards the goal of \$500M.
- Alumni Engagement: Engaged 12% of contactable alumni representing a strong increase of 4% compared to the previous year as a result of increased global, local, and online engagement and more accurate counting of communications engagement.
- Advancement Communications & Marketing: Built a cohesive unit that serves all of Advancement by increasing our cross-functionality across the alumni and development portfolios and enhancing key skills and services offerings.
- Advancement Services & Operations: Supported collaborative efforts of the alumni engagement and development activities through operational activities and the continuing implementation of a new CRM system.

3. Communications and Public Affairs 2023-2024 Division Accomplishments

The Committee received highlights of the Communications & Public Affairs Division (C&PA) accomplishments of its 2023-24 priorities as it continues to strengthen York's reputation and build profile. The year end summary was situated within the overall environment that the university and sector was operating in, which had an impact on both reactive and proactive communication activities and content:

- UAP Priority 4: Advancing Global Engagement: Given the importance of international markets, C&PA successfully led new integrated communication activities that elevated York's brand and reputation – including through advertising, storytelling and earned media; as well as organic and boosted social posts in target markets. One highlight was York's first integrated paid media plan in four pilot markets in India (Mumbai, Delhi, Bangalore, Chennai). The campaign resulted in 5.2 million impressions and 84,000 clicks to york.ca/india, exceeding the education benchmark, as well as significant, positive news stories.
- UAP Priority 5: Working in Partnership: Developed communications plans, media strategies and stories profiling key initiatives, increased collaboration and strengthened partnerships in support of York's Government, Community Relations, and Events strategy.
- UAP Priority 6: Living Well Together: Enhanced reputation strategies were effective in establishing York's unique and distinctive identity. Combined, the

efforts of reputational advertising and earned media achieved a total international audience reach of 81B. Earned media stories saw a 16% increase year over year; social media followers grew by 8% and interactions increased 10% to 19M interactions. With total followers approaching 600,000, and engagement rates that meet or exceed industry benchmarks the content produced is resonating with target audiences.

- UAP Priority 7: Strengthening our Impact on the UN SDGs: contributed to increasing awareness of York’s leading position in supporting the UN SDG goals such as developing a new website which received 32k views, and extending the reach of content through social media awareness resulting to a potential reach of 349 million.

4. Key Performance Indicators (KPIs) for Agency of Record – Strategic Brand, Advertising and Media Planning

At its April 30, 2024 meeting, the Board of Governors approved a three-year agreement for strategic brand, advertising, and media planning. Key performance indicators (KPI) will be set out to ensure a common understanding as to how success will be measured. The Committee members received and discussed the proposed KPIs aimed at strengthening York’s reputation, enhance the Brand Differentiation Strategy, and the development of an integrated advertising plan and the campaign creative.

5. External Relations Committee Workplan

The Committee received and approved the External Relations Committee Workplan for the 2024-2025 governance year. This follows from the Auditor General of Ontario’s recommendation in its 2023 *Value for Monday Audit* that a more extensive workplan for the Board and its Committees be developed. All Committee workplans will proceed to the Governance & Human Resources Committee for recommendation to the Board in the Fall.

6. Others

The Committee received the Points of Pride for information.

Francesca Accinelli
Chair

Board of Governors

Memorandum

To: Board of Governors

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

Date: 22 June 2024

Subject: Appointment of External Auditors

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the reappointment of Ernst & Young LLP as the auditor for the University for the fiscal year 2024-25.

Rationale:

York issued a Request for Proposal (RFP) for audit services in 2018 and Ernst and Young was the successful proponent. The initial term of the awarded contract was five years, with two optional three-year extensions. The first three-year extension effective August 27, 2023 to August 26, 2026 was exercised.

York's administration reviews the service levels annually and is satisfied with the services provided. In addition, the University performs a review of the fees that are charged and compares them with the fees paid by other Ontario universities. The current fees are in line with rates charged to institutions of similar size.

The University has been assigned Diana Brouwer, CPA, CA, as the lead partner from Ernst and Young. Diana is the Assurance Partner specializing in the not-for-profit sector and has been with the York account for a number of years.

Board of Governors

Memorandum

To: Board of Governors

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

Date: 25 June 2024

Subject: Consolidated Financial Statements for Year ended 30 April 2024

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the consolidated financial statements for the year ended 30 April 2024, attached as Appendix B.

Rationale and Background:

The York University (the “University”) consolidated financial statements for the year ended 30 April 2024 are attached.

The University’s consolidated financial statements, comprising the consolidated balance sheet as at April 30, 2024, and the consolidated statement of operations and changes in deficit, consolidated statement of changes in net assets and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The consolidated financial statements include the activities of York University Development Corporation, an Ontario corporation of which the University is the sole shareholder.

The consolidated financial statements were audited by Ernst & Young LLP, whose independent audit report expresses their unqualified opinion that the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University as at April 30, 2024 and its consolidated results of operations and its cash flows for the year then ended.

Below is a summary of the significant variances as at April 30, 2024, or for the year then

Board of Governors

ended, with comparative figures for April 30, 2023. All amounts are expressed in thousands of dollars unless otherwise indicated. A summary of the University financial accountability framework ratios is presented in the Appendix.

Consolidated Balance Sheet

Assets

	2024	2023	Change (\$)	Change (%)
Cash and cash equivalents	90,180	78,898	11,282	14%

The University's operating cash and cash equivalents increased by \$11M, primarily due to \$73M in cash generated from operations, \$29M from endowments and other restricted contributions. This was partially offset by \$91M cash used in investing activities to fund capital projects (Markham Centre Campus, Sherman Health Science expansion), Student System Renewal Program, and the Goldfarb Gallery.

	2024	2023	Change (\$)	Change (%)
Accounts receivable	125,273	127,096	-1,823	-1%

Accounts receivable decreased by \$1.8M from the prior year primarily due to the timing of HST rebates \$2M. Student accounts receivable, net of the allowance for bad debts, remained flat year over year.

	2024	2023	Change (\$)	Change (%)
Pension plan asset	182,382	90,966	91,416	100%

The pension plan asset is the amount by which the plan assets exceed plan obligations. The \$91M change in value for the plan was attributable to re-measurements of \$90M and excess employer contributions of \$1M. Plan assets increased by \$217M from prior year assets of \$3.293B at April 30, 2023 to \$3.511B at April 30, 2024 primarily due to positive market performance. The increase in plan assets was offset by an increase in plan obligations from \$3.202B at April 30, 2023 to \$3.328B at April 30, 2024.

	2024	2023	Change (\$)	Change (%)
Short-term investments	450,585	481,310	-30,725	-6%
Long-term investments	1,109,358	1,086,612	22,746	2%
Total Investments	1,559,943	1,567,922	-7,979	-1%

The University's investments include externally and internally restricted endowments invested for long-term purposes and operating resources and restricted contributions invested in the Short to Medium Term Fund (SMTF).

Board of Governors

Long-term investments include the University's Endowment Fund with a market value of \$627M (2022/23: \$583M) and SMTF investments with a maturity greater than one year of \$482M (2022/23: \$504M).

The market value of the University's endowments increased by \$44M from \$583M at April 30, 2023 to \$627M at April 30, 2024. The endowment rate of return was 9.5% in 2023/24 (2022/23: 8.1%).

External endowments received contributions of \$7.8M (2022/23: \$7.3M). Distributions for the year amounted to \$17.3M (2022/23: \$15.8M) from external endowments and \$2.4M (2022/23: \$0.7M) from internal endowments.

	2024	2023	Change (\$)	Change (%)
Capital assets, net	1,808,057	1,724,849	83,208	5%

Capital assets, net of depreciation, increased by \$83M. The increase was primarily due to progress on major capital projects including the Markham Centre Campus (\$69M), VISTA Health expansion (\$17M), Student System Renewal Program (\$14M) and the Goldfarb Gallery (\$5M) as well as funded research equipment purchases (\$10M). This amount was partially offset by amortization.

Liabilities

	2024	2023	Change (\$)	Change (%)
Accounts payable and accrued liabilities	256,559	183,991	72,568	39%

Accounts payable and accrued liabilities increased by approximately \$73M primarily due to payroll and benefits accruals for Bill 124 moderation period and settlement of CUPE 3903 collective agreements that were ratified on April 19, 2024.

	2024	2023	Change (\$)	Change (%)
Deferred revenue	128,417	89,652	38,765	43%

Deferred revenue increased by approximately \$39M primarily due to a \$50M tuition deferral due to the CUPE 3903 strike, partially offset by \$3M lower deferred tuition revenue for the summer session and \$8M reduction in tuition fees received by the School of Continuing Studies for programs that will be delivered in the new fiscal year. The reduction in School of Continuing Studies deferred revenue reflects a drop following the temporary cap the federal government placed on the number of study permits issued.

	2024	2023	Change (\$)	Change (%)
Deferred contributions	242,062	233,754	8,308	4%

Board of Governors

Deferred contributions are comprised of unspent research and operating grants, which increased by \$7M from \$170M to \$177M, and unspent expendable donations and endowment distributions, which increased by \$1M from \$64M to \$65M.

	2024	2023	Change (\$)	Change (%)
Long-term liabilities	282,426	255,661	26,765	10%

Long-term liabilities consist of the University's obligation for other post-employment benefits of \$244M (2022/23: \$216M) and obligation under long-term lease of \$39M (2022/23: \$40M).

The \$27M increase in long-term liabilities was due to the increase in the University's obligation for other post-employment benefits. The University's other post-employment benefits consist of its unfunded benefits plans (Non-Pension Post Retirement Benefits Plan and Post Employment Benefits Plan). Of the \$27M increase, \$18M is current service costs, \$19M is remeasurements, offset by \$10M in employer contributions.

	2024	2023	Change (\$)	Change (%)
Total long-term debt	600,000	600,326	-326	0%
Less: Unamortized transaction costs	-3,192	-3,262	70	-2%
Less: Current portion of long-term debt	-	-326	326	-100%
Long-term debt	596,808	596,738	70	0%

Long-term debt consists of five debentures totalling \$600M bearing interest between 3.39% and 6.48%. The debentures mature between 2042 and 2060. Other debentures and term loans totaling \$0.3M at April 30, 2023 matured in fiscal 2024. Long-term debt is presented net of unamortized transaction costs of \$3.2M (2022/23: \$3.3M). A voluntary sinking fund was established for the purpose of accumulating funds to repay the principal of the University's debentures at maturity. The value of this fund, which is included in investments, is \$102M (2023: \$93M).

	2024	2023	Change (\$)	Change (%)
Deferred capital contributions	439,808	437,401	2,407	1%

Deferred capital contributions, net of amortization, increased by \$2.4M. The balance represents donations and grants restricted for capital projects. These contributions are deferred and recognized as revenue over the useful life of the underlying capital asset. The increase is due to \$22M in grants and donations received for laboratory equipment and computers (\$12M), Markham Campus (\$1M), and other construction and renovation projects (\$9M), partially offset by \$20M in contributions recognized as revenue in the current year.

Board of Governors

Net Assets

	2024	2023	Change (\$)	Change (%)
Deficit	-56,738	-68,568	11,830	17%

The cumulative deficit decreased by \$12M, primarily due to \$19M transferred from internally restricted funds and endowments. While the University experienced a \$78M in-year deficiency of revenue over expenses, this is offset by \$71M gain from employee benefit plan remeasurements. Surpluses and deficits from academic operations are internally restricted and do not contribute to the unrestricted deficit.

	2024	2023	Change (\$)	Change (%)
Internally restricted endowments	16,205	17,996	-1,791	-10%
Externally restricted endowments	591,587	548,716	42,871	8%
Endowments (total)	607,792	566,712	41,080	7%

The University's external endowment balances consist of restricted donations, matching funds, and accumulated earnings, net of funds made available for spending. Internal endowments consist of internally restricted funds invested to support University priorities. Endowments increased by \$41M, as a result of \$8M in external contributions, investment income of \$53M, less distributions of \$20M. The endowment fund rate of return was 9.5% in 2023/24 (2022/23: 8.1%).

	2024	2023	Change (\$)	Change (%)
Internally restricted	1,342,429	1,361,391	-18,962	-1%

Internally restricted balances decreased by \$19M. The major changes include a decrease in departmental carry forwards of \$212M, that was partially offset by an increase in pension plan surplus of \$91M, a \$59M increase in the University Fund and combined net increases in other reserves of \$43M.

Consolidated Statement of Operations

Revenues

	2024	2023	Change (\$)	Change (%)
Student fees	696,724	726,448	-29,724	-4%

Student fee revenue decreased by \$30M primarily due to lower international undergraduate level enrolment numbers and the impact of the CUPE 3903 strike. The domestic undergraduate enrolments increased by 1,881 fiscal fulltime equivalents ("FFTEs") from 34,623 FFTEs in 2022/23 to 36,504 FFTEs in 2023/24 while the international undergraduate enrolment decreased by 946 FFTEs from 7,046 FFTEs in 2022/23 to 6,100 FFTEs in 2023/24. Student fee revenue continues to be impacted by

Board of Governors

the provincial government's decision to reduce domestic tuition fees by 10% in 2019/20 and freeze tuition for 2020/21 through 2023/24.

	2024	2023	Change (\$)	Change (%)
Government and other grants for restricted purposes	412,849	398,830	14,019	4%

Government grants consist largely of provincial grants and other research related funding. The increase is mainly due to higher research grant revenue.

	2024	2023	Change (\$)	Change (%)
Investment income	68,452	56,117	12,335	22%

The \$68.5M (2023: \$56.1M) investment income consists of \$17.5M (2023: \$18.9M) investment income attributable to endowments and \$51M (2023: \$37.2M) other investment income. The \$12.3M increase in investment income is primarily due to more favorable interest rates in the fiscal year. The University follows the deferral method for accounting for investment income on external endowments and recognizes investment income in the consolidated statement of operations as related expenses are incurred.

	2024	2023	Change (\$)	Change (%)
Fees, recoveries and other income	46,239	36,687	9,552	26%

Included in the increase in fees, recoveries and other income is settlement of a steam heating, cooling infrastructure legal claim (\$7M).

	2024	2023	Change (\$)	Change (%)
Sales and services	72,826	67,219	5,607	8%

Sales and services increased in the current year by \$6M, largely due to increased housing (\$3M), parking (\$1M) and other revenues (\$2M).

Expenses

	2024	2023	Change (\$)	Change (%)
Salaries and benefits	997,528	894,138	103,390	12%

Salaries and benefits increased by \$103M primarily due to an accrual for Bill 124 moderation period and salary increments (\$86M). The remaining variance is due to increases in research activities (\$4M), extended health and dental benefits (\$10M), pension costs (\$1M), and other costs (\$2M).

Board of Governors

	2024	2023	Change (\$)	Change (%)
Operating costs	178,291	170,370	7,921	5%

Operating costs increased by \$8M primarily due to higher research activity including travel and research supplies.

	2024	2023	Change (\$)	Change (%)
Scholarships and bursaries	117,193	116,530	663	1%

The University continues to support students with financial assistance.

Changes in Net Assets

	2024	2023	Change (\$)	Change (%)
Employee benefit plans – remeasurements	70,591	18,196	52,395	288%

Remeasurements and other items related to actuarial gains and losses and differences between actual and expected returns on plan assets and past service costs are recognized as a direct increase or decrease in net assets. Remeasurements related to the pension plan increased by \$52M (\$90M gain in 2024 vs. \$38M gain in 2023) while remeasurements in the post-employment/retirement benefit plans slightly increased by \$0.2M (\$19.4M loss in 2024 vs. \$19.6M loss in 2023).

Board of Governors

Appendix A – Ministry of Colleges and Universities (“MCU”) Financial Accountability Framework

Several years ago, the sector and Ministry of Colleges and Universities (“MCU”) agreed to include 5 financial health indicators (FHI) in the Strategic Mandate Agreement-2 (SMA2) reporting. FHI are not part of SMA3, but MCU requested universities continue to report on the 5 metrics separately. The University reported these metrics through the Council of Ontario Universities (COU).

In November 2022, the MCU introduced eight financial accountability ratios that it would be using to monitor the financial health of Ontario Universities. The ratios included the COU FHI ratios plus three new ratios - Working Capital, Debt Ratio and Debt to Revenue Ratio. The eight ratios have a medium and high-risk threshold based on current fiscal year results. An institution’s ratios/metrics determine which of the four courses of action from the MCU accountability frameworks an institution will be asked to follow. If an institution’s ratios/metrics are above the medium risk metric threshold across all categories, no further action will be required. If an institution’s core ratios/metrics are below the defined thresholds, they will fall into either the MCU’s low, medium, or high action plan band. The low action band requires only communication, the medium action plan requires an internal recovery plan, and the high action plan would require an independent advisor and assisted recovery plan.

In October 2023, the MCU issued the Technical Manual for the University Financial Accountability Framework. The Technical Manual provides further confirmation on the definitions of the metrics used in the Framework, the methodology used in the assigning of a financial health risk rating, and the appropriate course of action for both the ministry and universities based on the risk assessment. On an annual basis the ministry will communicate with universities individually on the results of financial ratios/metrics and on any corresponding action plan that may be required.

On May 29, 2024, the University received an MCU’s letter confirming the results of York University’s 2022-23 financial health risk assessment, as part of the implementation of the new Financial Accountability Framework for universities. Based on the 2022-23 financial health risk assessment York has been ranked in the Low Action plan category, because of its credit rating category.

The University expects that MCU will assess York under the medium action plan for FY 2023/24. The table below summarizes the University’s ratios, the expected MCU scores for each category, and the overall action plan based on the attached draft 2023/24 financial statements.

York University Financial Accountability Framework FY2023/24 and 2022/23

Metrics	Formula	MCU Thresholds		York Ratios		Metric & Category Score		Action Category	
		Medium-risk Threshold	High-risk Threshold	2023/24 (Draft)	2022/23	2023/24 (Draft)	2022/23	2023/24 (Draft)	2022/23
I. LIQUIDITY						0.5	0	No Action	No Action
Primary Reserve (days)	$\frac{\text{Expendable net assets}}{\text{Total expenses}} \times 365 \text{ days}$	less than 90 days	less than 30 days	150	191	0	0		
Working Capital	$\frac{\text{Current assets}}{\text{Current liabilities}}$	less than 1.25	less than 1	1.13	1.41	1	0		
II. SUSTAINABILITY						0.5	0.75	No Action	No Action
Viability Ratio	$\frac{\text{Expendable net assets}}{\text{Long-term debt}}$	less than 60%	less than 30%	96.9%	114.0%	0	0		
Debt Ratio	$\frac{\text{Total liabilities less Deferred Capital Contributions}}{\text{Total assets}}$	greater than 35%	greater than 55%	39.0%	37.2%	1	1		
Debt to Revenue Ratio	$\frac{\text{Long-term debt}}{\text{Total revenue}}$	greater than 35%	greater than 50%	44.5%	45.0%	1	1		
Interest Burden Ratio	$\frac{\text{Interest expense}}{\text{Total expenses less}}$	greater than 2%	greater than 4%	1.9%	2.3%	0	1		
III. PERFORMANCE						1.5	0.5	Medium Action	No Action
Surplus (Deficit) Ratio	$\frac{\text{Net income (loss)}}{\text{Total revenues}}$	less than 1.5%	less than 0%	-5.3%	1.6%	2	0		
Net Operating Revenue Ratio	$\frac{\text{Cash flow from operations}}{\text{Total revenues}}$	less than 7%	less than 2%	5.5%	4.9%	1	1		
Metric	MCU guideline on the Level of Action Plan for Credit Rating Category				York Credit Rating		Action Category		
	No Action	Low Action	Medium Action	High Action	2023/24	2022/23	2023/24	2022/23	
IV. Credit Rating	DBRS: AAA to AA (low) S&P: AAA to AA-	DBRS: A (high) to BBB (low) S&P: A+ to BBB-	DBRS: BB (high) to B (low) S&P: BB+ to B	DBRS: CCC (high) to D S&P: CCC to D	DBRS: A high S&P: A+	DBRS: A high S&P: A+	Low Action	Low Action	
York Overall Action Plan							Medium Action	Low Action	



CONSOLIDATED FINANCIAL STATEMENTS
APRIL 30, 2024

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STATEMENT OF ADMINISTRATIVE RESPONSIBILITY

The administration of York University (the “University”) is responsible for the preparation of the consolidated financial statements, the notes thereto and all other financial information contained in this annual report.

The consolidated financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations. The administration believes the consolidated financial statements present fairly, in all material respects, the University’s consolidated financial position as at April 30, 2024, and the consolidated results of its operations and its consolidated cash flows for the year then ended. In order to achieve the objective of fair presentation in all material respects, the use of reasonable estimates and judgments was employed. Additionally, the administration has ensured that all financial information presented in this report has been prepared in a manner consistent with the consolidated financial statements.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the administration has developed and maintains a system of internal control designed to provide reasonable assurance that University assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of consolidated financial statements.

The University has retained Aon Hewitt in order to provide an estimate of the University’s liability for pension and other post-employment benefits. The administration has provided the valuation actuary with the information necessary for the completion of the University’s report and retains ultimate responsibility for the determination and estimation of the reported pension and other benefit liabilities.

The Board of Governors carries out its responsibility for review of the consolidated financial statements and this annual report principally through its Finance and Audit Committee (the “Committee”). The majority of the members of the Committee are not officers or employees of the University. The Committee meets regularly with the administration, as well as the internal auditors and the external auditors, to discuss the results of audit examinations and financial reporting matters and to satisfy itself that each party is properly discharging its responsibilities. The auditors have full access to the Committee with and without the presence of the administration.

Ernst & Young LLP, Chartered Professional Accountants, the auditors appointed by the Board of Governors, have reported on the consolidated financial statements for the year ended April 30, 2024. The independent auditor’s report outlines the scope of their audit and their opinion on the presentation of the information included in the consolidated financial statements.

Carol McAulay
Vice-President, Finance and Administration

Rhonda L. Lenton
President and Vice-Chancellor

COMMENTARY ON YORK UNIVERSITY CONSOLIDATED FINANCIAL STATEMENTS – 2023/24 AND FINANCIAL OUTLOOK

The 2023/24 year was characterized by internal and external events that significantly affected the University's operations and the Postsecondary Education sector in general, including the labour disruption from the strike of CUPE 3903, which represent over 3,000 individuals employed by the University as contract, teaching and graduate assistants, a continuation of the tuition freeze policy, the repeal of Bill 124, a competitive international student landscape, and the impact of inflation. Despite these challenges, the University successfully delivered its academic programs.

Financial Commentary

Student fee revenue for 2023/24 was driven by lower international undergraduate enrolments and the impact of the CUPE 3903 strike. Undergraduate enrolments totaled 36,504 domestic fiscal full-time equivalents ("FFTEs") for 2023/24 compared to 34,623 FFTEs for the prior year. International undergraduate enrolments were negatively impacted by student visa processing delays and for 2023/24 comprised 6,100 FFTEs, compared to 7,046 FFTEs for the prior year. Overall student fee revenue decreased from \$726.5 million in 2022/23 to \$696.7 million in 2023/24. Student fee revenue continues to be impacted by the provincial government's decision to reduce domestic tuition fees by 10% in 2019/20 and freeze tuition for 2020/21 through 2023/24.

Government grants, which consist largely of provincial grants and other research related funding, increased from \$398.8 million in 2022/23 to \$412.8 million in 2023/24. The increase is mainly due to higher research grants.

Sales and services continued to recover in the current year to \$72.9 million (2022/23: \$67.2 million), largely due to increased housing, parking, food services, and bookstore revenues, as the University resumed on campus operations for the full year.

Investment income from operating funds increased to \$68.5 million (2022/23: \$56.1 million), largely due to more favorable interest rates in the current fiscal year. The University follows the deferral method for accounting for investment income on external endowments and recognizes investment income in the consolidated statement of operations as related expenses are incurred.

The market value of the University's endowments increased from \$582.7 million at April 30, 2023 to \$627.0 million at April 30, 2024, primarily due to capital market fluctuations throughout the fiscal year. The University's rate of return was 9.5% in 2023/24 (2022/23: 8.1%).

The University's operating cash and cash equivalents increased to \$90.2 million at April 30, 2024 (2022/23: \$78.9 million) while the operating resources invested in short to medium term investments decreased to \$925.0 million at April 30, 2024 (2022/23: \$985.2 million). Of the combined \$1,015.2 million in cash and cash equivalents and short to medium term investments at April 30, 2024 (2022/23: \$1,064.1 million), \$242.1 million are held for externally restricted contributions (2022/23: \$237.3 million), and \$94.5 million are held for the sinking fund (2022/23: \$93.4 million). The University maintains the remaining balances to finance the University's operating and capital plans.

Salaries and benefits increased from \$894.1 million in 2022/23 to \$997.5 million in 2023/24. The increase in salaries and benefits predominantly arose from the resolution of previously negotiated collective agreements, triggered by the repeal of the Government of Ontario's Bill 124, benefit improvements, salary increments, and an increase in teaching, research, and administrative costs to support the University's academic and research mission.

The University continues to support students with financial assistance. Scholarships and bursaries increased from \$116.5 million in 2022/23 to \$117.2 million in 2023/24.

The University has long term debt of \$600.0 million (2022/23: \$600.3 million). Interest on the long-term debt was \$26.2 million in 2023/24 (2022/23: \$28.2 million).

Operating costs in 2023/24 were \$178.3 million compared to \$170.4 million in 2022/23, as the University has resumed full operations post pandemic.

The University experienced an extended labour disruption during the year which resulted in the normal academic term being extended into the next fiscal year. This resulted in the deferral of \$50.0 million of revenue related to tuition fees that had not been delivered by fiscal year end.

As summarized on the consolidated balance sheet, the University's unrestricted accumulated deficit has decreased from \$68.6 million in 2023 to \$56.7 million in 2024. The \$11.9 million decrease in the accumulated deficit is primarily due to a surplus in ancillary operations. Surpluses and deficits related to academic operations are internally restricted and do not affect the University's unrestricted deficit.

Major Capital Projects

Planning and construction activity continued on a number of important capital projects, though supply chain issues, increased cost of materials and labour issues, continue to impact construction, affecting both budget and schedule.

Construction on the Markham Centre Campus Project ("MCC"), which began in fiscal 2021, continued through the fiscal year with costs incurred to date of \$228.5 million against a total project budget of \$330.5 million. The MCC is financed by \$135 million in debentures (\$100 million issued in 2020 and \$35 million from a prior debenture) and funded by a contribution of land by the City of Markham valued at \$50 million, a contribution from the Region of York of \$25 million, fundraising of \$50 million and a \$70.5 million contribution from reserves. The Markham Centre Campus is expected to open in Fall 2024. Program offerings at the Markham Centre Campus will create high-quality learning opportunities to prepare students for the digital economy. The Campus will accommodate up to 4,200 students at both the undergraduate and graduate level, with the flexibility to respond to future growth demands, and will secure the University's presence in the rapidly growing York Region.

Design of the Neuroscience Facility at Sherman Health Science Research Centre also continued. This project has a budget of \$51.5 million and a targeted completion in April 2025. The building will host the VISTA research neuroscience facility and provide additional office and clinical space for the Faculty of Health. The project's costs are being funded by the University's capital reserves, external debentures and an internal loan.

Several other approved projects are in progress including the Goldfarb Gallery of York University (\$13.5 million budget), and the Student System Renewal Program (\$120 million budget). The University has also continued to invest in renewal of spaces on campus as part of its classroom and washroom renewal programs.

Carol McAulay
Vice-President, Finance and Administration

SUMMARY OF REVENUE AND EXPENSES

Total Revenue and Expenses

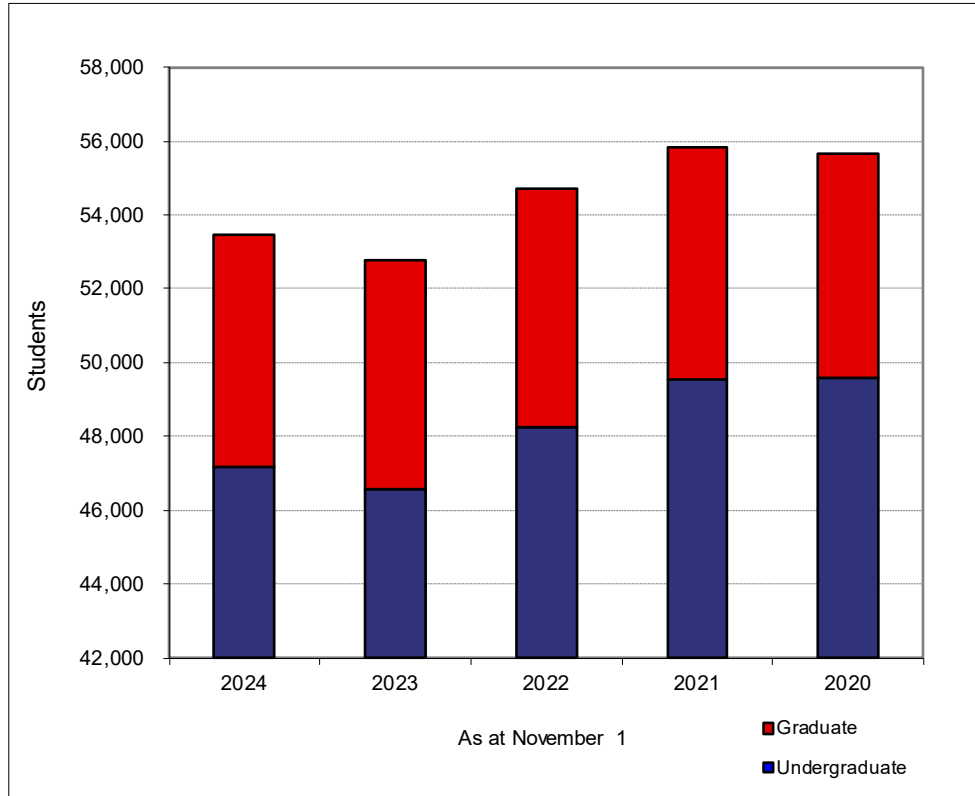
(Millions of dollars)

Year ended April 30	2024	2023	2022	2021	2020
	\$	\$	\$	\$	\$
<u>REVENUE</u>					
Student fees	696.7	726.5	731.4	741.5	714.2
Government and other grants for restricted purposes	412.8	398.8	390.6	388.2	387.2
Investment income	68.5	56.1	26.9	36.2	37.3
Fees, recoveries and other income	46.2	36.7	28.8	27.6	37.3
Sales and services	72.9	67.2	43.2	26.9	64.7
Amortization of deferred capital contributions	19.6	19.5	18.5	18.2	18.1
Donations	15.9	12.2	15.3	8.2	9.8
	1,332.6	1,317.0	1,254.7	1,246.8	1,268.6
<u>EXPENSES</u>					
Salaries and benefits	997.5	894.1	846.3	806.9	772.4
Operating costs	178.3	170.4	151.9	132.2	158.6
Scholarships and bursaries	117.2	116.5	116.1	123.5	98.2
Amortization of capital assets	56.6	51.9	49.1	48.4	48.5
Interest on long-term debt	26.2	28.2	29.5	30.3	27.2
Taxes and utilities	28.1	27.7	25.3	23.0	27.0
Cost of sales and services	7.2	7.4	7.2	7.4	11.4
	1,411.1	1,296.2	1,225.4	1,171.7	1,143.3

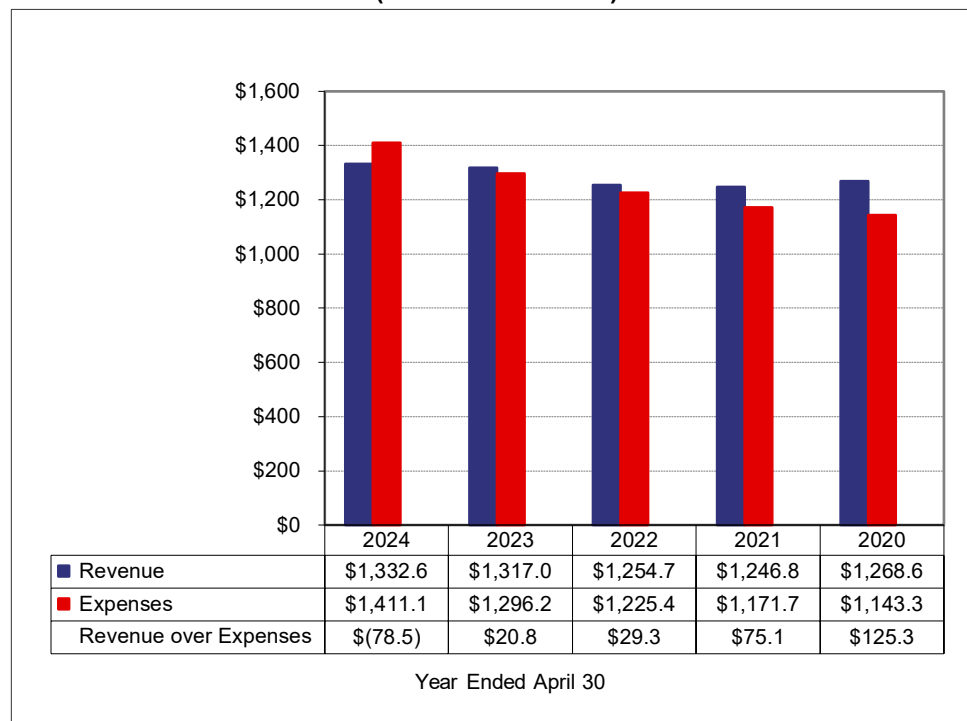
% of Total Revenue and Expenses

Year ended April 30	2024	2023	2022	2021	2020
	%	%	%	%	%
<u>REVENUE</u>					
Student fees	52.3	55.2	58.4	59.4	56.4
Government and other grants for restricted purposes	31.0	30.3	31.1	31.1	30.5
Investment income	5.1	4.3	2.1	2.9	2.9
Fees, recoveries and other income	3.5	2.8	2.3	2.2	2.9
Sales and services	5.5	5.1	3.4	2.2	5.1
Amortization of deferred capital contributions	1.4	1.4	1.5	1.5	1.4
Donations	1.2	0.9	1.2	0.7	0.8
	100.0	100.0	100.0	100.0	100.0
<u>EXPENSES</u>					
Salaries and benefits	70.7	69.0	69.1	68.9	67.5
Operating costs	12.6	13.1	12.4	11.3	13.9
Scholarships and bursaries	8.3	9.0	9.4	10.5	8.6
Amortization of capital assets	4.0	4.0	4.0	4.1	4.2
Interest on long-term debt	1.9	2.2	2.4	2.6	2.4
Taxes and utilities	2.0	2.1	2.1	2.0	2.4
Cost of sales and services	0.5	0.6	0.6	0.6	1.0
	100.0	100.0	100.0	100.0	100.0

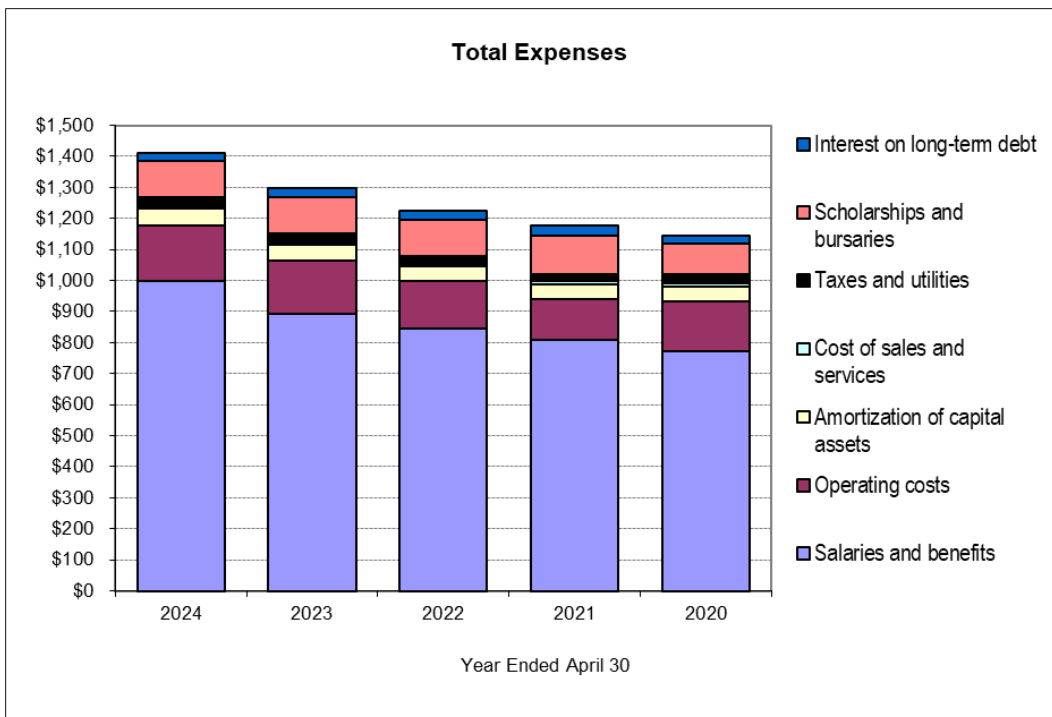
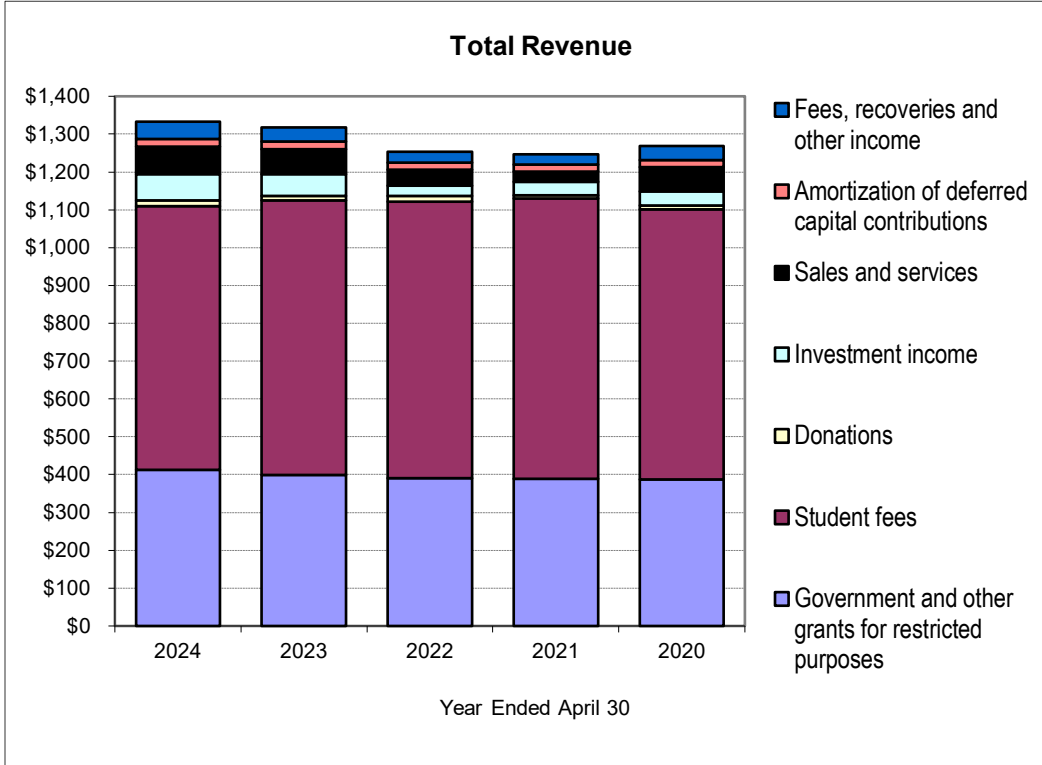
STUDENT HEADCOUNT 2020 – 2024



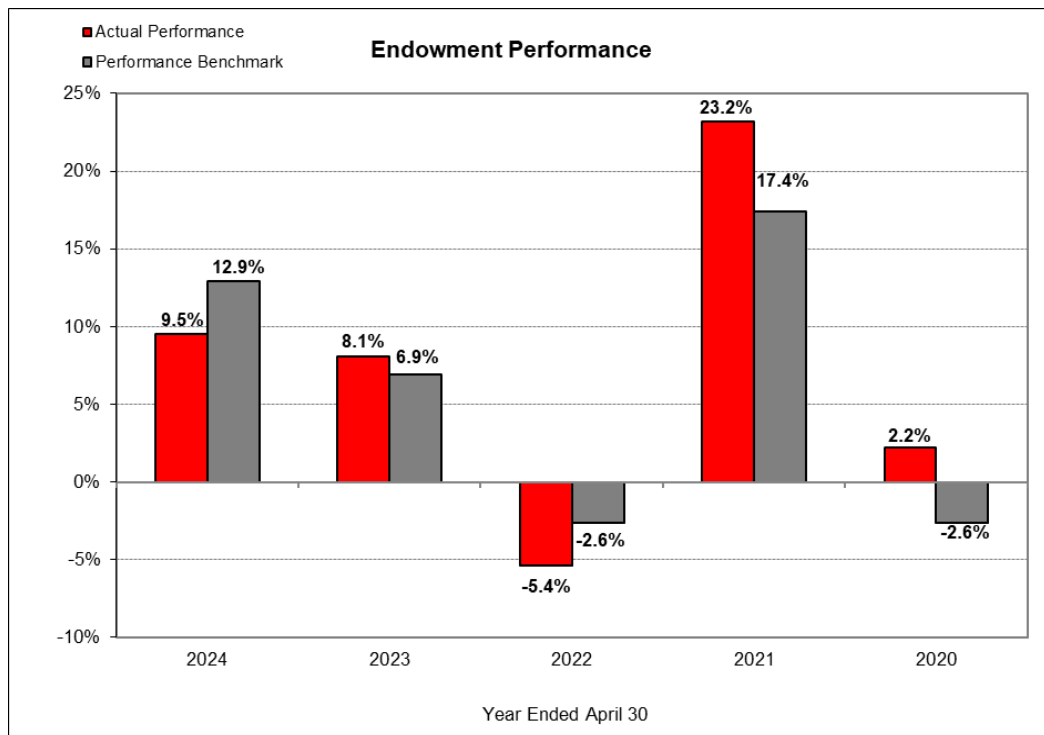
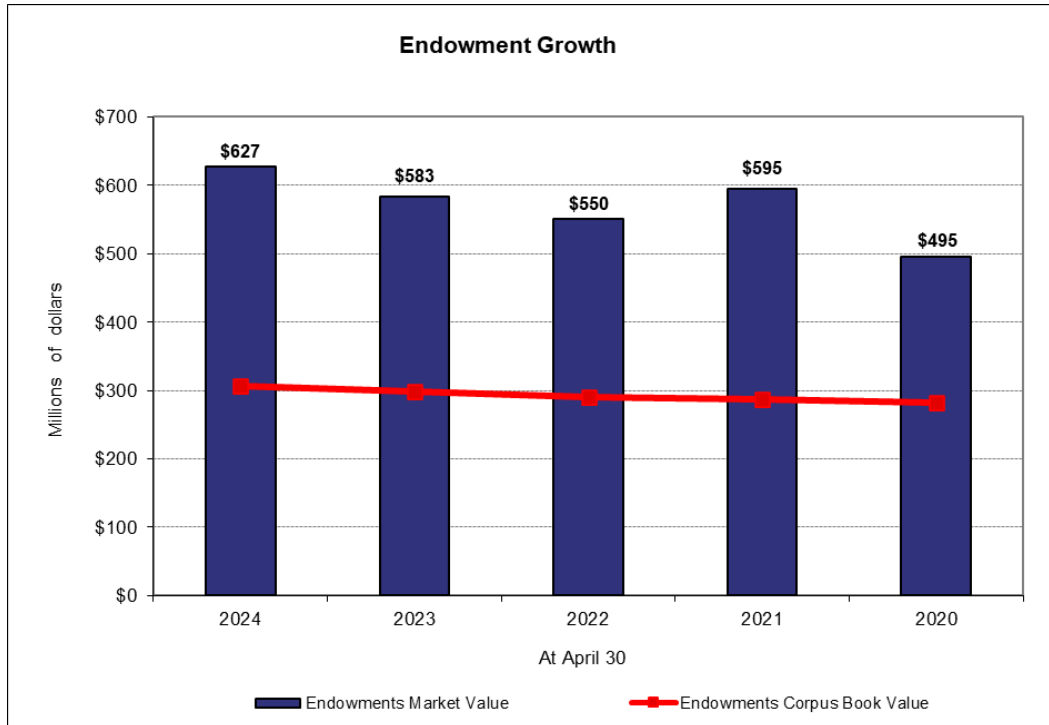
REVENUE AND EXPENSES Year Ended April 30 2020 – 2024 (Millions of dollars)



SUMMARY OF REVENUE AND EXPENSES
Year Ended April 30
2020 – 2024
(Millions of dollars)



ENDOWMENT GROWTH AND PERFORMANCE 2020 – 2024



Independent auditor's report

To the Board of Governors of
York University

Opinion

We have audited the consolidated financial statements of **York University** [the "University"], which comprise the consolidated balance sheet as at April 30, 2024, and the consolidated statement of operations and changes in deficit, consolidated statement of changes in net assets and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University as at April 30, 2024 and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the financial report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, and in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the other information prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities with the University to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada
June 25, 2024

Chartered Professional Accountants
Licensed Public Accountants

CONSOLIDATED BALANCE SHEET
(Thousands of dollars)

As at April 30

	2024	2023
	\$	\$
ASSETS		
Current		
Cash and cash equivalents	90,180	78,898
Short-term investments (notes 3 and 17)	450,585	481,310
Accounts receivable (notes 4 and 17)	125,273	127,096
Inventories	3,545	3,252
Prepaid expenses	31,385	24,524
Total current assets	700,968	715,080
Pension plan asset (note 13)	182,382	90,966
Investments (notes 3 and 17)	1,109,358	1,086,612
Investment in lease (note 4)	38,798	39,551
Capital assets, net (note 5)	1,808,057	1,724,849
	3,839,563	3,657,058
LIABILITIES		
Current		
Accounts payable and accrued liabilities (notes 8 and 14)	256,559	183,991
Current portion of long-term debt (note 9)	-	326
Deferred revenue (note 18)	128,417	89,652
Deferred contributions (note 6)	242,062	233,754
Total current liabilities	627,038	507,723
Long-term liabilities (notes 8 and 13)	282,426	255,661
Long-term debt (note 9)	596,808	596,738
Deferred capital contributions (note 10)	439,808	437,401
Total liabilities	1,946,080	1,797,523
Commitments and contingent liabilities (notes 3(c), 7 and 16)		
NET ASSETS		
Deficit	(56,738)	(68,568)
Internally restricted (note 11)	1,342,429	1,361,391
Endowments (note 12)	607,792	566,712
Total net assets	1,893,483	1,859,535
	3,839,563	3,657,058

See accompanying notes

On behalf of the Board of Governors:

Paul Tsaparis
Chair

Rhonda L. Lenton
President and Vice-Chancellor

CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN DEFICIT

(Thousands of dollars)

Year ended April 30	2024	2023
	\$	\$
REVENUE		
Student fees (<i>note 18</i>)	696,724	726,448
Government and other grants for restricted purposes (<i>note 6</i>)	412,849	398,830
Investment income (<i>note 3</i>)	68,452	56,117
Fees, recoveries and other income	46,239	36,687
Sales and services	72,826	67,219
Amortization of deferred capital contributions (<i>note 10</i>)	19,624	19,548
Donations	15,869	12,186
Total revenue	1,332,583	1,317,035
EXPENSES		
Salaries and benefits (<i>note 13</i>)	997,528	894,138
Operating costs	178,291	170,370
Scholarships and bursaries	117,193	116,530
Amortization of capital assets	56,565	51,847
Interest on long-term debt (<i>note 9</i>)	26,153	28,240
Taxes and utilities	28,134	27,709
Cost of sales and services	7,233	7,361
Total expenses	1,411,097	1,296,195
Excess (deficiency) of revenue over expenses for the year	(78,514)	20,840
Employee benefit plans – remeasurements (<i>note 13</i>)	70,591	18,196
Net transfers from (to) internally restricted net assets (<i>note 11</i>)	18,962	(24,973)
Net transfers from (to) internally restricted endowments (<i>note 12</i>)	791	(701)
Change in deficit in the year	11,830	13,362
Deficit, beginning of year	(68,568)	(53,673)
Adjustment to opening deficit – remeasurements (<i>note 13</i>)	-	(28,257)
Adjusted deficit, beginning of year	(68,568)	(81,930)
Deficit, end of year	(56,738)	(68,568)

See accompanying notes

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

(Thousands of dollars)

Year ended April 30					2024	2023
	Deficit	Internally	Endowments	Total	Total	
	\$	restricted	\$	\$	\$	
		\$	\$			
		(note 11)	(note 12)			
Net assets (deficit), beginning of year	(68,568)	1,361,391	566,712	1,859,535	1,816,312	
Adjustment to opening deficit for employee benefit plans remeasurements (note 13)	-	-	-	-	(28,257)	
Adjusted net assets (deficit), beginning of year	(68,568)	1,361,391	566,712	1,859,535	1,788,055	
Excess (deficiency) of revenue over expenses for the year	(78,514)	-	-	(78,514)	20,840	
Employee benefit plans – remeasurements (note 13)	70,591	-	-	70,591	18,196	
Net transfers from internally restricted net assets (note 11)	18,962	(18,962)	-	-	-	
Investment income on externally restricted endowments less amounts made available for spending (note 12)	-	-	34,073	34,073	25,102	
Contributions to externally restricted endowments (note 12)	-	-	7,798	7,798	7,342	
Net transfers from internally restricted endowments (note 12)	791	-	(791)	-	-	
Net assets (deficit), end of year	(56,738)	1,342,429	607,792	1,893,483	1,859,535	

See accompanying notes

CONSOLIDATED STATEMENT OF CASH FLOWS
(Thousands of dollars)

Year ended April 30	2024 \$	2023 \$
OPERATING ACTIVITIES		
Excess (deficiency) of revenue over expenses for the year	(78,514)	20,840
Add (deduct) non-cash items:		
Amortization of capital assets	56,565	51,847
Amortization of deferred capital contributions	(19,624)	(19,548)
Amortization of transaction costs	70	66
Employee benefit plan expense	65,331	62,136
Net change in non-cash balances related to operations (note 14)	108,021	3,722
Contributions to employee benefit plans	(58,638)	(54,821)
Cash provided by operating activities	73,211	64,242
INVESTING ACTIVITIES		
Sale of investments, net (note 14)	42,052	10,964
Purchase of capital assets, net (note 14)	(133,484)	(142,200)
Cash used in investing activities	(91,432)	(131,236)
FINANCING ACTIVITIES		
Repayment of long-term debt	(326)	(368)
Contributions restricted for capital purposes (note 10)	22,031	12,091
Contributions to externally restricted endowments (note 12)	7,798	7,342
Cash provided by financing activities	29,503	19,065
Net increase (decrease) in cash and cash equivalents during the year	11,282	(47,929)
Cash and cash equivalents, beginning of year	78,898	126,827
Cash and cash equivalents, end of year	90,180	78,898

See accompanying notes

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts are in thousands of dollars unless otherwise indicated)

APRIL 30, 2024

1. DESCRIPTION OF THE ORGANIZATION

York University ("York" or the "University") was incorporated under the *York University Act*, 1959 and continued under the *York University Act*, 1965 by the Legislative Assembly of Ontario. The University is dedicated to academic research and to providing post-secondary and post-graduate education. The University is a registered charity and under the provisions of Section 149 of the *Income Tax Act* (Canada) is exempt from income taxes.

York's consolidated financial statements reflect the assets, liabilities, net assets, revenue, expenses and other transactions of all the operations of the University and organizations in which the University has a controlling shareholding. Accordingly, these consolidated financial statements include the operations, research activities and ancillary operations of the University and the York University Development Corporation (an Ontario corporation of which the University is the sole shareholder) that oversees the development of designated undeveloped York lands and owns York Lanes shopping mall.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These consolidated financial statements have been prepared in accordance with Part III of the *CPA Canada Handbook – Accounting*, which sets out generally accepted accounting principles for not-for-profit organizations in Canada and includes the significant accounting policies set out below.

a) Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and grants. Grants are recorded in the accounts when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations are recorded in the accounts when received since pledges are not legally enforceable claims. Unrestricted contributions are recognized as revenue when initially recorded in the accounts. Externally restricted contributions, other than endowments, are initially deferred when recorded in the accounts and recognized as revenue in the year in which the related expenses are recognized. Externally restricted contributions received towards the purchase of capital assets are deferred when initially recorded in the accounts and amortized to revenue on the same basis as the related depreciable capital assets are amortized. Externally restricted endowment contributions are recognized as direct increases in net assets when initially recorded in the accounts.

Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at the point of sale or when the service has been provided.

Investment income (loss), which consists of interest, dividends, income distributions from pooled funds, realized gains and losses on all investments and unrealized gains and losses on investments recorded at fair value, is recorded as investment income (loss) in the consolidated statement of operations and changes in deficit, except for investment income designated for externally restricted endowments. The amount made available for spending related to externally restricted endowments is recognized as investment income, and any restricted amounts available for spending that remain unspent as at year-end are deferred and categorized as deferred contributions. Investment income on externally restricted endowments in excess of the amount made available for spending, losses on externally restricted endowments and deficiency of investment income compared to the amount available for spending are recognized as direct increases (decreases) to endowments.

Investment income (loss) designated for internally restricted endowments is recognized in the consolidated statement of operations and changes in deficit. The investment income (loss) net of all actual spending against internal endowments is transferred between the unrestricted deficit and internally restricted endowments through the consolidated statement of changes in net assets.

b) Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires the administration to make estimates and assumptions that affect the reported amounts of assets and liabilities, the related amounts of revenue and expenses, and the disclosure of contingent assets and liabilities. Significant areas requiring the use of estimates relate to the assumptions used in the determination of the valuation of pension and other retirement benefit assets/obligations, assumptions used in the determination of the valuation of the impact of labour negotiations, the labour disruption, and the recording of contingencies. Actual results could differ from those estimates.

c) Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit and investments with a maturity of approximately three months or less at the date of purchase, unless they are held for investment rather than liquidity purposes, in which case they are classified as investments.

d) Inventories

Inventories are stated at the lower of cost and net realizable value. The cost of inventories is assigned by using the first-in, first-out method or weighted average cost method, depending on the nature and use of the inventory items. The same costing method is used for all inventories having a similar nature and use.

e) Financial instruments

Investments reported at fair value consist of equity instruments that are quoted in an active market, as well as pooled fund investments, derivative contracts and any investments in fixed income securities that the University designates upon purchase to be measured at fair value. Transactions are recorded on a trade date basis, and transaction costs are recognized in the consolidated statement of operations and changes in deficit in the period during which they are incurred.

Investments in fixed income securities not designated to be measured at fair value are initially recorded at fair value plus transaction costs, which represents cost, and are subsequently measured at amortized cost using the effective interest rate method, less any provision for impairment. Investments in fixed income securities that have a maturity of less than one year are reported as short-term investments, unless held for investment purposes rather than liquidity purposes.

Real asset interests invested in private funds are managed by third-party investment managers. The investment managers of these interests perform and provide valuations of the underlying investments on a periodic basis. Annual financial statements of the private investment interests are audited and are also provided by the investment managers. The value of the investments in these interests is based on the latest valuations provided (typically December 31), adjusted for subsequent cash receipts and distributions from the fund, and cash disbursements to the fund through April 30. The University believes that the carrying amount of these financial instruments is a reasonable estimate of fair value. Because private investments are not readily traded, their estimated values are subject to uncertainty and therefore may differ from the value that would have been used had a ready market for such investments existed.

Long-term debt is initially recorded at fair value, which represents cost, and subsequently measured at amortized cost using the effective interest rate method. Long-term debt is reported net of related premiums, discounts and transaction issue costs.

Other financial instruments, including cash and cash equivalents, accounts receivable and accounts payable and accrued liabilities, are initially recorded at fair value, which represents cost, and subsequently measured at cost, net of any provisions for impairment.

f) Capital assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair market value as at the date of contribution. Amortization of capital assets is provided on a straight-line basis over their estimated useful lives as follows:

	Annual rate	Years
Buildings, facilities, and infrastructure	2.5% to 10%	10 to 40
Equipment, furnishings, and software	5% to 33.3%	3 to 20
Library books	100%	1

Construction in progress expenditures are capitalized as incurred and are amortized as described above once the asset is placed into service. Capitalized expenditures include interest on related debt funding of such expenditures.

Major software projects, including salaries and benefits directly related to their acquisition, development, and installation, are included within equipment, furnishings, and software.

Donations of items included in the art collection are recorded as direct increases in capital assets and net assets at an appraised value established by independent appraisal in the period received by the University. The art collection is considered to have a permanent value and is not amortized.

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not contribute to the University's ability to provide goods and services. Any impairment results in a write-down of the asset and an expense in the consolidated statement of operations and changes in deficit. An impairment loss is not reversed if the fair value of the related asset subsequently increases.

g) Foreign currency translation

The University accounts for revenue and expense transactions denominated in a foreign currency as at the exchange rate in effect as at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated as at year-end exchange rates, and any translation gain or loss is included in the consolidated statement of operations and changes in deficit. Foreign exchange gains and losses on investments are accounted for consistent with investment income.

h) Employee benefit plans

The University has a defined contribution pension plan, which has a defined benefit component that provides a minimum level of pension benefits. The University also has other retirement and post-employment benefit plans that primarily provide medical and dental benefits. The University accounts for the cost of benefits related to the defined contribution plan as contributions are due.

The University accounts for its defined benefit employee plans using the immediate recognition approach. The University recognizes the amount of the accrued benefit obligations, net of the fair value of plan assets measured as at year-end, adjusted for any valuation allowances. Current service and finance costs are expensed during the year. Remeasurements and other items related to actuarial gains and losses and differences between actual and expected returns on plan assets and past service costs are recognized as a direct increase or decrease in net assets. The accrued benefit obligations for the pension plan are determined based on actuarial valuation reports prepared for funding purposes. The accrued benefit obligations for the other retirement and post-employment benefit plans are determined based on actuarial valuation reports prepared for accounting purposes. These reports are required to be prepared at least on a triennial basis. In years where actuarial valuations are not prepared, the University uses a roll-forward technique to estimate the accrued liability using assumptions from the most recent actuarial valuation reports.

i) Contributed services

Volunteers contribute an indeterminable number of hours per year. Because of the difficulty of determining their fair value, contributed services are not recognized in the consolidated financial statements.

3. INVESTMENTS

a) Investments consist of the following:

	2024	2023
	\$	\$
Cash	9,020	4,566
Short-term income fund	9,840	5,633
Guaranteed investment certificates	461,364	548,419
Canadian government bonds	44,398	55,458
Canadian corporate bonds	120,183	183,366
Foreign bonds	164,971	155,191
Fixed income funds	184,664	84,957
Mortgages	102,770	105,472
Canadian and global equities	363,292	353,737
Real assets	98,664	69,618
Other	777	1,505
Total	1,559,943	1,567,922

Investments in pooled funds have been allocated among asset classes based on the underlying investments held in the pooled funds.

Certain investments, cash and cash equivalents are restricted for deferred contributions, unexpended deferred capital contributions, and externally restricted endowments as follows:

	2024	2023
	\$	\$
Deferred contributions (<i>note 6</i>)	242,062	233,754
Deferred capital contributions - unexpended (<i>note 10</i>)	62	3,578
Endowments – externally restricted (<i>note 12</i>)	591,587	548,716
Total	833,711	786,048

All investments are recorded at fair value, except certain bonds, mortgages, fixed income funds and other investments, which are carried at amortized cost. As at year-end, investments are recorded in the accounts as follows:

	2024	2023
	\$	\$
Fair value – endowments	626,974	582,711
Fair value – operating and sinking funds	219,868	134,217
Amortized cost – operating and sinking funds	713,101	850,994
Total investments	1,559,943	1,567,922
Less investments classified as short-term	(450,585)	(481,310)
Total long-term investments	1,109,358	1,086,612

Investments in the sinking fund (*notes 9 and 11*) total \$102,405 (2023: \$93,419), which is comprised of \$94,456 (2023: \$93,419) in investments held at amortized cost and \$7,949 (2023: nil) in investments held at fair value.

Investments are exposed to foreign currency, interest rate, other price and credit risks (*note 17*). The University manages these risks through policies and procedures governing asset mix, equity and fixed income allocations, and diversification among and within asset categories.

To manage foreign currency risk, a hedging policy has been implemented for the University's foreign currency denominated investments to minimize exchange rate fluctuations and the resulting uncertainty on future financial results. All outstanding contracts have a remaining term to maturity of less than one year. The University has contracts outstanding held in foreign currencies, as detailed below.

The notional and fair values of the foreign currency forward contracts are as follows:

Currency sold	2024		2023	
	Notional value (CAD\$)	Fair value of contract (CAD\$)	Notional value (CAD\$)	Fair value of contract (CAD\$)
USD	57,073	(667)	40,485	(63)
EUR	1,505	6	1,193	(23)

The fair value of the foreign currency forward contracts is included in other investments. The change in the fair value of the foreign currency forward contracts is accounted for consistent with investment income in the consolidated statement of operations and changes in deficit.

b) Investment income consists of the following:

	2024 \$	2023 \$
Investment income on endowments, net of management fees (<i>note 12</i>)	52,943	42,311
Remove investment income credited to external endowments (<i>note 12</i>)	(51,363)	(40,884)
Add allocations for spending on external endowments, net of deferrals	15,901	17,484
Investment income attributable to endowments	17,481	18,911
Other investment income	50,971	37,206
Total	68,452	56,117

c) Real asset and private debt uncalled commitments:

The University's real asset and private debt investments (real estate, infrastructure, and private loans) invested in private funds managed by third-party managers typically take the form of limited partnerships managed by a General Partner where the University participates as a Limited Partner. The legal terms and conditions of these private investment funds, which cover various areas of real asset investments and private loans, require that investors initially make an unfunded commitment and then remit funds over time (cumulatively up to a maximum of the total committed amount), in response to a series of capital calls issued to the investors by the manager. As at April 30, 2024, the University had uncalled commitments of approximately \$83,953 (2023: \$75,247). The capital committed is called by the manager over a pre-defined investment period, which varies by fund. The total amount committed to a private fund may not be fully called due to a number of reasons, including lack of investment opportunities, inadequate timing, risk management mitigation, investor preferences, fund size constraints, and regulatory or legal considerations.

4. INVESTMENT IN LEASE

The University has entered into a direct finance lease with the Ontario Infrastructure and Lands Corporation ("OILC"), formerly the Ontario Realty Corporation. The leased facilities are located on the Keele campus and are occupied by the Archives of Ontario. The lease commenced on February 25, 2009 for an initial period of 25 years plus three options to extend the term, each for 10 years. Prior to the commencement of the lease, the OILC exercised the first 10-year renewal option.

To construct the facilities used by the Archives of Ontario, in May 2007, the University entered into contractual agreements with a consortium that undertook the design, construction and financing of the facility during the construction phase of the project.

As payment for the cost of the facility, York assigned the revenue stream under the OILC lease to the consortium for a period of 35 years. However, York remains liable for the lease payments to the consortium should OILC default.

The present value of the lease payments due from OILC at lease commencement was determined to be \$45 million based on a discount rate of 10.5% and with no residual value assigned to the Archives of Ontario facility.

The carrying value of the investment in lease comprises aggregate minimum lease payments due from OILC over 35 years less unearned finance income at a rate of 10.5%. The balance is calculated as follows:

	2024	2023
	\$	\$
Aggregate future minimum lease payments	91,144	95,962
Less unearned finance income	(51,593)	(55,733)
Investment in lease (note 8)	39,551	40,229
Less current portion recorded in accounts receivable	(753)	(678)
Total	38,798	39,551

Minimum future lease payments are expected to be as follows:

	\$
2025	4,818
2026	4,818
2027	4,818
2028	4,818
2029	4,818
Thereafter	67,054
Total	91,144

The University has recorded the amounts owed to the consortium under the lease assignment within the liabilities section of the consolidated balance sheet. The current portion of \$753 (2023: \$678) is reported within accounts payable and accrued liabilities, while the long-term portion is reported in long-term liabilities as \$38,798 (2023: \$39,551) (note 8). This liability has been discounted at a rate of 10.5% and will reduce over the 35-year lease assignment term, concurrent with the reduction to investment in lease.

5. CAPITAL ASSETS

Capital assets consist of the following:

	2024			2023		
	Cost \$	Accumulated amortization \$	Net book value \$	Cost \$	Accumulated amortization \$	Net book value \$
Land	584,046	-	584,046	584,980	-	584,980
Buildings, facilities and infrastructure	1,586,476	753,029	833,447	1,562,740	713,078	849,662
Equipment, furnishings and software	171,171	99,726	71,445	140,451	91,383	49,068
Library books	35,139	35,139	-	37,652	37,652	-
Art collection	6,363	-	6,363	6,274	-	6,274
Construction in progress	312,756	-	312,756	234,865	-	234,865
Total	2,695,951	887,894	1,808,057	2,566,962	842,113	1,724,849

- a) During the year, the total cost of items added to library books was \$2,163 (2023: \$1,492) and the total cost of items removed was \$4,676 (2023: \$4,860).
- b) During the year, the University reduced the cost and accumulated amortization by \$10,784 (2023: \$24,817) for capital assets, including library books, that were fully amortized and no longer in use.

- c) The Glendon campus land and a majority of the Keele campus land were acquired by grants. These grants had restrictive covenants, which have been registered on the title of the property, and which purport to limit use of the properties for educational or research purposes at the University level.
- d) Construction in progress includes the cost of Marham Centre Campus Project, the Student System Renewal Program, and various other construction and renovation projects.
- e) Capitalized interest added to capital assets was \$4,088 (2023: \$2,023).

6. DEFERRED CONTRIBUTIONS

Deferred contributions represent unspent externally restricted grants and donations and unexpended available income on externally restricted endowments. The changes in the deferred contributions balance are as follows:

	2024			2023		
	Research and other grants for restricted purposes \$	Donations and expendable balances from endowments \$	Total \$	Research and other grants for restricted purposes \$	Donations and expendable balances from endowments \$	Total \$
Balance, beginning of year	170,140	63,614	233,754	152,476	59,504	211,980
Contributions, grants and investment income	112,827	38,911	151,738	107,912	39,096	147,008
Transfers to revenue	(105,843)	(37,587)	(143,430)	(90,248)	(34,986)	(125,234)
Balance, end of year (note 3)	177,124	64,938	242,062	170,140	63,614	233,754

7. CREDIT FACILITIES

The University has an unsecured demand operating facility in the amount of \$20 million. This facility bears interest at a rate that varies with the balances on deposit, ranging from the bank's prime rate (7.20% at April 30, 2024) plus or minus 0.5%. Letters of credit of \$13.7 million (2023: \$13.7 million) and loan guarantees of \$1.5 million (2023: \$1.5 million) have been utilized against this facility.

8. LONG-TERM LIABILITIES

Long-term liabilities consist of the following:

	2024 \$	2023 \$
Obligation under lease assignment (note 4)	39,551	40,229
Less current portion recorded in accounts payable and accrued liabilities	(753)	(678)
Long-term portion of obligation under lease assignment	38,798	39,551
Employee other benefit plans (note 13)	243,628	216,110
Total	282,426	255,661

9. LONG-TERM DEBT

Long-term debt consists of the following:

	2024	2023
	\$	\$
Debentures		
Senior unsecured debenture bearing interest at 6.48%, maturing on March 7, 2042	200,000	200,000
Senior unsecured debenture bearing interest at 5.84%, maturing on May 4, 2044	100,000	100,000
Senior unsecured debenture bearing interest at 4.46%, maturing on February 26, 2054	100,000	100,000
Senior unsecured debenture bearing interest at 3.58%, maturing on May 26, 2056	100,000	100,000
Senior unsecured debenture bearing interest at 3.39%, maturing on April 1, 2060	100,000	100,000
Other debentures bearing interest at 7.25% to 7.63%, matured between May and November 2023	-	202
Term loan		
Term loan bearing interest at 4.50%, matured in October 2023	-	124
	600,000	600,326
Unamortized transaction costs	(3,192)	(3,262)
	596,808	597,064
Less current portion	-	(326)
Total	596,808	596,738

Scheduled future minimum annual repayments of long-term debt are as follows:

	\$
2025 to 2029	-
Thereafter	600,000
Total	600,000

The amount of interest expense net of capitalized interest (*note 5*) during the year on long-term debt was \$26,153 (2023: \$28,240).

A voluntary sinking fund (*notes 3 and 11*) was established for the purpose of accumulating funds to repay the principal of the University's debentures at maturity. The value of the fund included in investments as at April 30, 2024 amounted to \$102,405 (2023: \$93,419).

10. DEFERRED CAPITAL CONTRIBUTIONS

The changes in the deferred capital contributions balance are as follows:

	2024	2023
	\$	\$
Balance, beginning of year	437,401	444,858
Contributions in the year	22,031	12,091
Amortization of deferred capital contributions	(19,624)	(19,548)
Balance, end of year	439,808	437,401
Comprising:		
Capital contributions – expended	439,746	433,823
Capital contributions – unexpended	62	3,578
Total	439,808	437,401

11. INTERNALLY RESTRICTED NET ASSETS

Details of internally restricted net assets are as follows:

	2024	2023
	\$	\$
Departmental carryforwards	(126,961)	85,503
University fund	129,631	71,060
Computing systems development	18,207	18,040
Contractual commitments to employee groups	8,757	9,487
Research programs	53,968	52,885
Employee pension benefits (<i>note 13</i>)	182,382	90,966
Sinking fund (<i>notes 3 and 9</i>)	102,405	93,419
Investment in capital assets	212,693	176,568
Land appraisal reserve	580,102	580,102
Capital reserve	270,421	243,987
Future funded capital projects	(89,176)	(60,626)
Total	1,342,429	1,361,391

Internally restricted net assets include funds committed for specific purposes that reflect the application of the Board of Governors' policy as follows:

- i. Departmental carryforwards – These represent the cumulative surplus (deficit) positions of all Faculties and Divisions as at year-end. Under Board policy, which is approved annually, Faculties and Divisions are to carry forward the net unspent (overspent) funds from previous years' allocations.
- ii. University fund – This represents funds set aside to address future academic and strategic initiatives of the University.
- iii. Computing systems development – The University is planning to implement or upgrade several administrative computing and information systems. These appropriated funds support forward commitments for these systems planned or in progress, as well as planned future stages of system implementation not yet contracted for as at year-end.
- iv. Contractual commitments to employee groups – This is the net carryforward of funds to meet future commitments defined under collective agreements with various employee groups.
- v. Research programs – This represents appropriations for internally funded research.
- vi. Employee pension benefits – This represents the net pension surplus associated with the pension plan.
- vii. Sinking fund – This represents funds set aside to retire debentures (*note 9*).

- viii. Investment in capital assets – This represents the net amount of capital assets funded using internal capital.
- ix. Land appraisal reserve – This represents the increase to the appraised value of University land as at May 1, 2011.
- x. Capital reserve – This represents funds restricted for deferred maintenance, capital emergencies and capital projects planned or in progress.
- xi. Future funded capital projects – This represents projects that will be funded in the future through a combination of budget allocations, donations and debt.

12. ENDOWMENTS

Endowments include restricted donations received by the University and funds that have been internally designated by the Board of Governors. Investment returns generated from endowments are used in accordance with the various purposes established by the donors or by the Board of Governors. On an annual basis, the University determines the distribution for spending after a review of each individual endowment's original contribution, market value, and consideration of the long-term objective to preserve the purchasing power of each endowment.

The changes in net assets restricted for endowments are as follows:

	2024			2023		
	Internally restricted	Externally restricted	Total	Internally restricted	Externally restricted	Total
	\$	\$	\$	\$	\$	\$
Balance, beginning of year	17,996	548,716	566,712	17,295	516,272	533,567
Contributions	-	7,798	7,798	-	7,342	7,342
Investment income (<i>note 3</i>)	1,580	51,363	52,943	1,427	40,884	42,311
Available for spending	(2,371)	(17,290)	(19,661)	(726)	(15,782)	(16,508)
Transfers	(1,000)	1,000	-	-	-	-
Balance, end of year	16,205	591,587	607,792	17,996	548,716	566,712

Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support

Externally restricted endowments include grants from the Government of Ontario under the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust for Student Support ("OTSS") matching programs. These programs provided matching funds for eligible endowment donations in support of student aid. Investment income earned on these funds is used to finance awards to qualified students.

The position of these fund balances, at book and market value, is calculated as follows:

For the year ended April 30	OSOTF I	OSOTF II	2024	2023
	\$	\$	\$	\$
Endowment Funds:				
Endowment at book value, beginning and end of year	67,583	10,714	78,297	78,297
Endowment at market value, end of year	134,139	20,038	154,177	145,410
Expendable Funds:				
Expendable funds available for awards, beginning of year	43,073	4,354	47,427	47,978
Realized investment gains, net of capital protection	6,992	1,045	8,037	3,690
Bursaries awarded	(3,398)	(609)	(4,007)	(4,241)
Expendable funds available for awards, end of year	46,667	4,790	51,457	47,427
Number of bursaries awarded	1,540	308	1,848	2,155
OTSS				
For the year ended March 31*			2024	2023
			\$	\$
Endowment Funds:				
Endowment at book value, beginning and end of year			45,764	45,764
Endowment at market value, end of year			87,207	80,296
Expendable Funds:				
Expendable funds available for awards, beginning of year			27,304	27,388
Realized investment gains, net of capital protection			4,553	2,060
Bursaries awarded			(2,318)	(2,144)
Expendable funds available for awards, end of year			29,539	27,304
Number of bursaries awarded			1,108	1,038

*As per reporting guidelines as determined by the Ministry of Colleges and Universities.

The expendable funds available for awards are included in deferred contributions (*note 6*) on the consolidated balance sheet.

13. EMPLOYEE BENEFIT PLANS

The University has a number of funded and unfunded benefit plans that provide pension, other retirement and post-employment benefits to most of its employees. The pension plan is a defined contribution plan, which has a defined benefit component that provides a minimum level of pension benefits. The most recent actuarial valuation for funding purposes for the pension plan was performed as at December 31, 2023.

Other retirement benefit plans are contributory health care plans with retiree contributions adjusted annually. A plan also provides for long-term disability income benefits after employment, but before retirement. The most recent actuarial valuation for other post-retirement benefits was performed as at May 1, 2023. The most recent actuarial valuation for post-employment benefits was performed as at April 30, 2024.

Information about the University's benefit plans is as follows:

	2024		2023	
	Pension benefit plan	Other benefit plans	Pension benefit plan	Other benefit plans
	\$	\$	\$	\$
Plan surplus (deficit), beginning of year	90,966	(216,110)	51,437	(159,205)
Remeasurement of liability May 1, 2022	-	-	-	(28,257)
Employee benefit plan expense	(46,985)	(18,346)	(46,110)	(16,026)
Remeasurements	89,944	(19,353)	37,845	(19,649)
Employer contributions	48,457	10,181	47,794	7,027
Plan surplus (deficit), end of year	182,382	(243,628)	90,966	(216,110)
Additional information:				
Plan assets	3,510,690	-	3,293,451	-
Plan obligations	(3,328,308)	(243,628)	(3,202,485)	(216,110)
Plan surplus (deficit)	182,382	(243,628)	90,966	(216,110)
Employee contributions	40,062	-	39,290	-
Benefits paid and administrative expenses	154,245	11,027	156,095	7,925

Remeasurements consist of actuarial gains (losses) and the difference between expected and actual investment returns on plan assets.

The pension plan surplus is recorded in assets on the consolidated balance sheet. The other benefit plan deficiency is included in long-term liabilities (*note 8*) on the consolidated balance sheet.

The significant actuarial assumptions adopted in measuring the University's accrued benefit surplus (deficit) and benefit costs are as follows:

	2024		2023	
	Pension benefit plan	Other benefit plans	Pension benefit plan	Other benefit plans
	%	%	%	%
Accrued benefit surplus (deficit)				
Discount rate	5.75	5.25/5.10	5.75	4.85/4.75
Rate of inflation	2.00	2.00	2.00	2.00
Rate of compensation increase	4.00	4.00	4.00	4.00
Benefit expense				
Discount rate	5.75	4.85/4.75	5.75	4.70/4.35
Rate of inflation	2.00	2.00	2.00	2.00
Expected long-term rate of return on plan assets	5.75	-	5.75	-
Rate of compensation increase	4.00	4.00	4.00	4.00

The discount rate used to measure the University's unfunded defined benefit obligation ("DBO") was determined based on the yield of high-quality corporate bonds. The discount rate for the accrued benefit was 5.25% (2023: 4.85%) for post-retirement benefits ("PRB") and 5.10% (2023: 4.75%) for post-employment benefits ("PEB"), and the discount rate for the benefit expense was 4.85% (2023: 4.70%) for PRB and 4.75% (2023: 4.35%) for PEB.

For measurement purposes, 5.02% (2023: 4.89%) and 4.98% (2023: 4.76%) annual increases in the cost of covered health care benefits were assumed for PRB and PEB, respectively. The rate of increase was assumed to decrease gradually to 4.05% in 2040 for both PRB and PEB plans; the rate of increase is to remain at that level thereafter.

In 2023, the University adopted the amendments to *CPA Canada Handbook – Accounting*, Section 3462, *Employee Future Benefits*. As a result, the University revalued its DBO using a discount rate appropriate under an accounting valuation at April 30, 2022, and immediately recognized the resulting actuarial loss of \$28,257 as at May 1, 2022.

The assets of the pension benefit plan are invested as follows:

	2024	2023
	%	%
Equities	43	50
Fixed income	32	26
Other	25	24
Total	100	100

14. ADDITIONAL INFORMATION

The net change in non-cash balances related to operations consists of the following:

	2024	2023
	\$	\$
Accounts receivable	1,823	(18,482)
Inventories	(293)	(555)
Prepaid expenses	(6,861)	(4,479)
Accounts payable and accrued liabilities	66,279	(8,645)
Deferred revenue	38,765	14,109
Deferred contributions	8,308	21,774
Net change in non-cash balances related to operations	108,021	3,722

The sale (purchase) of investments is calculated as follows:

	2024	2023
	\$	\$
Change in investments	7,979	(14,138)
Investment income on externally restricted endowments less amounts made available for spending (<i>note 12</i>)	34,073	25,102
Sale of investments, net	42,052	10,964

The purchase of capital assets is calculated as follows:

	2024	2023
	\$	\$
Additions to capital assets	(139,773)	(141,100)
Change in current year, from the previous year, in accounts payable and accrued liabilities related to capital asset additions	6,289	(1,100)
Purchase of capital assets	(133,484)	(142,200)

As at April 30, 2024, accounts payable and accrued liabilities include government remittances payable of \$19,559 (2023: \$20,973).

15. RELATED ENTITY

The University is a member, with 20 other universities, of TRIUMF, Canada's national laboratory for particle and nuclear physics located on the University of British Columbia ("UBC") campus. TRIUMF is a joint venture and was an unincorporated registered charity prior to June 1, 2021. On June 1, 2021, TRIUMF transferred all of its assets and liabilities to TRIUMF Inc., an incorporated registered charity. From that day onward, the University became a member of the corporation with the 20 other universities. Each university has an undivided 1/21 interest in its assets, liabilities and obligations. The land and buildings it occupies are owned by UBC. The facilities and their operations are funded by federal government grants, and the University has made no direct financial contribution to date. TRIUMF Inc.'s net assets are not contemplated to be and are not readily realizable by the University. The University's interest in the assets, liabilities and results of operations are not included in these consolidated financial statements (*note 16(c)*).

The following financial information as at March 31 for TRIUMF Inc. was prepared in accordance with Canadian Public Sector Accounting Standards, including accounting standards that apply to government not-for-profit organizations, except that all capital assets and related provisions for decommissioning costs, if any, are expensed in the year in which the costs are incurred. Any differences in the reporting framework are not material to the University's consolidated financial statements.

	2024 \$	2023 \$
	(Unaudited)	(Audited)
Statement of financial position		
Total assets	58,076	53,755
Total liabilities	11,156	11,266
Total fund balances	46,920	42,489
Statement of combined funding/revenue and expenses		
Revenue	108,789	101,155
Expenses	104,358	99,356
Surplus of revenue over expenses	4,431	1,799

16. COMMITMENTS AND CONTINGENT LIABILITIES

a) Litigation and other regulatory proceedings

The nature of the University's activities is such that there is usually litigation and/or other regulatory proceedings pending or in prospect at any one time. With respect to known claims as at April 30, 2024, the University believes it has valid defenses and appropriate insurance coverage in place. Therefore, such claims are not expected to have a material effect on the University's financial position. There exist other claims or potential claims where the outcome cannot be determined at this time. Should any additional losses occur, they would be charged to income in the year they can be estimated.

The University was subject to the Ontario *Protecting a Sustainable Public Sector for Future Generations Act, 2019* (the "Act" or "Bill 124"). The Act provided for a three-year window of salary moderation and compensation restraint measures for non-union and unionized employees employed by the Ontario government, Crown agencies, the broader public sector and a range of organizations that receive funding from the Ontario government. In November 2022, the Ontario Superior Court of Justice declared Bill 124 to be void and of no effect. In December 2022, the Ontario government filed an appeal of the Ontario Superior Court of Justice's decision on Bill 124. In February 2024, the Ontario government repealed Bill 124.

During the fiscal year, the University reached agreements with its major unions to provide additional compensation for the periods of collective agreements falling within the moderation period. The estimated amounts owing to employees are reflected in accounts payable and accrued liabilities in the consolidated balance sheet.

b) Canadian University Reciprocal Insurance Exchange (“CURIE”)

The University participates in a reciprocal exchange of insurance risks in association with other Canadian universities. This self-insurance reciprocal, CURIE, involves a subscriber agreement to share the insurable property and liability risks of member universities for a term of not less than five years. Plan members are required to pay annual deposit premiums, which are actuarially determined and expensed in the year. Plan members are subject to further assessment in proportion to their participation in the event premiums are insufficient to cover losses and expenses. As at December 31, 2023, CURIE was fully funded.

c) TRIUMF Inc.

While there is no intention of decommissioning the TRIUMF Inc. facilities, the TRIUMF Inc. members have complied with federal legislation by putting in place a decommissioning plan, including a funding plan, in the event TRIUMF Inc. is decommissioned. The decommissioning plan is updated regularly in compliance with TRIUMF Inc.’s licensing requirements. As at March 31, 2023, the balance in the fund, \$12.5 million, is held in an escrow account to fund decommissioning costs. Each member university has entered into an agreement confirming they will share the cost of any funding shortfall in the event decommissioning costs exceed funding available for decommissioning.

d) Capital and other commitments

The estimated committed cost for capital and other projects as at April 30, 2024 is approximately \$71.7 million. These capital projects will be financed by government grants, internal funds, debenture proceeds and fundraising.

17. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

The University is exposed to various financial risks through transactions in financial instruments. There are no significant changes in risks in 2024 from 2023.

Foreign currency risk

The University is exposed to foreign currency risk with respect to its investments denominated in foreign currencies, including the underlying investments of its pooled funds denominated in foreign currencies, because the fair value and future cash flows will fluctuate due to the changes in the relative value of foreign currencies against the Canadian dollar. The University uses foreign currency forward contracts to manage the foreign currency risk associated with its investments denominated in foreign currencies (*note 3*).

Interest rate risk

The University is exposed to interest rate risk with respect to its investments in fixed income investments, including pooled funds that hold fixed income securities, its investment in lease and offsetting liability, and with respect to its fixed rate debt, because the fair value will fluctuate. The University manages interest rate risk through diversification and guidelines as set out in its statement of investment policies and procedures.

Credit risk

The University is exposed to credit risk in connection with its accounts receivable and its short-term and fixed income investments because of the risk that one party to the financial instrument may cause a financial loss for the other party by failing to discharge an obligation. The credit quality of fixed income investments is managed by the University’s investment managers in accordance with policies of the University. The external managers are responsible for the regular monitoring of credit exposures. The majority of the University’s investments in fixed income securities are of investment grade.

Other price risk

The University is exposed to other price risk through changes in market prices (other than changes arising from interest rate or currency risks) in connection with its investments in equity securities and pooled funds. The University manages other price risk through diversification as set out in its statement of investment policies and procedures.

Liquidity risk

The University is exposed to liquidity risk to the extent that it will encounter difficulty in meeting obligations associated with its financial liabilities. To manage liquidity risk, the University keeps sufficient resources readily available to meet its obligations. The majority of the University's investments are in publicly traded liquid assets that are easily sold and converted to cash.

18. LABOUR DISRUPTION

The University experienced a labour disruption during fiscal 2023/24 by the CUPE 3903 bargaining units, which represent over 3,000 individuals employed by the University as contract faculty, teaching and graduate assistants. The labour disruption began on February 26, 2024 and was settled on April 19, 2024.

As a consequence of this labour disruption, a number of classes were suspended and some students were not able to complete their classes and exams by April 30, 2024, which represents the normal conclusion of instruction and exams. The University conducted remediation efforts (ended on May 26, 2024) for those students who were unable to complete their term by the end of the fiscal year. Students were also given the option to withdraw from courses and receive an equivalent tuition credit to be used before the end of the winter term of fiscal 2024/25.

The University has deferred a portion of student fees for services not yet performed of \$49,973 to fiscal 2024/25, which is included in deferred revenue on the consolidated balance sheet.

Fiscal 2023-24 Financial Statement Review

Board of Governors
25 June 2024

CAROL MCAULAY, VP FINANCE AND ADMINISTRATION

YORK 



Agenda: 2023-24 Highlights

- Financial Statement Overview
- Independent Auditor's Report
- Financial Highlights
 - 5-year Comparative Analysis – Revenue/Expenses
- Consolidated Balance Sheet – Highlights
- Consolidated Statement of Operations and Changes in Deficit – Highlights
- Summary of Financial Accountability Framework Ratios and Thresholds

Financial Statement Overview

Consolidated Financial Statements include:

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

Independent Audit's Report

Independent auditor's report

To the Board of Governors of
York University

Opinion

We have audited the consolidated financial statements of York University [the "University"], which comprise the consolidated balance sheet as at April 30, 2024, and the consolidated statement of operations and changes in deficit, consolidated statement of changes in net assets and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University as at April 30, 2024 and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. The other information comprises the information included in the financial report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, and in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the other information prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Unqualified
Opinion

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities with the University to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Toronto, Canada
June 25, 2024

Chartered Professional Accountants
Licensed Public Accountants

Toronto, Canada
To be dated on Board approval

Financial Highlights: Comparative Analysis – Consolidated Revenue/Expenses

SUMMARY OF REVENUE AND EXPENSES

Total Revenue and Expenses (Millions of dollars)

Year ended April 30	2024	2023	2022	2021	2020
	\$	\$	\$	\$	\$
<u>REVENUE</u>					
Student fees	696.7	726.5	731.4	741.5	714.2
Government and other grants for restricted purposes	412.8	398.8	390.6	388.2	387.2
Investment income	68.5	56.1	26.9	36.2	37.3
Fees, recoveries and other income	46.2	36.7	28.8	27.6	37.3
Sales and services	72.9	67.2	43.2	26.9	64.7
Amortization of deferred capital contributions	19.6	19.5	18.5	18.2	18.1
Donations	15.9	12.2	15.3	8.2	9.8
	1,332.6	1,317.0	1,254.7	1,246.8	1,268.6
<u>EXPENSES</u>					
Salaries and benefits	997.5	894.1	846.3	806.9	772.4
Operating costs	178.3	170.4	151.9	132.2	158.6
Scholarships and bursaries	117.2	116.5	116.1	123.5	98.2
Amortization of capital assets	56.6	51.9	49.1	48.4	48.5
Interest on long-term debt	26.2	28.2	29.5	30.3	27.2
Taxes and utilities	28.1	27.7	25.3	23.0	27.0
Cost of sales and services	7.2	7.4	7.2	7.4	11.4
	1,411.1	1,296.2	1,225.4	1,171.7	1,143.3

Financial Highlights: Comparative Analysis – Consolidated Revenue/Expenses

% of Total Revenue and Expenses

Year ended April 30	2024	2023	2022	2021	2020
	%	%	%	%	%
<u>REVENUE</u>					
Student fees	52.3	55.2	58.4	59.4	56.4
Government and other grants for restricted purposes	31.0	30.3	31.1	31.1	30.5
Investment income	5.1	4.3	2.1	2.9	2.9
Fees, recoveries and other income	3.5	2.8	2.3	2.2	2.9
Sales and services	5.5	5.1	3.4	2.2	5.1
Amortization of deferred capital contributions	1.4	1.4	1.5	1.5	1.4
Donations	1.2	0.9	1.2	0.7	0.8
	100.0	100.0	100.0	100.0	100.0
<u>EXPENSES</u>					
Salaries and benefits	70.7	69.0	69.1	68.9	67.5
Operating costs	12.6	13.1	12.4	11.3	13.9
Scholarships and bursaries	8.3	9.0	9.4	10.5	8.6
Amortization of capital assets	4.0	4.0	4.0	4.1	4.2
Interest on long-term debt	1.9	2.2	2.4	2.6	2.4
Taxes and utilities	2.0	2.1	2.1	2.0	2.4
Cost of sales and services	0.5	0.6	0.6	0.6	1.0
	100.0	100.0	100.0	100.0	100.0

Consolidated Balance Sheet - Highlights

Operating cash balances

- Combined cash balances and short-term and medium-term investments slightly decreased but relatively stable year-over-year
- The University maintains these cash balances to fund operations and capital projects
- Cash balances include unspent externally restricted contributions of \$244M (2023: \$234M), unspent restricted contributions for capital purposes of \$0.1M (2023: \$4M), as well as a portion of the internally restricted sinking fund of \$95M (2023: \$93M).
- Operating fund balances are as follows:

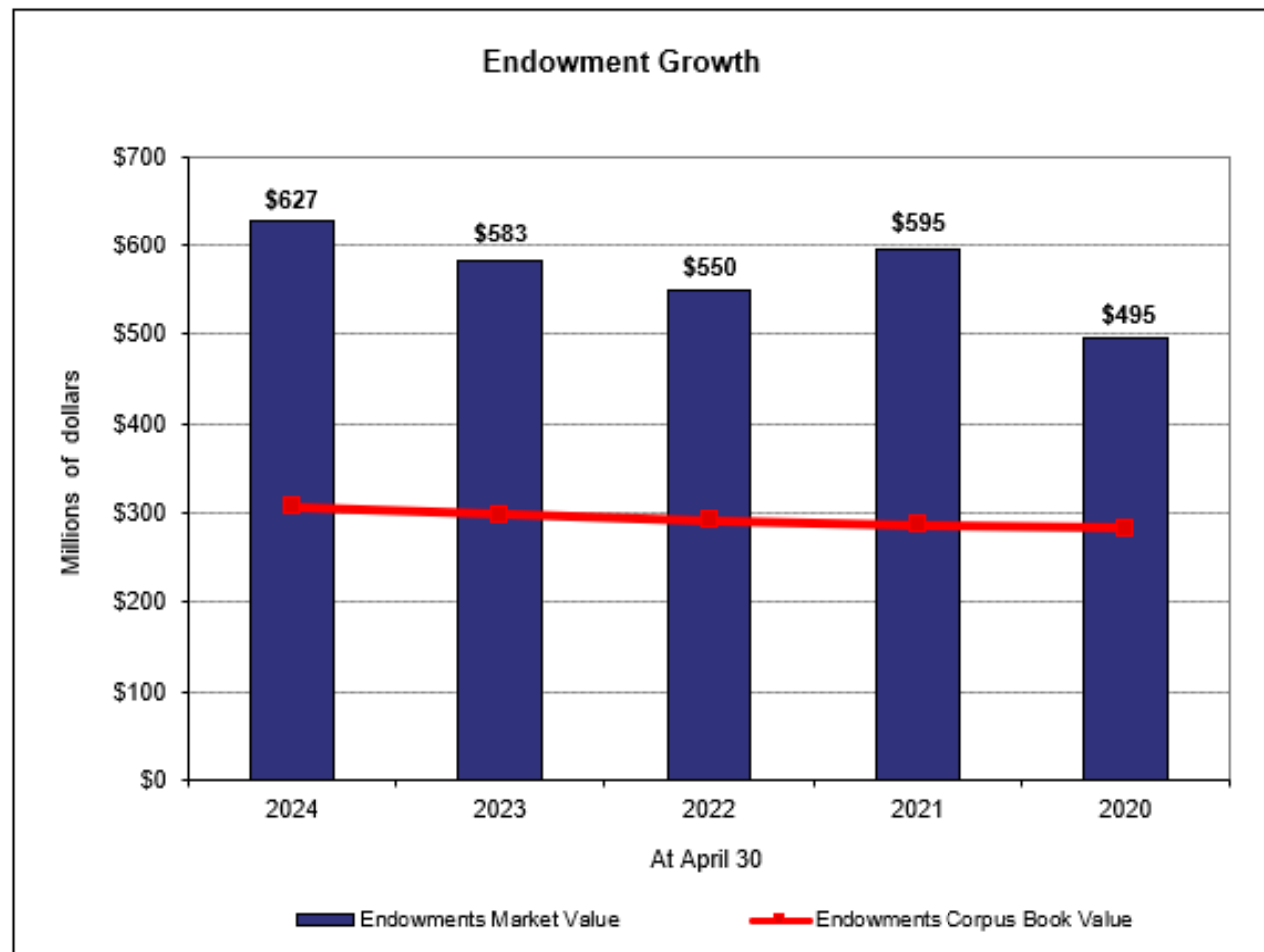
	(in thousands of \$'s)	
	2024	2023
Cash and cash equivalents (held in operating bank accounts)	90,180	78,898
Short term investments	450,585	481,310
Medium term investments *	474,435	503,901
Total	1,015,200	1,064,109

* Included in investments on consolidated balance sheet (also see note 3)

Consolidated Balance Sheet - Highlights

Endowments

- The University's rate of return on endowments was 9.5% for 2023/24 (2022/23: 8.1%) leading to increase of the University's endowments by \$44M, from \$583M at April 30, 2023 to \$627M at April 30, 2024
- The University received \$7.8M in contributions to the endowment (2022/23: \$7.3M)
- Endowment distributions were \$19.7M (2022/23: \$16.5M)



Consolidated Balance Sheet - Highlights

Pension plan asset

- York University Pension plan is a defined contribution plan, with a defined benefit component
- The plan assets and liabilities are *not included* in the financial statements of the University
- The surplus in the plan is the amount by which plan assets exceed plan obligations
- The surplus in the plan is recorded as an asset on the consolidated balance sheet
- The increase in the value of plan assets due to positive market returns and contributions, offset by an increase in actuarially valued plan obligations

	(in thousands of \$'s)	
	2024	2023
Plan assets	3,510,690	3,293,451
Plan obligations	(3,328,308)	(3,202,485)
Surplus	182,382	90,966

Consolidated Balance Sheet - Highlights

Long term debt

- Consists primarily of five large debentures totalling \$600M (interest between 3.39% and 6.48%)
- Debentures mature between 2042 and 2060
- Voluntary sinking fund valued at \$102M as at April 30, 2024 (\$93M – April 30, 2023).

Long term liabilities

	(in thousands of \$'s)	
	2024	2023
Obligation under lease assignment (Ontario Archives)	38,798	39,551
Post employment/ retirement benefits (non-pension)	243,628	216,110
Total	282,426	255,661

- Obligations under post-employment/retirement benefit plans increased by approximately \$28M due to changes in benefits, actuarial gains and losses, and interest costs.

Consolidated Balance Sheet - Highlights

Deferred contributions

- Deferred contributions increased by \$8M (2024: \$242M vs. 2023: \$234M)
 - Represents unspent contributions (recognized revenue as the funds are spent)
 - Increase in restricted grants for research and operations by \$7M
 - Increase in unspent donations and endowment distributions by \$1M

Deferred capital contributions

- No significant change in deferred capital contributions (2024: \$440M vs. 2023: \$437M)
 - Represents restricted grants and contributions for capital purposes
 - Approximately \$0.1M (2023: \$4M) of deferred capital contributions remains unspent and designated for future capital expenditures
 - Deferred capital contributions are deferred and amortized over life of the underlying asset
 - \$20M (2023: \$19M) was recognized as revenue in current year

Consolidated Statement of Operations and Changes in Deficit - Highlights

Revenue

- Approximately 83% of University revenue is from student fees (52.6%) and grants and contracts (30.8%)
- Student fees:
 - Decreased by \$30M year-over-year (2024: \$697M vs. 2023: \$726M)
 - Decrease driven by lower enrolment at the international undergraduate level and revenue deferral following the CUPE 3903 strike partially offset by higher revenue from non-degree programs.
- Grants and contracts
 - Government grants, which consist largely of provincial grants and other research related funding, increased by \$14M year-over-year (2024:\$413M vs. 2023:\$399M)
- Sales and service
 - Sales and services recovered in the current year by \$6M (2024: \$73M vs. 2023: \$67M)
 - The increase is largely attributed to ancillary operations with increases in housing (\$3M), parking (\$1M), and other revenues (\$2M)

Consolidated Statement of Operations and Changes in Deficit - Highlights

Expenses and In-Year Revenue over Expenses

- Salaries and benefits (2024: \$997M vs. 2023: \$894M)
 - Comprise 70.7% of expenses
 - Increase of \$103M year-over-year is a result of:
 - i. Bill 124 moderation period - \$56.6M and salary increments - \$29.4M
 - ii. Increased research activities - \$4M
 - iii. Increased benefits costs - \$10M
 - iv. Pension costs - \$1M
 - v. Other costs - \$2M
- Operating costs (2024: \$178M vs. 2023: \$170M)
 - Increase of \$8M year-over-year is primarily due to higher research activity including travel, teaching, and supplies
 - Operating costs were also impacted by inflation
- Scholarships and bursaries slightly increased year-over-year by \$0.7M to \$117M
- Revenue less Expenses for the year (2024: (\$78.5M) vs. 2023: \$20.8M)

York Financial Accountability Framework FY2023/24 & FY2022/23

Metrics	Formula	MCU Thresholds		York Ratios		Metric & Category Score		Action Category	
		Medium-risk Threshold	High-risk Threshold	2023/24 (Draft)	2022/23	2023/24 (Draft)	2022/23	2023/24 (Draft)	2022/23
I. LIQUIDITY						0.5	0	No Action	No Action
Primary Reserve (days)	$\frac{\text{Expendable net assets}}{\text{Total expenses}} \times 365 \text{ days}$	less than 90 days	less than 30 days	150	191	0	0		
Working Capital	$\frac{\text{Current assets}}{\text{Current liabilities}}$	less than 1.25	less than 1	1.13	1.41	1	0		
II. SUSTAINABILITY						0.5	0.75	No Action	No Action
Viability Ratio	$\frac{\text{Expendable net assets}}{\text{Long-term debt}}$	less than 60%	less than 30%	96.9%	114.0%	0	0		
Debt Ratio	$\frac{\text{Total liabilities less Deferred Capital Contributions}}{\text{Total assets}}$	greater than 35%	greater than 55%	39.0%	37.2%	1	1		
Debt to Revenue Ratio	$\frac{\text{Long-term debt}}{\text{Total revenue}}$	greater than 35%	greater than 50%	44.5%	45.0%	1	1		
Interest Burden Ratio	$\frac{\text{Interest expense}}{\text{Total expenses less}}$	greater than 2%	greater than 4%	1.9%	2.3%	0	1		
III. PERFORMANCE						1.5	0.5	Medium Action	No Action
Surplus (Deficit) Ratio	$\frac{\text{Net income (loss)}}{\text{Total revenues}}$	less than 1.5%	less than 0%	-5.3%	1.6%	2	0		
Net Operating Revenue Ratio	$\frac{\text{Cash flow from operations}}{\text{Total revenues}}$	less than 7%	less than 2%	5.5%	4.9%	1	1		

Metric	MCU guideline on the Level of Action Plan for Credit Rating Category				York Credit Rating		Action Category	
	No Action	Low Action	Medium Action	High Action	2023/24	2022/23	2023/24	2022/23
IV. Credit Rating	DBRS: AAA to AA (low) S&P: AAA to AA-	DBRS: A (high) to BBB (low) S&P: A+ to BBB-	DBRS: BB (high) to B (low) S&P: BB+ to B	DBRS: CCC (high) to D S&P: CCC to D	DBRS: A high S&P: A+	DBRS: A high S&P: A+	Low Action	Low Action
York Overall Action Plan							Medium Action	Low Action

Board of Governors

Memorandum

To: Board of Governors

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

Date: 25 June 2024

Subject: Tuition Fee Approval for the Economics and Psychology programs

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve international tuition fee increases for the Psychology and Economics programs as follows:

- a) **Psychology** offered through the Faculty of Health – International tuition fees for entering students in 2024-25: **\$36,621.54 per year (1,220.72 per credit)** and for entering students in 2025-26: **\$39,368.16 per year (\$1,312.27 per credit)**.
- b) **Economics** (including Business Economics and Financial & Business Economics) offered through the Faculty of Liberal Arts & Professional Studies (LA&PS) - International tuition fees for entering students in 2024-25: **\$36,791.87 per year (\$1,226.40 per credit)**

Rationale for Fees:

York conducted an analysis among Ontario universities offering similar programs to the Faculty of Health's Psychology and LA&PS' Economics (including Business Economics and Financial & Business Economics) programs. The results of the analysis showed that the international tuition fees at York for these programs are lower than the average charged for similar programs at peer institutions. As such, the university is recommending tuition fee increases for these programs to bring them up to par with the average charged for similar programs at peer institutions in Ontario.

Board of Governors

Initially, the fee increases for these two programs were not presented for approval at the February 27, 2024 Board meeting because an assessment was needed to determine whether a technical implementation was possible in York's current system. The assessment of system possibilities was conducted, and implementation is possible.

1. Faculty of Health's Psychology: The 2023-24 international tuition fee charged for Psychology is \$34,066.55. It is recommended that this fee be increased as follows: 7.5% in 2024-25 for entering students to \$36,621.54, and another 7.5% in 2025-26 to \$39,368.16 This fee rate is comparable to the average fee rate of \$39,863 per year charged for similar programs at peer institutions in Ontario.
2. LA&PS' Economics (including Business Economics and Financial & Business Economics): The 2023-24 international tuition fee charged for Economics is \$34,066.55. It is recommended that this fee be increased by 8% for entering students in 2024-25, to \$36,791.87 per year. This is comparable to the average fee rate of \$39,863 per year charged for similar programs at peer institutions in Ontario. Increases beyond 2024-25 are to be determined and will be included in the 2025-26 tuition fee approval cycle.

Report to the Board of Governors

at its meeting of June 25, 2024

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

1. Pension Valuation Results

The Committee received the Pension Valuation Report as of December 31, 2023, which noted that the report was prepared for management purposes as the last filed actuarial valuation was as of December 31, 2021, and that York is not required to file until 2024. The report noted a strong investment return for 2023 of 12.87% with yielded gains resulting in a higher financial position. The going concern discount rate remained at 5.75% per year.

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

The Committee received updates from the Division of Equity, People and Culture which noted that the Division's work in advancing the *Decolonizing, Equity, Diversity and Inclusion (DEDI)* initiatives, despite leadership changes. The Division launched York's first DEDI Strategy in May 2023 and an accompanying toolkit for individual reflection and learning in November 2023. In addition, the employment equity survey was redesigned and embedded in existing systems. The Division also led the University's application for Top Employer, being shortlisted for the main competition, and was selected as one of Canada's Top Diversity Employers for the first time and for the 13th time, one of Canada's Greenest Employers.

The Division provided opportunities to support constructive dialogue and community building by organizing a series of Relational Culture introductory workshops, launching the *Supporting Open and Respectful Dialogues program*, and participating in efforts to respond to concerns related to the violence in Israel and Gaza since October 7. Additionally, the Division engaged in labour relation matters, including negotiating wage re-opening after Bill 124 and worked in collaboration for successful resolution of the CUPE 3903 labour disruption.

Indigenous Initiatives continued throughout the year, including monthly lunch-time gatherings for Indigenous students and monthly pre-tenure Indigenous Faculty meet-ups. The Centre for Human Rights, Equity and Inclusion (CHREI) launched the self-

reflection toolkit in Fall 2023 and is intended to support the York community in engaging with many of the ideas that underpin the DEDI Strategy.

Employment Equity Report

The Committee received the Employment Equity Report for 2023 which highlighted representation at York University for the four designated groups – women, Indigenous peoples, racialized persons, and persons with disabilities – under the Federal Contractors Program. Representation rates for the 2SLGBTQ+ community were also highlighted together with employment equity initiatives undertaken in 2023.

While the overall representation rates for women continue to exceed the external availability data, for other designated groups (Indigenous peoples, racialized persons and persons with disabilities) the general trend is that internal representation rates fall below the external availability data provided by Statistics Canada. A notable improvement is the year-to-year increase in representation of racialized persons and persons with disabilities among total employees since 2021. The Division of Equity, People and Culture, in partnership with others across the University, continues to strive to create and nurture a sense of belonging and inclusion for all employees across York University.

Employment Benefits Cost Usage

The Committee received the annual report on employment benefits usage which covers approximately 15,000 employees and their dependents. In general, the number of covered plan members increased by 2.8%. York continues to have a higher-than-average per-member cost. The Committee also received an update on the state of labour relations.

3. Governance

The Committee received a Board recruitment update and discussed prospective candidates identified who address the priority skills areas: (1) land and property management, (2) investment, (3) governance (4) government, community and donor relations, and finance.

Governance and Human Resources Committee Workplan

The Committee received and approved the Governance and Human Resources Committee Workplan for the 2024-2025 governance year. This follows from the Auditor General of Ontario's recommendation in its 2023 *Value for Monday Audit* that a more extensive workplan for the Board and its Committees be developed. All

Committee workplans will proceed to the Governance & Human Resources Committee for discussion and recommendation to the Board in the Fall, as well as a proposed workplan for the full Board.

Due to time constraints, the committee deferred two items of business on Board Education and Board Assessment Survey.

4. Other

The Committee received as consent the WSIB Q1 Report, the Health and Safety Report and the Annual Report to the Board from the Centre of Sexual Violence Response, Support and Education.

Konata Lake
Chair

Board of Governors

Memorandum

To: Board of Governors

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

Date: 25 June 2024

Subject: Investment Committee Terms of Reference

Recommendation:

The Governance and Human Resources Committee recommends that the Board of Governors approve the revised Investment Committee Terms of Reference, attached as Appendix B.

Background

The Terms of Reference (Terms) for the Investment Committee were approved by the Board of Governors on May 25, 1998, and last revised on June 28, 2016. The current terms are appended.

Given that the Terms have not been updated in seven years, the Investment Committee initiated a review at its March 2023 meeting. Subsequent committee discussions were held which resulted in the proposed Terms to reflect current practices.

Proposed updates

At its June 11, 2024 Investment Committee meeting, the committee will consider the proposed revisions to the Terms (Appendix B). Subject to the Investment Committees approval, below are the proposed updates.

Board of Governors

Existing Terms of Reference	Proposed Revisions (in bold)
<p>2. Receive and consider recommendations from the University’s Advisory Committee on Responsible Investment brought forward by the Vice-President Finance and Administration;</p> <p>5. Appoint, monitor the performance of, and take actions as appropriate regarding, external asset managers;</p> <p>Membership</p> <p>Consistent with its mandate, the majority of Investment Committee members should be individuals with proven expertise in investment concepts and activities applicable to public sector organizations. In addition to the commitment expected of all Board committee members, Investment Committee members should:</p> <ul style="list-style-type: none"> • be or become knowledgeable about the University’s investment objectives for its funds, and • exercise the skills, diligence and degree of care expected of those responsible for a public sector organization’s investment funds. 	<p>2. Review and recommend to the Board from time to time for approval the University’s Policy on Sustainable Investment;</p> <p>5. Appoint, monitor the performance of, and take actions as appropriate regarding, external asset managers and external advisors;</p> <p>ADD:</p> <p>7. Monitor and report to the Board the performance and growth of the sinking fund to meet debentures repayment goals and inform the Finance and Audit Committee of relevant developments;</p> <p>Membership</p> <p>Consistent with its mandate, the majority of Investment Committee members should be individuals with proven expertise in investment concepts and activities applicable to public sector organizations. In addition to the commitment expected of all Board committee members, Investment Committee members should:</p> <p>ADD as bullet 2:</p> <ul style="list-style-type: none"> • act in the best interests of the University in consideration of, but is not limited to, portfolio construction, risk management, performance measurement, and spending policies of invested funds, and,

Terms of Reference (Current)

The Investment Committee is a Standing Committee of the Board of Governors that provides advice and oversight to the Board and the University regarding investment responsibilities for all invested funds, including both endowed and non-endowed assets, with the exception of the Pension Fund and Student Investment Fund. In that regard, the Investment Committee shall:

1. Review periodically the University's investment policies and procedures and recommend revisions for approval by the Board, considering the investment-related risks and returns and respective investing time horizons, as appropriate, for endowed assets and non-endowed assets. For the Endowment Fund, the Statement of Investment Policy and Procedures (SIP&P) will be reviewed at least annually;
2. Receive and consider recommendations from the University's Advisory Committee on Responsible Investment brought forward by the Vice-President Finance and Administration;
3. Consider and approve asset allocation and investment classes in accordance with the SIP&P and other University investment policies and procedures;
4. Oversee the University's investment of endowed and non-endowed assets;
5. Appoint, monitor the performance of, and take actions as appropriate regarding, external asset managers;
6. Monitor the investment performance of the funds, review the annual distribution from the endowment funds, and report to the Board and inform the Finance and Audit Committee of relevant issues;
7. Establish the distribution rate for endowments and coordinate with the Finance & Audit Committee when any deviation from the applicable policy occurs; and
8. Undertake such other matters as requested or delegated by the Board from time to time.

Board of Governors

Membership

Consistent with its mandate, the majority of Investment Committee members should be individuals with proven expertise in investment concepts and activities applicable to public sector organizations. In addition to the commitment expected of all Board committee members, Investment Committee members should:

- be or become knowledgeable about the University's investment objectives for its funds, and
- exercise the skills, diligence and degree of care expected of those responsible for a public sector organization's investment funds.

Investment Committee - Terms of Reference (Proposed)

The Investment Committee is a Standing Committee of the Board of Governors that provides advice and oversight to the Board and the University regarding investment responsibilities for all invested funds, including both endowed and non-endowed assets, with the exception of the Pension Fund and Student Investment Fund. In that regard, the Investment Committee shall:

1. Review periodically the University's investment policies and procedures and recommend revisions for approval by the Board, considering the investment-related risks and returns and respective investing time horizons, as appropriate, for endowed assets and non-endowed assets. For the Endowment Fund, the Statement of Investment Policy and Procedures (SIP&P) will be reviewed at least annually;
2. **Review and recommend to the Board from time to time for approval the University's Policy on Sustainable Investment;**
3. Consider and approve asset allocation and investment classes in accordance with the SIP&P and other University investment policies and procedures;
4. Oversee the University's investment of endowed and non-endowed assets;
5. Appoint, monitor the performance of, and take actions as appropriate regarding, external asset managers **and external advisors;**
6. Monitor the investment performance of the funds, review the annual distribution from the endowment funds, and report to the Board and inform the Finance and Audit Committee of relevant issues;
7. **Monitor and report to the Board the performance and growth of the sinking fund to meet debentures repayment goals and inform the Finance and Audit Committee of relevant developments;**
8. Undertake such other matters as requested or delegated by the Board from time to time.

Board of Governors

Membership

Consistent with its mandate, the majority of Investment Committee members should be individuals with proven expertise in investment concepts and activities applicable to public sector organizations. In addition to the commitment expected of all Board committee members, Investment Committee members should:

- be or become knowledgeable about the University's investment objectives for its funds,
- **act in the best interests of the University in consideration of, but is not limited to, portfolio construction, risk management, performance measurement, and spending policies of invested funds, and,**
- exercise the skills, diligence and degree of care expected of those responsible for a public sector organization's investment funds.

INVESTMENT COMMITTEE

Report to the Board of Governors

at its meeting of June 25, 2024

The Investment Committee met on June 11, 2024, and makes this report to the Board for information.

1. Private Debt Search Update and Recommendation

Following the September 2023 approval of a revised Target Asset Policy Mix, a search was undertaken for a private debt manager. Following a robust search process that considered Canadian and US based managers, and contingent on completion of legal due diligence, the committee received for consideration, and approved a Private Debt manager and corresponding allocation for the York University Endowment Fund.

2. Infrastructure Recommendation

The Investment Committee received for consideration and approved a new infrastructure manager and corresponding allocation for the York University Endowment Fund, contingent on completion of legal due diligence. This follows from the 2020 commitment that was made to improve the sustainability profile of the Endowment Fund and meet real asset target allocation of 20%. Recent developments in the European Union may result in a gap in the real assets target allocation at the next asset mix review in 2028. The additional commitment would help close the gap and ensure that real asset allocation would be in the 20% range.

3. ESG Scorecard

The committee received for information and discussed the Environmental, Social and Governance (ESG) Scorecard for the University's Endowment Fund as of December 31, 2023. The report will be produced annually to reflect calendar year end metrics and will be supported by a report that will measure Climate Transition Value at Risk (CTVaR). Sustainable Investing is a key tenet of the York University Endowment Fund's Statement of Investment Policies and Procedures (SIPP), and the University believes engagement with its Investment Managers is an effective approach to assess ESG factors. The University will report annually on how managers are incorporating ESG factors in the investment process.

Board of Governors – Investment Committee

The availability and integrity of company specific ESG data has improved substantively in the last few years. A review of the Fund’s Equity and Fixed Income portfolios’ for Q4 2023 was examined and in general, the Equity portfolio and most underlying managers scored relatively well, with areas for improvement for Fixed Income managers. This provides additional insights into the ESG criteria of the Fund’s managers and may inform discussions and monitoring of the Fund.

In terms of the Equity Fund, it remains better than the benchmark in terms of carbon intensity from the underlying investments and maintained a score below the Paris Accord target of 94.5 since 2022. On a socially responsible perspective, the Equity Fund remains well positioned relative to the benchmark and on an absolute basis. From a governance perspective, the Equity Fund is marginally better positioned than the broader index, with room for improvement in terms of governance structure and inclusion and diversity.

The Fixed Income Fund on the other hand has improved noting that in general the asset class has a higher exposure to companies that tend to be higher carbon producers. From a socially responsible perspective, the Fixed Income Fund is positioned well on an absolute basis, and in terms of inclusion and diversity, the Fund remained stable across most metrics.

4. Investment Committee Workplan

The Committee received and approved the Investment Committee Workplan for the 2024-2025 governance year. This follows from the Auditor General of Ontario’s recommendation in its 2023 *Value for Monday Audit* that a more extensive workplan for the Board and its Committees be developed. All Committee workplans will proceed to the Governance & Human Resources Committee for recommendation to the Board in the Fall.

5. Other Items of Business

The Committee received under consent the Investment Performance Summary Report as of 30 April 2024, the Treasury Report as at 31 March 2024 and Investor Updates.

Mary Traversy
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Mary Traversy, Chair, Investment Committee

Date: 25 June 2024

Subject: Endowment Distribution Accrual Rate 2024-25

Recommendation:

The Investment Committee recommends that the Board of Governors approve a 2024-25 distribution accrual rate of \$4.74 per unit, being an increase of \$0.18 per unit rate over the 2023-24 distribution accrual rate of \$4.56 per unit.

Background

The York University Endowment Fund includes all endowed donations received by York University. The donations are for the awarding of scholarships and bursaries, research chairs, and other special projects. The endowed assets are invested in long-term investments following 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 distribution rate grows at the rate of inflation, within a 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 deciding the recommended amount to be distributed each year:

Board of Governors

- 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 are shown in Fig. 1.
- 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 30 April 2023, 30 of the 2,268 endowment funds were underwater, whereas there were 15 of 2,309 endowment funds which were underwater as of 30 April 2024.¹
 - Typically, newer endowments are underwater in early years as their market values have not appreciated to a suitable level above book value to provide distributions.
- 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 2024 was 2.83%.² Using that measure suggests that the spending allotment for each unit should rise by \$0.13/unit as the expendable per unit for 2023-24 was (\$4.56/unit) plus the CPI inflation rate of 2.83% would yield \$4.69/unit.³ Annual distributions should be divisible by 12 to facilitate accrual of the distribution by the subfund account monthly. While a 2.83% increase is actually \$4.69 per unit, this creates a recurring decimal in the monthly distribution per unit per month hence the recommended value is \$4.74/unit. CPI data for Toronto and Canada are shown in Fig. 2.

Other factors were taken into consideration to recommend a distribution rate of \$4.74/unit, as per the criteria outlined by the SBI formula (above):

- The market value of each unit increased 6.07% Yr/Yr from \$130.0788 to \$137.9731. (See Table 1). This increase in unit value accounted for the positive fiscal year return of 9.50% and the distribution payout that occurred during the year. When market returns were poor during much of calendar 2022, it was observed that for seven of the eight months from May 2022 to December 2022, the unit value moved beneath the 4-year moving average of those unit values (Fig. 1). This occurred again during September and October of 2023. Since that

¹ "Underwater" is defined as market value below donated capital. Some underwater funds are able to make partial distributions if spending accruals exceed underwater balance amount. Some underwater funds are part of Families and may be able to make a distribution as the Family of funds may be healthy.² April 2024 CPI numbers was available in late May 2024; the March 2024 CPI was 2.33%

² April 2024 CPI numbers was available in late May 2024; the March 2024 CPI was 2.33%

³ For the purpose of record keeping and monthly distributions, the distribution is raised in increments of 3 cents hence there is rounding up or down based on the CPI guideline.

Board of Governors

time, the moving average has continued to trend up during the observed period given the positive returns.

- The positive market return for the Endowment Fund in fiscal 2023-24 ensures that the SBI formula can be followed. The prudent management in growing distributions in positive years has allowed for distributions to be maintained rather than cut in the event returns are negative over one or two years (Fig. 3). For example, when market returns were negative in fiscal 2015-16 and 2021-22, the distributions of \$3.96/unit and \$4.35/unit respectively were maintained rather than cut or suspended (Table 1).
- In the early years following the unitization of the Endowment Fund (2015-19), the growth in yearly distributions lagged the growth in annual CPI. Recently (2020-24) the growth in yearly distributions has either exceeded or kept pace with annual CPI, with the exception of 2022 where the distribution was not increased due to a return of -5.3% (Fig. 4).
- Sustainability in distributions is particularly important for new endowments with less than two years invested. Internal stress testing is conducted to ensure the financial sustainability of distributions going forward.

Proposed Distribution Accrual Rate 2024-25

For the reasons outlined, Administration recommends a distribution accrual rate of \$4.74 per unit. The distribution accrual rate of \$4.74 per unit represents a yield of 3.44% (i.e. $\$4.74 \div \$137.9731 = 3.44\%$) of the unit value at 2024 FYE (Fiscal Year End). The distribution yield refers to the disbursement of assets from the Endowment Fund divided by the market value of the fund as of FYE. The distribution consists of net capital gains made from the profitable sale of portfolio assets, along with dividend income and interest earned by those assets.

Unitization came into effect in 2014 and distribution yields have ranged from 3.18% to 4.03% from 2014 till now so this yield is sustainable based on historic returns (Table 1).

Another way of considering the proposed payout is to measure it against the 4-year moving average of unit values. In this case, \$4.74/unit represents a yield of 3.64% of the previous 4-year moving average of the unit values (i.e., $\$4.74 \div \130.1938).

Board of Governors

The proposed payout of \$4.74/unit would result in an approximate distribution of \$20.23M based on externally restricted units.⁴

Table 1 shows the actual (2014-24) and proposed yield based on unit distribution accrual 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%
April 30, 2021	\$136.7113	\$4.35/unit	3.18%
April 30, 2022	\$124.2999	\$4.35/unit	3.50%
April 30, 2023	\$130.0788	\$4.56/unit	3.51%
April 30, 2024	\$137.9731	\$4.74/unit	3.44%

4 Year MA (moving average) value (FYE April 30, 2024) = 130.1938092

Yield for FY 2024-25 distribution ÷ 4-year moving average unit value:

$\$4.74 \div \$130.1938 = 3.64\%$

⁴ There are 4,268,299.1029 units as of April 30, 2024. The actual distribution will be determined based on the financial health of endowments that are in a position to distribute as of 2025.

Board of Governors

Figure 1: Endowment Fund Unit Value Since 2014 and 4-Year Moving Average

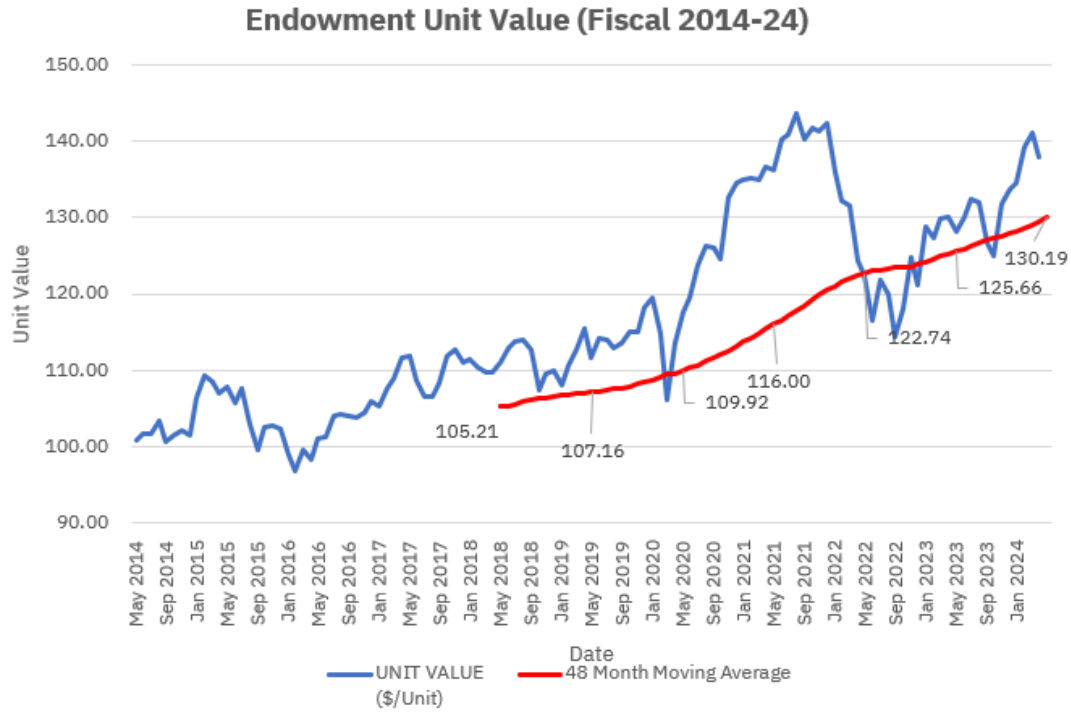
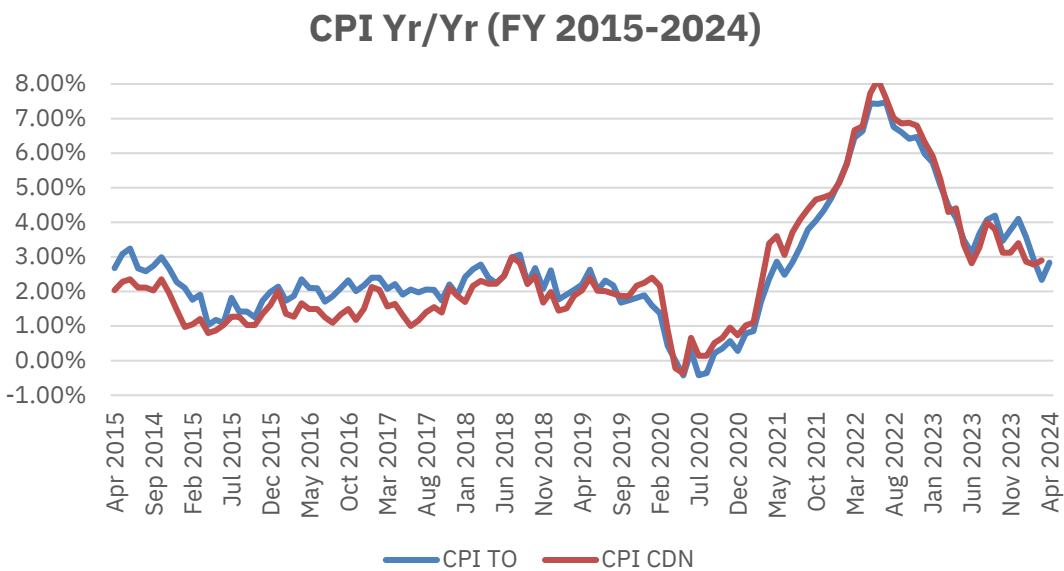


Figure 2: Consumer Price Index Data for Toronto and Canada 2015-2024



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Figure 3: Distribution Growth vs. Fiscal Year Return 2015-2024

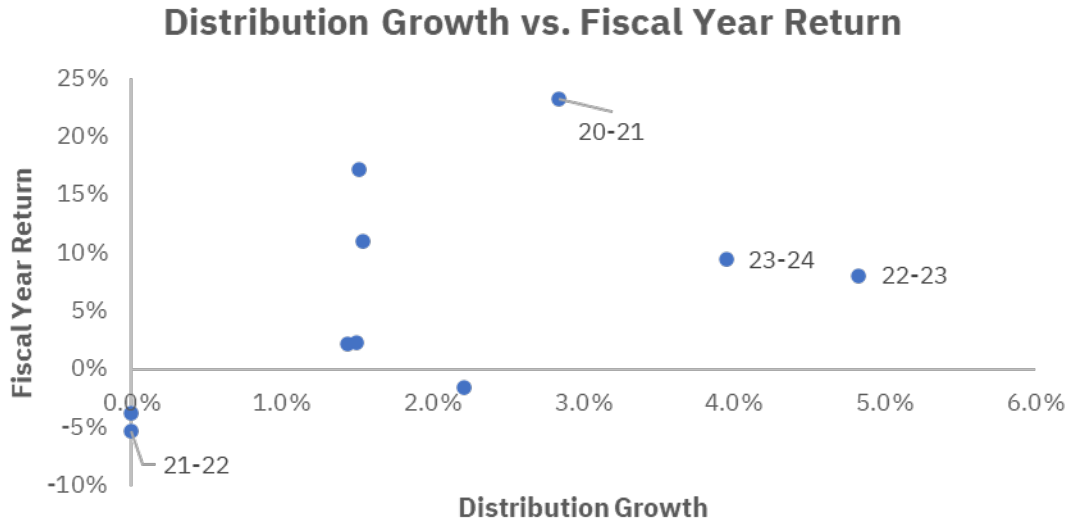
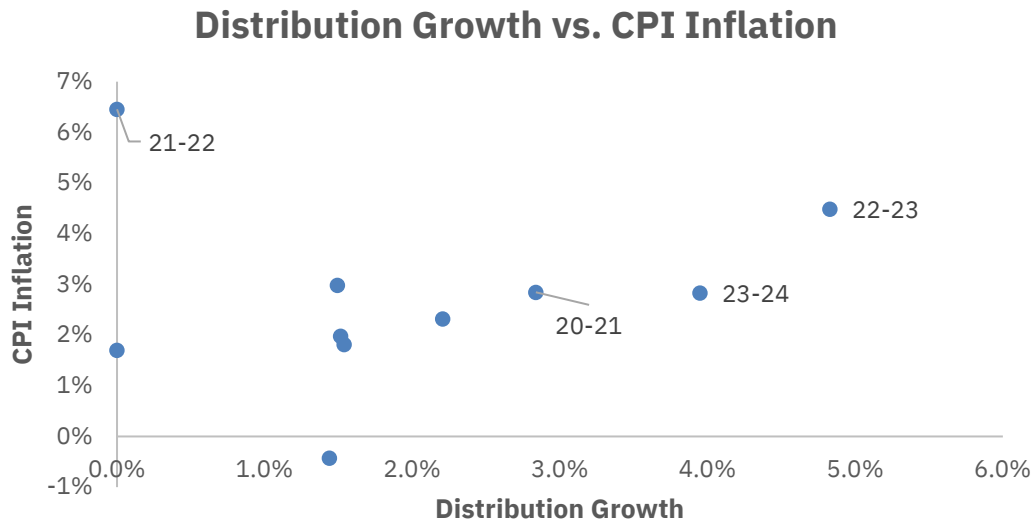


Figure 4: Distribution Growth vs. CPI Inflation 2015-2024



LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of June 25, 2024

The Land and Property Committee met on June 10, 2024 and makes this report to the Board for information.

1. Capital Construction Report

a. Keele and Glendon Campuses

The Committee received an update on approved capital projects as of May 31, 2024 detailing milestone dates and the status of financial commitments and expenditures. Based on the Statistics Canada Building Cost index and discussions with construction contractors, the inflationary material cost volatility and material delivery schedules have stabilized, except for electrical switchgear which continues to be a long lead time item. The Building Construction Cost Index continue to show a significant year-over-year cost increase, with the average quarterly cost index continuing to show a quarter-over-quarter cost increase. increase was 3.9 in 2022, 1.7 in 2023, and in the most recent quarter a 1.1 cost index increase.

The table below highlights two major capital projects currently under construction at Keele:

Project	Target Completion	Approved Budget
Neuroscience Facility at Sherman Science Research Centre	2025	\$54.50 M
Goldfarb Gallery	August 2024	\$13.50 M

b. Markham Campus

The construction of the Markham campus is rapidly approaching the major milestones of occupancy permit and overall project substantial completion. A partial occupancy permit from the City of Markham expected by June 17, following which, a move-in timetable for staff and faculty will follow over summer. A list of priority spaces and associated occupancy dates was identified and will be covered in the partial occupancy permit. Work will continue throughout June and July to finish all spaces for an ultimate

full occupancy permit and to achieve project substantial completion by mid-August. The project management team will continue to make significant effort to accelerate that to the earliest feasible date to ensure that both the building, together with academic, administrative, and building operations staff will be ready for start of the Fall 2024 academic term in September.

An update on the project costs confirms the project continues to track well against the revised total project budget amount of \$280.5M. The project team is focusing its efforts on sub-contractor claims related to schedule delay and material and labour cost escalation that has emerged as a key risk to the project budget. A review is underway, and it is expected that the process to resolve all claims could potentially extend into the fall, post-project substantial completion.

2. Land and Property Committee Workplan

The Committee received and approved the Land and Property Committee Workplan for the 2024-2025 governance year. This follows from the Auditor General of Ontario's recommendation in its 2023 *Value for Monday Audit* that a more extensive workplan for the Board and its Committees be developed. All Committee workplans will proceed to the Governance and Human Resources Committee for recommendation to the Board in the Fall.

Ken Silver
Chair

Board of Governors

Memorandum

To: Board of Governors

From: Ken Silver, Chair, Land and Property Committee

Date: 25 June 2024

Subject: The Quad Student Housing – Phase 3 – Development Plan and Delegation of Authority to Develop the Lease

Recommendation:

Land and Property Committee recommends that the Board of Governors give authority to the President of York University to execute a development lease in conformity with the terms of the Master Development Agreement (MDA) executed in September 2013 between York University and student housing developer Forum Campus Suites (FCS), for the third phase of purpose-built student housing to be constructed on the east and west sides of Haynes Avenue, south of The Pond Road.

Rationale:

In February 2012, the Board approved a York University Housing Strategy. The strategy identified a need for an additional 800 beds of modern student housing on the Keele Campus and improvements to the University's existing housing stock. In support of the Housing Strategy, York University Development Corporation (YUDC) ran a competitive Request for Proposal (RFP) process that secured FCS to build a multi-phased, mixed-use student community featuring privately delivered and managed student housing project.

Because the project is multi-phased on lands leased from York University, a two-level agreement structure was developed. The MDA applies to the fifteen-acre site, bounded by The Pond Road, Sentinel Road, Assiniboine Road and Leitch Avenue, and sets out the development and financial framework for the project. It also stipulates that individual

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development leases are to be executed for each phase. York entered into the MDA in September 2013, and development leases were executed in November 2015 and December 2020 for Phase 1 and Phase 2, respectively. Phase 3 will be executed as two (2) leases, as the Phase 3 buildings are located on two (2) distinct land parcels adjacent to Haynes Avenue.

The Quad - Phase 3 Project Description:

Given the success of the Phase 1 and 2 developments and in accordance with the MDA, FCS submitted a formal notice in April 2022 requesting York University's consent to proceed with Phase 3 and development of blocks C6A and C7A of the Quad (see Figure 1 below). The additional student beds that Phase 3 provides align with an updated York University Housing Strategy demand study that was completed in February 2023 that confirmed there is demand for additional student housing beds on campus. The Phase 3 project also provides the potential opportunity for the University to relocate some of the Passy Crescent residents as that complex has reached end-of-life and must soon be decommissioned.

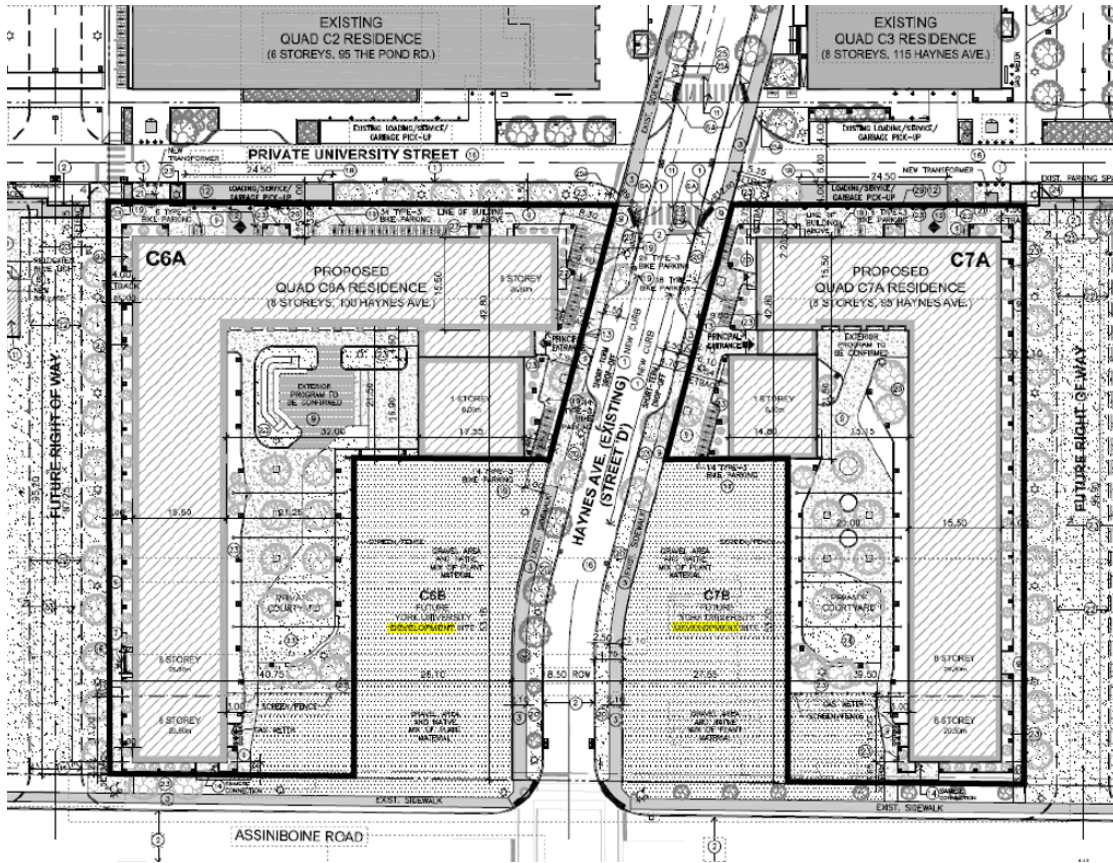
Consistent with the Keele Campus Vision & Strategy (CVS) approved by the Board of Governors in 2021, YUDC worked with FCS to exclude lands from Phase 3 development site to protect for the development of two 'main street' projects fronting onto Haynes Avenue as anchors of the South Mall neighbourhood. YUDC has also worked with FCS on design changes and broader zoning permissions.

FCS' Phase 3 proposal consists of the development of two buildings adjacent to both sides of Haynes Avenue, bounded by the Private University Street to the north and Assiniboine Road to the south. The project comprises two 8-storey buildings labeled C6A and C7A in Figure 1. Land parcels labeled C6B and C7B are reserved for the development of future 'main street' buildings. The Phase 3 buildings will add approximately 841 student beds, in-residence laundry facilities, study and meeting rooms, outdoor terraces, lounges, and other common indoor amenities, but do not include retail commercial units as were included in the Phase 1 and Phase 2 buildings.

The proposed block C6A building, located west of Haynes Road will be an "L" shaped building totaling approximately 190,909 square feet, with approximately 335 units comprising of about 473 beds. The units will be a mix of one-, two- and four-bedroom units with private or semi-private bathrooms, shared kitchens, and in-suite common space.

Board of Governors

Figure 1: The Quad Phase 3 Site Plan - Blocks C6A and C7A



The proposed block C7A building located east of Haynes Road is also an “L” shaped building totaling approximately 150,307 square feet, with approximately 251 units comprising of about 368 beds. The residence will offer a similar mix of bedroom types and bathroom and kitchen features as the C6A building.

The total project statistics for the proposed Phase 3 development are provided in Table 1 below, and building elevation drawings are provided in Figures 2 - 5.

Table 1: Total Quad Phase 3 Characteristics

Description	Amounts
Number of Units	586 units
Number of Beds	841 beds
Residential	245,998 square feet
Amenity Space	34,165 square feet
Maintenance and Circulation	61,074 square feet
Total Gross Floor Area	341,227 square feet

Board of Governors

Figure 2: Building C6A – East Elevation, fronting Haynes Avenue



Figure 3: Building C6A – West Elevation



Figure 4: Building C7A – West Elevation, fronting Haynes Avenue



Board of Governors

Figure 5: Building C7A – East Elevation



The Quad Phase 3 - Development Lease

Having engaged with FCS since the opening of Phases 1 and 2 (since September 2017), York University identified several areas wherein the operational relationship with FCS can be strengthened to the benefit of students and the university. To this end, the following matters have been identified for incorporation in the lease for the Phase 3 project.

Student Retention, Recruitment, and Experience:

- Establish the University's right to audit the number of first year students; number of students in affordable beds; and number of non-students.
- Establish an obligation that in operating the student residence and retail tenancies, FCS must adhere to University policies.
- Requirement that FCS must collaborate with the University and YUDC with respect to an overall Keele Campus retail strategy.
- Requirement that the operator of the development is, and will continue to be, a 1st class student housing developer/operator.
- Requirement that FCS achieve the most recent version of the Toronto Green Standards for Quad Phase 3.
- Requirement that the completed development is consistent with design drawings.

Financial:

- Negotiate rent calculations, including percentage rent, and establish an ability to re-evaluate at certain intervals.
- Establish a process to verify and collect rent amounts on an annual basis.

Board of Governors

- Establish a process to reconcile shared costs and net payments every year.
- Provisions to ensure the University continues to receive land rent relative to possible future financing changes by FCS.

The Quad – Land Rents

The MDA outlines FCS' commitment to pay annual long term land rent (Base Rent) and annual long term percentage rent (Percentage Rent) to York University for each phase. Base Rent is calculated on the greater of gross floor area and gross land area calculations and are subject to scheduled increases throughout the term as were negotiated in the MDA. Table 2 provides projected Base Rent for each of the three project phases through to the end of the 105-year term.

Table 2: Total Nominal Base Rent for Each Phase to Term End (In Millions)

	Quad Phase 1	Quad Phase 2	Quad Phase 3
Initial Term (in Years)	70	65	61
Extension Term (in Years)	35	35	35
Total Term (in Years)	105	100	96
Nominal Base Rent (in \$mm)	\$100.5	\$84.8	\$99.0

Percentage Rent is based on the performance of the Quad's retail and residential tenants and York University will receive additional payments to Base Rent as the Quad generates higher operating income. The calculation for Percentage Rent is based on a formula involving a significant number of variables which must meet certain hurdle ranges. For Phases 1 and 2, the University is entitled to receive Percentage Rent based on both the residential and retail uses across the four buildings. To-date, Percentage Rents have not been generated since the hurdles set out in the MDA have not been achieved. The Quad Phase 3 buildings will not have retail tenants, so Percentage Rent will be limited to only the residential component.

In addition to Base and Percentage Rent, the MDA provides for the University to share costs with FCS with respect to soft and hard infrastructure expenditures. For Quad Phase 3 there is no hard infrastructure costs to be fulfilled by the University. However, there will be some usual soft costs, primarily legal expenditures associated with Phase 3 which will be shared with FCS.

York University Board of Governors Minutes

Meeting: Open Session, 30 April 2024

Via Zoom

Present:	Regrets:	Others:
Paul Tsaparis, Chair Francesca Accinelli Sheraz Arshad Marie-Hélène Budworth Joanie Cameron Pritchett Antonio Di Domenico David Garg Uma Gopinath Ruth Green Konata Lake Loretta Lam Rhonda Lenton Sham Madhok Ariana Mah Carole Malo Kimberly Murray Dee Patterson Helen Polatajko Eugene Roman Ken Silver Nar Singh Mary Traversy Bobbi White <i>Pascal Robichaud, Secretary</i> <i>Leikha M. Bisera, Assistant Secretary</i>	Stefanie Lamonaca Caputo Nadine Spencer Kathleen Taylor	Marcia Annisette Amir Asif Anthony Barbisan Laina Bay-Cheng Marco Fiola Susana Gajic-Bruyea Vinitha Gengatharan Jane Goodyer Sylvia Hsu Philip Kelly Margaret Kierylo Julie Lafford Weiling Li Alice MacLachlan Mary Catherine Masciangelo Ijade Maxwell Rodriques Carol McAulay Kim McLean JJ McMurtry Wendy Miller Oluwakemi Oke Brad Parkes Sonya Pettinella Lisa Philipps Nona Robinson Natacha Sam Christine Silversides Darus Suharto Philippe Theophanidis Rui Wang Susan Webb Elaine MacRae, Governance Coordinator Michelle Roseman, Admin Assistant Alexander Munin, IT Tech for Open Session

II. Open Session

1. Chair's Items

The Chair welcomed Governors and community members to the 484th meeting of the Board of Governors of York University and delivered the Land Acknowledgement.

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The Chair began by congratulating Uma Gopinath on her new role as Senior Vice President and Chief Information Officer at Porter Airlines. The Chair extended condolences to family and friends of the Honorable Roy McMurtry who passed away last month. Mr. McMurtry served as Chancellor of the University from 2008 to 2014 and exemplified the values of York - social progress, equity, diversity, inclusion, and excellence. The Chair next thanked Darran Fernandez and Mary Catherine Masciangelo for their many contributions to York. The Chair reminded members of upcoming in-person events, namely the Board retreat and the June Board meeting.

The Chair spoke to the significant challenges in the postsecondary sector and the need to respond to these developments. At the same time, there are opportunities ahead as the University embarks into preparing the next University Academic Plan which will include university-wide consultations.

a) Consent Agenda Approval

The Board approved the following items under consent:

- The minutes of the meeting of February 27, 2024.
- Appointments to the Pension Fund Board of Trustees
- The Report on Forced and Child Labour in the Supply Chain Act (Bill S-211)
- Policy Updates for
 - Hospitality Policy
 - Expense Reimbursement Policy
 - Procurement Policy
 - Procurement Code of Ethics
- Annual Policy Review & Approvals
 - Healthy Workplace Policy
 - Workplace Harassment Prevention Policy
 - Workplace Violence Prevention Policy

2. Executive Committee

The Chair reported that the Committee heard about from the President on growth and financial sustainability, received the monitoring report on Enterprise Risk Management, and heard from Committee Chairs on key issues and action items from this Board cycle's meeting.

a) Action Taken on Behalf of the Board

The Chair reported that since the last meeting of the Board of Governors, the Executive Committee dealt with two items of business in accordance with the terms of Article VI, 4(c) of

York University Board of Governors - Minutes

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

b) Notice of Intent to Amend the General By-laws of the Board of Governors

A notice of intention to amend the General By-laws of the Board of Governors was received by the Board where the Bylaws require that a notice of intention be given at the next preceding meeting of the Board. The updated bylaws will be brought to the June 25, 2024 Board meeting for debate and resolution. The proposed amendments is to make the By-laws compliant with the *Not-for-Profit Corporations Act, 2010* (Ontario) (“ONCA”) and to reflect current practices of the University.

3. President’s Items

a. Externalities and Responding to Opportunities

The President spoke to the University Academic Plan (UAP), how it links to the long-term vision of the university and the tools for evaluating success. As the university starts to shape the next UAP, a strategic plan that responds to the various externalities and the impact on the sustainability of the higher education sector is crucial. Competition in the international market resulting in missed targets for several years has an impact on the university’s budget. The 10% cut to domestic tuition fee rates in 2019-20 followed tuition freezes every year since, accounts for a cumulative loss of approximately \$335M by end of 2023-24.

These challenges underscore the need to reassess the strategic plan to move towards a new business model that focuses on the diversification of revenue to ensure that York continues to be a leading comprehensive teaching university. The President spoke to opportunities to support this vision with initiatives such as the School of Medicine, the new Markham campus, York’s sustainability strategy, and York’s ranking and reputation. Given the challenges and competition in the post-secondary sector, the University needs to consider its long-term strategy to advance York’s academic plan and financial sustainability.

4. Academic Resources Committee

Antonio Di Domenico provided a summary of key items of business discussed at the Committee which covered an update on international recruitment and the academic implications of the labour disruption. The Committee also reviewed key developments in research and innovation noting research successes achieved by York researchers as well as honors and awards in various fields such as humanities, law, technology, and education.

a. Report on Appointments, Tenure and Promotion

York University Board of Governors - Minutes

Documentation was noted.

It was duly *agreed* that the **Board of Governors concur with the President's April 2024 report on appointments, tenure and promotion as set out in Appendices A and B.**

b. Establishment and disestablishment of academic units, Glendon

It was duly *agreed* that the **Board of Governors approve the following academic structural changes as a suite of complementary and successive actions effective 1 September 2024:**

a. **The establishment of the following four (4) new academic units within Glendon:**

- i. **Department of Global Communication and Cultures**
- ii. **Department of Science**
- iii. **Department of Economics, Business and Mathematics**
- iv. **Department of Global and Social Studies**

b. **The disestablishment of the following 14 existing academic units within Glendon:**

- i. **Centre de formation linguistique pour les études en français**
- ii. **Department of English**
- iii. **Department of Economics**
- iv. **Department of French Studies**
- v. **Department of Hispanic Studies**
- vi. **Department of History**
- vii. **Department of International Studies**
- viii. **Department of Mathematics**
- ix. **Department of Multidisciplinary Studies**
- x. **Department of Philosophy**
- xi. **Department of Political Science**
- xii. **Department of Psychology**
- xiii. **Department of Sociology**
- xiv. **School of Translation**

c. **The Establishment and disestablishment of academic units, School of Arts, Media, Performance & Design**

It was duly *agreed* that the **Board of Governors approve the following academic structural changes as a set of complementary and successive actions effective 1 May 2024:**

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

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- b. **The disestablishment of the following two existing academic units within AMPD:**
 - i. **Department of Dance**
 - ii. **Department of Theatre & Performance**

5. External Relations Committee

Francesca Accinelli provided an update on key items of business discussed by the Committee including York's approach to intersecting challenges as part of its strategic communications and reputation management plan, work done in support of the establishment of the School of Medicine, and updates on advancement efforts around alumni engagement and fundraising activities. The Committee noted several success stories including the 2023 Alumni Awards, the 2024 Top 30 Alumni under 30 and a special ceremony to award Jane Goodall with an honorary degree, among others.

- a. Donor Recognition – Physical Naming Policy and Procedures

The proposed Recognition – Physical Naming Policy was amended to ensure that it reflects current practices with respect to Namings, and to add into the existing policy, the University's practices regarding revocation and retirement of Namings.

It was duly *agreed* **that the Board of Governors approve the Recognition – Physical Naming Policy (Appendix A); and the rescission of the Recognition Policy (Appendix B).**

6. Finance and Audit Committee

Bobbi-Jean White spoke to the approval items and noted that the Committee received the report of the internal auditors and an update on the corrective action plan.

- a. Operating Budget 2024-25 to 2026-27

President Lenton provided an overview of the proposed budget outlining the challenges and recent developments since June 2023 such as the continued tuition fee freezes, the federal government's international enrollment cap, other external influences, and their impact on the budget.

Referring to the documentation distributed with the agenda, Provost & Vice-President Academic Lisa Philipps and Vice-President Finance & Administration Carol McAulay delivered a presentation on the proposed Operating Budget for 2024-25 to 2026-27 and outlined the seventeen action plans to bring the budget into balance. The Budget Plan incorporates total new revenues and cost savings of \$200M over the next three years.

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Members engaged in discussion noting the gaps that need to be addressed, and the need to address enrolment pressures that call s for a combination of cost containment and revenue generation measures.

It was duly *agreed* that the **Board of Governors approve the Multi-Year Budget Plan for 2024-25 to 2026-27.**

b. Ancillary Services Budget 2024-25 to 2026-27

The Board received an overview of the University's Ancillary Services long-term plan, including results from the 2023-24 fiscal year, budgets for fiscal year 2024-25 and projections up to 2027.

It was duly *agreed* that the **Board of Governors approve the attached Ancillary Services Budget for 2024-25 to 2026-27.**

c. ELC Budget 2024-25 to 2026-27

In FY2023-24, the Schulich senior leadership team focused on monitoring the Executive Learning Centre's (ELC) operational and financial performance. New revenue optimization and cost containment strategies were employed, and new strategic agreements were implemented, resulting to greater operational efficiency and improved year-over-year ELC financial performance.

It was duly *agreed* that the **Board of Governors approve the long-term plan and related budget for the Executive Learning Center (ELC).**

d. Tuition Fees

The Board received a recommendation for the establishment of tuition fees for the Bachelor of Sports Management program, noting the program has received approval from Senate and the Quality Council of Ontario, and is still awaiting approval for funding from MCU.

It was duly *agreed* that the **Board of Governors approve the following tuition fees for the Bachelor of Sport Management to be offered at the Markham Campus:**

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

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

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

e. Ratification of Spring 2024 Referenda Results on Affordable Housing and Sustainability Initiatives

- Affordable Housing Committee

The results of the spring referendum for the affordable housing committee were presented to the board, with a majority of votes cast being in favor of a \$1.25 per credit levy fee.

It was duly *agreed* that the **Board of Governors approve the following referendum results for the Affordable Housing Committee at York University:**

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

Constituency: Undergraduate Students

- Regenesis Community and Sustainability Initiatives at York

The results of the spring referendum on *Regenesis Community and Sustainability Initiatives* were considered, with a majority of votes cast in favor of a harmonized levy of \$0.36 per credit.

It was duly *agreed* that the **Board of Governors approve the following referendum results for the Regenesis Community and Sustainability Initiatives at York University:**

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

Constituency: Undergraduate Students

f. Award of Contracts

- Agency of Record for Advertising and Media Planning

The Board received a recommendation to approve a vendor to deliver the Brand Differentiation Strategy, and to develop an integrated advertising plan and a creative campaign.

It was duly *agreed* that the **Board of Governors approve that the University enter into a 3-year agreement with Cossette for the provision of strategic brand, advertising, and media planning. The approximate value of the contract over a 3-year period,**

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including 2 additional option years at York’s discretion (total 5-year period), is \$10.5 M (based on meeting established key performance indicators and availability of budget funds allocated to the program).

- Convocation Venue

The Board received a recommendation to approve a contract with Tennis Canada for a venue to hold York’s convocation and graduation ceremonies with infrastructure to accommodate graduates and guests, as well as accessible staging for the professional production of ceremonies.

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

7. Governance and Human Resources Committee

Konata Lake reported on matters discussed by the Committee, of note was the Division’s initiative on *Supporting Open and Respectful Dialogue program* which promotes constructive engagement on complex and contentious issues. In addition, a revised self – identification survey was completed to better understand the University Community. York has been selected as one of Canada’s Greenest Employers (2024) for the 12th consecutive year and for the first time ever as one of Canada’s Best Diversity Employers (2024). In terms of governance, work continues to codify processes which includes a protocol on the recruitment and appointment of members of the Board of Governors.

- a. Protocol on the Recruitment and Appointment of Members of the Board of Governors

The Board received a recommendation for the establishment of a Protocol that outlines steps and responsibilities in the selection and appointment of external and internal Board members and responds to the Auditor General’s recommendation to identify and strengthen the University’s skills matrix.

It was duly *agreed* that the Board of Governors approve the *Protocol on the Recruitment, Selection and Appointment of members of the Board of Governors.*

8. Investment Committee

Mary Traversy spoke to matters discussed at the Investment Committee which included a review of the Endowment Fund’s private asset allocations following the approval of the

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strategic asset allocation mix in September. The annual investment review of the endowment Fund, as well as updates to the committee terms were also discussed.

9. Land and Property Committee

Ken Silver spoke to the Committee's report to the Board and spoke to capital construction updates at the Keele and Markham campuses.

a. Glendon Space Audit – Vision and Strategy for Viability

The Board received a recommendation to mandate the development of a campus vision for Glendon College by the end of 2024. To manage campus space effectively, the proposed recommendation is for campus vision and strategy that supports the financial sustainability of the campus.

It was duly ***agreed*** that the Board of Governors approve that the University Administration develop a campus vision and strategy for the Glendon campus that would support the financial sustainability of the campus and report back by the end of 2024 with potential options and a recommendation to significantly improve the financial sustainability of the campus and the contribution of the campus to the University's overall operations.

10. Other Business

There was no other business.

11. In Camera Session

An *In Camera* Session was held. No decisions were taken.

Paul Tsaparis, Chair _____

Pascal Robichaud, Secretary _____



Employment Equity Report 2023

Division of Equity, People and Culture

YORK 

Employment Equity Report 2023

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1.0 Introduction and overview

The Annual Employment Equity Report provides the Board of Governors and the University community with a summary of York University's progress towards achieving representation in the four federally designated groups (women, racialized persons, Indigenous peoples, persons with disabilities) and the 2SLGBTQ+¹ community. The equity representation data used within the report are compared to the external availability data² provided by Statistics Canada (the 2016 Census and the 2017 Canadian Survey on Disability). Representation rates for Employment Equity Occupational Groups (EEOGs)³ are analyzed at the institutional level.

Section two presents the 2023 representation data while section three looks at Significant Gaps⁴ between York's representation of the four designated groups and national availability data by employee group. Section four highlights employment equity initiatives that were undertaken during 2023. Finally, section five contains the report's conclusion. There are several appendices included as supplementary information, including a listing of relevant policies, reports and definitions and data on the total University hires, promotions and exits and disaggregated race data.

For the purpose of the analysis undertaken, the total number of employees is 8181, which comprises all employee groups, excluding casual staff. Employment equity data are gathered through confidential surveys conducted with faculty, instructors, and staff each year. The data are analyzed in PeopleSoft (York's human resources information management system) and the Workplace Equity Information Management System (WEIMS) (software to assist employers subject to the Federal Contractors Program (FCP) in completing their employment equity obligations). WEIMS aggregates the data to prevent identification of individuals and generates workforce analysis reports. These workforce analysis reports allow for comparison of York's internal representation data for the four federally designated groups with the external availability data provided by Statistics Canada. It should be noted that whilst there are four federally designated groups, York University also recognizes a fifth equity-deserving group, namely persons identifying as 2SLGBTQ+; consequently, this report provides internal representation data for all five groups. However, since WEIMS does not currently provide workforce analysis reports for the equity-deserving group 2SLGBTQ+, external availability data

¹ This report uses the term 2SLGBTQ+ rather than the more recent adoption by York of the term 2SLGBTQIA+, which is defined in the [glossary](#) of York's Decolonizing, Equity, Diversity and Inclusion which was released in May 2023. This is to remain consistent with the terminology used in the previous Employment Equity Survey.

² External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The most recent external availability data is from the 2016 Census.

³ An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping 'Professionals' includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see Appendix for examples of jobs at York by EEOG).

⁴ The Significant Gap analysis, also known as the Labour Availability Analysis, calculates the difference between the internal representation of equity-deserving groups based on self-identification and the representation of qualified candidates from equity-deserving groups in the external labour force.

is not currently accessible for the 2SLGBTQ+ group that would allow for the significant gaps analysis that is provided for the four federally designated groups.

In general, an analysis of the data for total employees reveals that while the overall representation rates for women continue to exceed the external availability data, Indigenous peoples, racialized persons, and persons with disabilities show a general trend of representation rates falling below the external availability data provided by Statistics Canada.

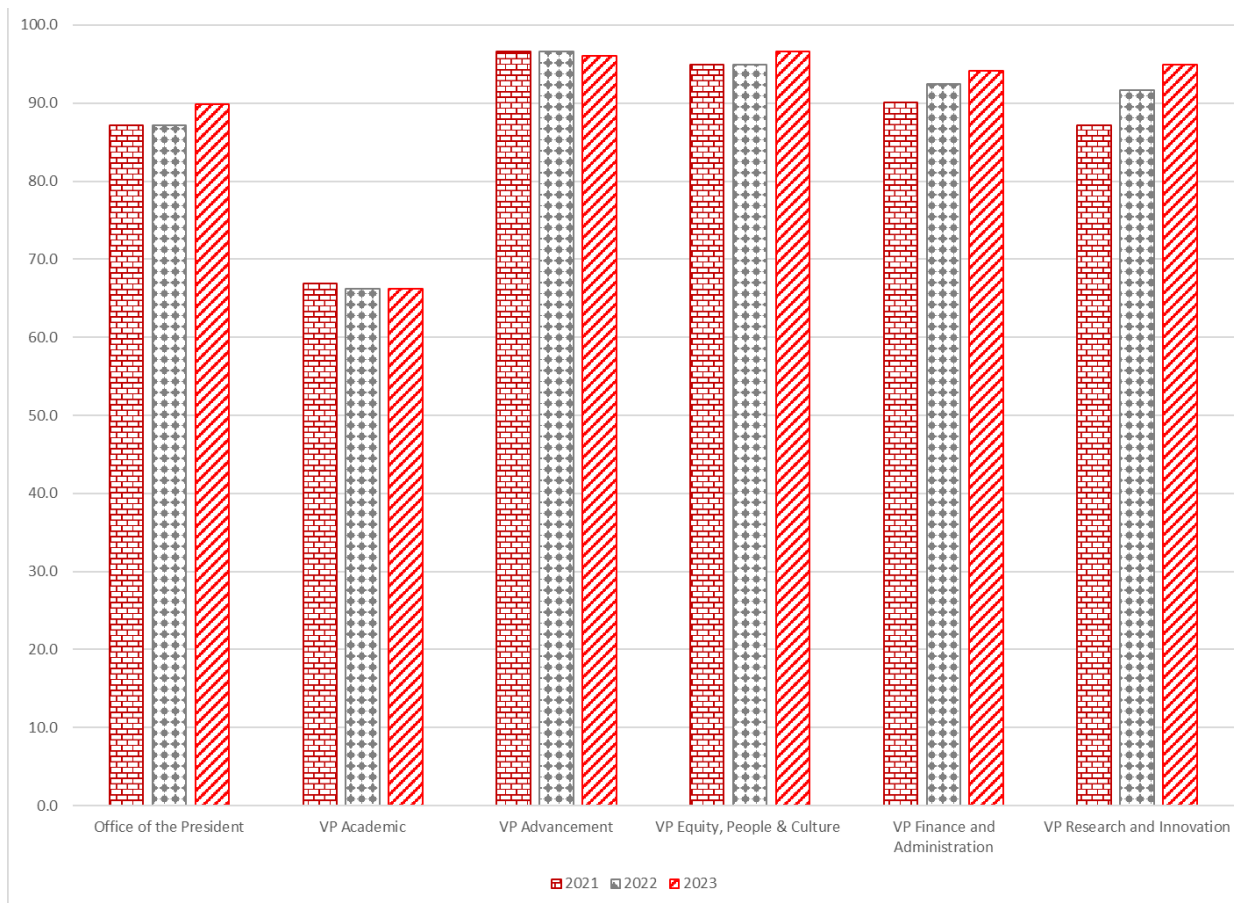
2.0 Employment Equity Data 2023

The representation data used within this report is compared to the external availability data provided by Statistics Canada. Representation rates for Employment Equity Occupational Groups (EEOGs) are also analyzed.

2.1 Employment Equity Survey Return Rate

The average survey return rate in 2023 for all employees was 89.6%. Return rates varied across Divisions from 96.6% to 66.2%, as can be seen in Figure 1.

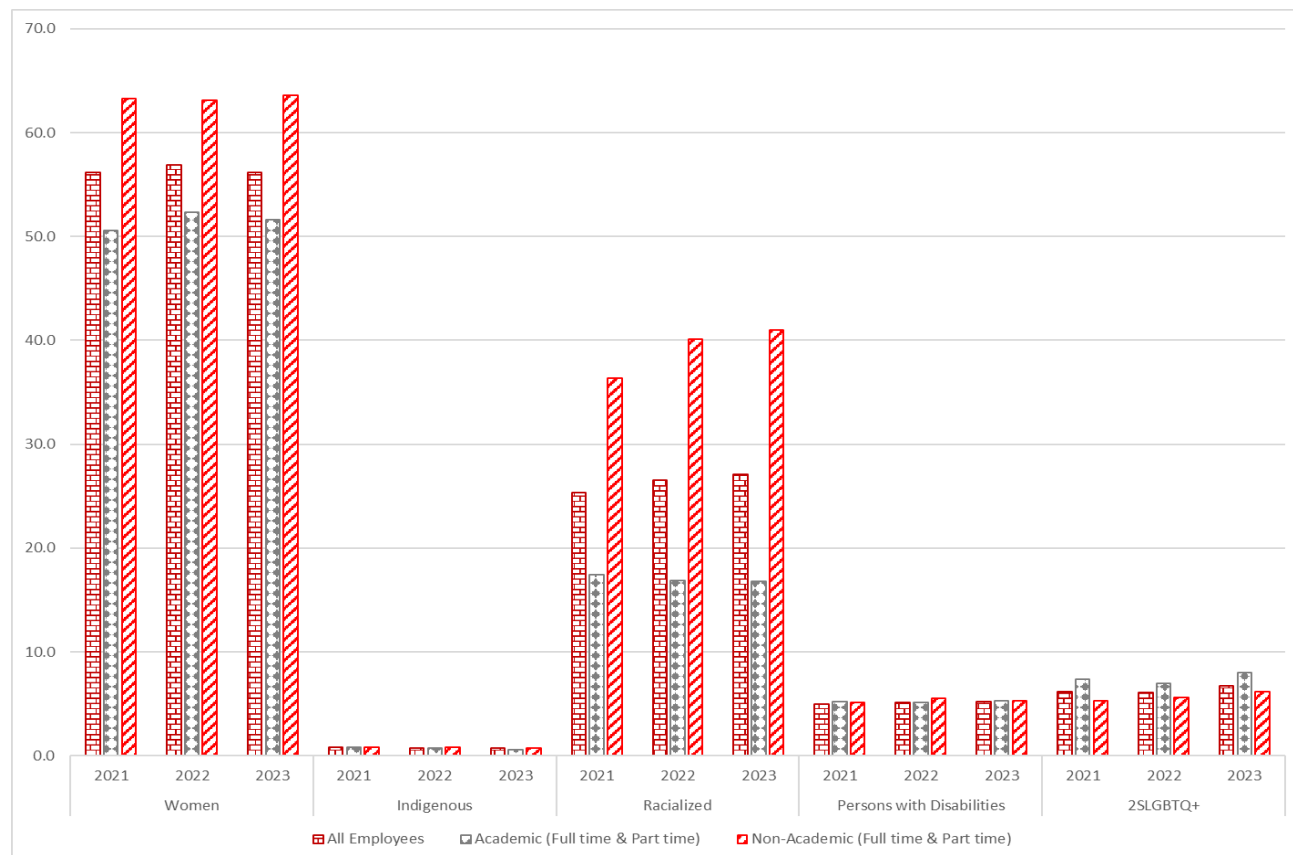
Figure 1: Comparative Survey Return Rate by Division 2021-2023



2.2 Overall Representation Rates⁵

Figure 2 provides a summary of representation rates for designated groups.

Figure 2: Representation Rates for Designated Groups 2021-2023



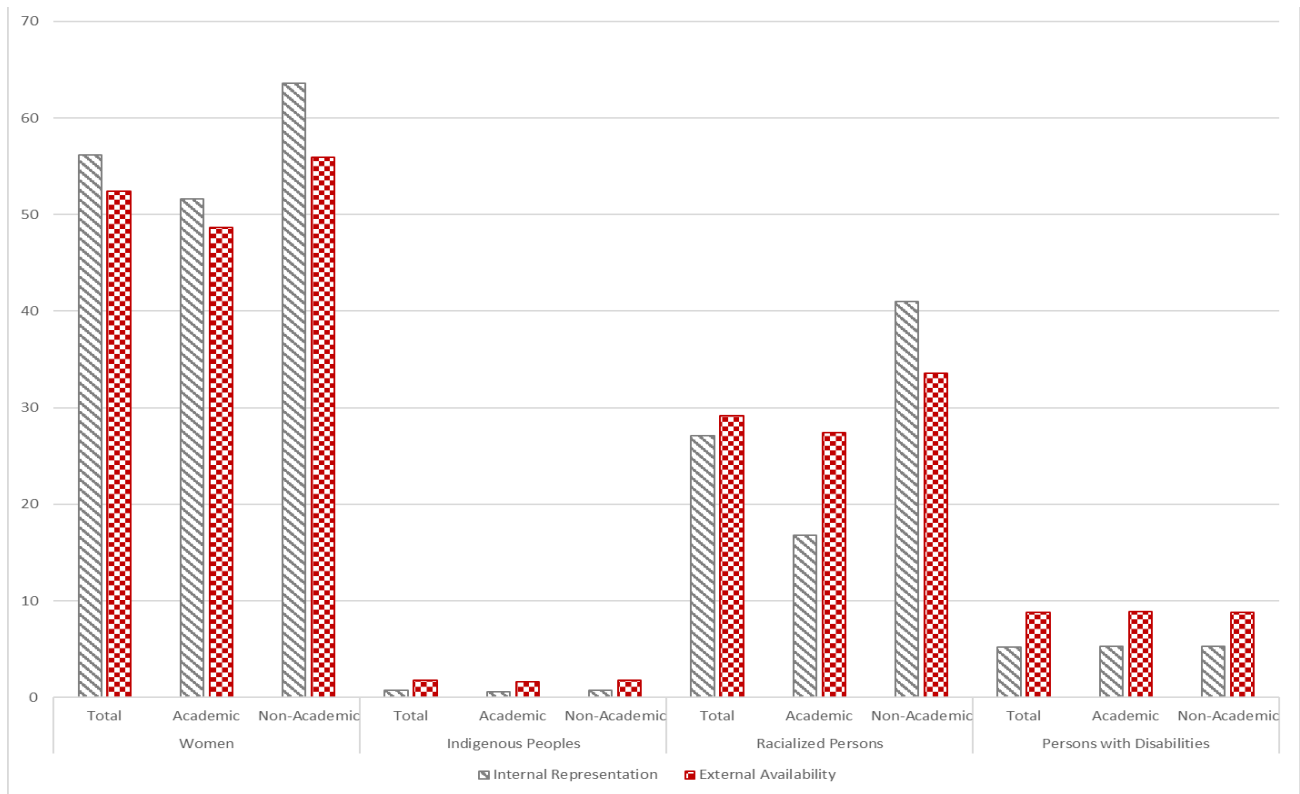
Over the 3-year period (2021-2023), the internal representation rates for total employees for all five equity groups have not fluctuated dramatically, however, there were year-to-year increases in representation for racialized persons and persons with disabilities.

2.3 Internal Representation Rates vs External Availability

Figure 3 provides a comparison between internal representation rates and external availability.

⁵ For this report the total employee count in 2023 was 8181.

Figure 3: Total University Representation Rates vs External Availability for 2023



With the exception of women in academic and non-academic positions and racialized non-academic employees (staff), the university’s internal representation rates fall below the external availability figures provided by Statistics Canada. This trend has been observed throughout the period 2021-2023.

3.0 Significant Gaps

3.1 Significant Gaps

Under-representation is a key concept in an employment equity analysis. Employers are expected to hire designated group employees at their external availability rate. A gap occurs when the designated group’s internal representation is less than their external availability. If a gap is “significant,” then an [employment systems review](#)⁶ must be undertaken to understand what employment barriers may be present to cause the underrepresentation.

⁶ An employment systems review is a comprehensive review of an organization’s policies and practices to identify systemic and attitudinal barriers to employment opportunities for designated group members. The goal of the employment systems review is to provide an explanation for major gaps in representation, and to serve as the basis for developing an employment equity action plan to address barriers.

Calculating the percentage representation:

$$\frac{\text{Internal representation}}{\text{External availability}} \times 100 = \% \text{ representation}$$

The utilization percentage provides a measure of how close an employer is to full representation of the designated group in a particular occupational group where there is under-representation. The internal representation number in the EEOG is divided by the external availability number and multiplied by 100 (as illustrated above). The closer the percentage is to 100%, the less severe is the under-representation. Where the rate is 80% or more, under-representation is not considered to be significant. Where the rate is 0%, it means there are no employees who self-identified as belonging to that particular designated group within the EEOG.

If the percentage representation is less than 80%, then the gap is said to be significant, and the organization must investigate the underrepresentation further. For example, if your organization has seven accountants who are women, but the expected availability indicates that you should have ten, then your organization has only 70% of what is expected and thus a significant gap exists.

3.2 Summary of Significant Gaps

Table 1 identifies the significant areas of under-representation among total employees in each of the designated groups across all the EEOGs. Analysis is provided in section 3.3 below.

Table 1: Table illustrating Significant Gaps within the EEOGs

EEOG	Women	Indigenous Peoples	Racialized Persons	Persons with Disabilities
Senior Managers				
Middle & Other Managers		✓		
Professionals		✓	✓	✓
Semi Professionals & Technicians		✓		✓
Supervisors			✓	✓
Supervisors: Crafts & Trades			✓	
Admin and Senior Clerical Personnel				✓
Skilled Sales & Services Personnel				
Skilled Crafts & Trades Workers	✓	✓		✓
Clerical Personnel				✓
Intermediate Sales & Service Personnel	✓	✓	✓	
Semi-Skilled Manual Workers			✓	✓
Other Sales & Service Personnel		✓		✓
Other Manual Workers	✓		✓	

3.3 Key Highlights

The designated group women had the least number of EEOGs with significant gaps. However, those 3 EEOGs have been displaying a significant gap for the past 3 years.

Indigenous peoples had the same number of EEOGs displaying a significant gap in 2022 and 2023 (6 EEOGs) but they were not the same EEOGs over the 2-year period. Notably, Indigenous peoples is the only designated group which has a significant gap for the EEOG of Middle and Other Managers.

Representation rates for racialized persons showed a marked improvement as the number of EEOGs displaying significant gaps were reduced from 2022 to 2023; in 2022 there were 9 EEOGs with significant gaps while there were 6 in 2023.

For persons with disabilities, the same 8 EEOGs which displayed significant gaps in 2022 also had significant gaps in 2023.

The EEOG of Professionals showed up as a significant gap within all designated groups except women, thus, a significant gap was displayed in each of the three remaining designated groups (Indigenous peoples, racialized persons, and persons with disabilities). The EEOG of Intermediate Sales and Services displayed a significant gap within all designated groups except persons with disabilities.

A notable improvement lies in the fact that over the last three years (2021-2023), there has been a year-to-year increase in representation of racialized persons.

4.0 Employment Equity Initiatives 2023

Throughout 2023, several entities in the York community were engaged in supporting employment equity, including addressing anti-Black racism, anti-Indigenous racism and other forms of discrimination. These efforts took various forms including:

Black faculty information session

In September 2023, the third annual information session was held for new incoming Black faculty members. Information was presented on the University's commitment to equity, supports available to faculty, and Black inclusion work at York. Two senior Black faculty members — Carl James and Michele Johnson — answered questions from new Black faculty and sought to help address concerns and provide further information on getting involved in the life of the collegium.

Community-building among faculty

The Associate Vice President Indigenous Initiatives meets regularly with pre-tenure Indigenous faculty members to support their career progression and sense of community at York. Additionally, the Faculty Affairs Office organized lunches with affinity groups, such as

BIPOC, 2SLGBTQ+ and colleagues with disabilities, during New Faculty Orientation. New and current faculty were included.

Agreement on Black scholar hiring

In collective bargaining with the York University Faculty Association (YUFA), the parties agreed to dedicated hiring for at least nine additional candidates who self-identify as Black people of African descent (e.g. Africans and African heritage people from the Caribbean, Americas, or Europe) to tenure stream positions, during the life of the 2021-2024 YUFA Collective Agreement. It should be noted that the university exceeded this commitment, including 10 Black scholars hires through the dedicated hiring program beginning July 1, 2023. In total 34 Black scholars have been appointed and retained since July 1, 2021, through 23 dedicated and 11 non-dedicated searches.

Indigenous scholar hiring

In collective bargaining with the York University Faculty Association (YUFA), the parties agreed to dedicated hiring for at least nine additional candidates who self-identify as Indigenous Peoples of Canada to tenure stream positions, during the life of the 2021-2024 YUFA Collective Agreement. It should be noted that the university met this commitment, with a total of nine Indigenous scholars being appointed and retained since July 1, 2021, including two Indigenous scholars hires beginning July 1, 2023. The Associate Vice President Indigenous Initiatives regularly consults with hiring committees leading searches dedicated to Indigenous scholars. There is continued collaboration with the Associate Vice President Indigenous Initiatives to support up to seven dedicated Indigenous hires for 2024-2025.

Faculty Affairs

Faculty Affairs facilitated various initiatives geared at promoting employment equity, including:

- Addressing questions and posting content with respect to equity in hiring on the Search Committee Teams site.
- Hosting two hiring clinics on Affirmative Action & Recruiting Indigenous Scholars.
- Following guidance from the Indigenous Council, updated job advertisement language for dedicated Indigenous searches to include candidates registered to a US tribe whose homelands straddle the colonial Canada/US border.
- Holding a meet-up for self-identified women faculty to connect and share experiences of working at York.
- Holding multiple meet-ups regarding career advancement, including a focus on equity.
- Creating a Teams sites for Assistant and for Associate professors, to share and equally access Tenure & Promotions materials across all Faculties.
- Offering exit interviews to Black and Indigenous faculty members who resign.

Recruitment and Diverse Sourcing

In an effort to reach large, diverse audiences of job seekers, Human Resources developed and rolled out its new “*Talent Attraction and Outreach Framework*” (Figures 4-6, [pictured below](#)), which informs new partnership and outreach milestones, in alignment with University priorities and strategies, in particular DEDI, where one of the main priorities is to dedicate time and

resources to connect with all equity deserving groups, as well as local residents in connection with our priorities set by [Anchor York U.](#)

Several new partnerships were built, for example, with:

- **NPower:** A charitable organization that focuses on supporting underserved youth and adults find opportunities in the digital, technical and professional industry.
- **Jane/Finch Centre:** A multi-service, community-based organization with a strong focus on poverty reduction through resident engagement, capacity building and anti-oppression. We have a long history of innovation and response to community needs and priorities. For over 40 years, the organization has been strategically building the health and well-being of Jane and Finch in collaboration with residents, community leaders, community groups, organizations and partners from within the local community and beyond.
- **HongKonger Community Centre Toronto:** An organization that provides a range of services to newcomers in the local community.
- **Société Économique de L'ontario (SEO):** An organization that supports Francophone and bilingual newcomers in recruitment efforts.

And existing partnerships continued to flourish:

- **Costi:** A multicultural organization that provides a range of services to a wide and diverse community.
- **JVS:** Empowers people from diverse backgrounds and communities to achieve their employment potential and partners with employers to develop a strong and inclusive workforce.
- **YMCA:** a charity that ignites the potential in people, helping them grow, lead, and give back to their communities.
- **York U – TD Community Engagement Centre:** Strives for academic innovation through community building and experiential learning, post-secondary attainment for Black Creek Community, and fosters collaborative research and partnerships. Our local approach informs our thinking more broadly about community engagement and the role of the university in strengthening communities and addressing societal issues.

Figures 4 to 6 represent an outreach framework that guides recruitment efforts to diversify York's workforce in efforts to achieve greater employment equity. The figures outline the groups being identified for connection and awareness building, how we intend to connect with these groups and the frequency and means of connecting with these groups.

Figure 4: Partnerships that continue to be developed

Who are we connecting with?

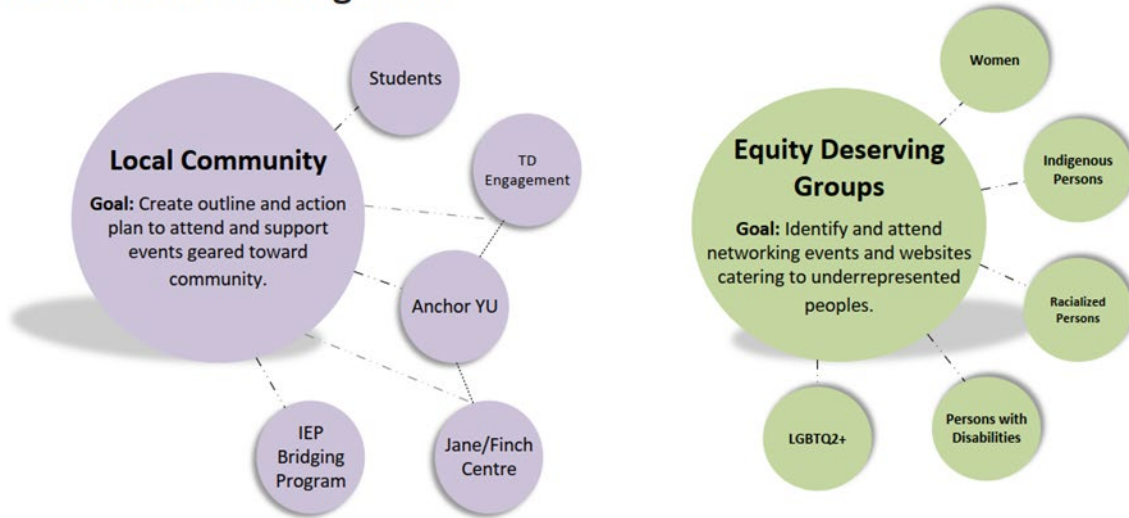


Figure 5: How connections are made with existing and new partnerships

How are we connecting with these groups?

Resources include Consultant, People Planning and Roster of People Partners

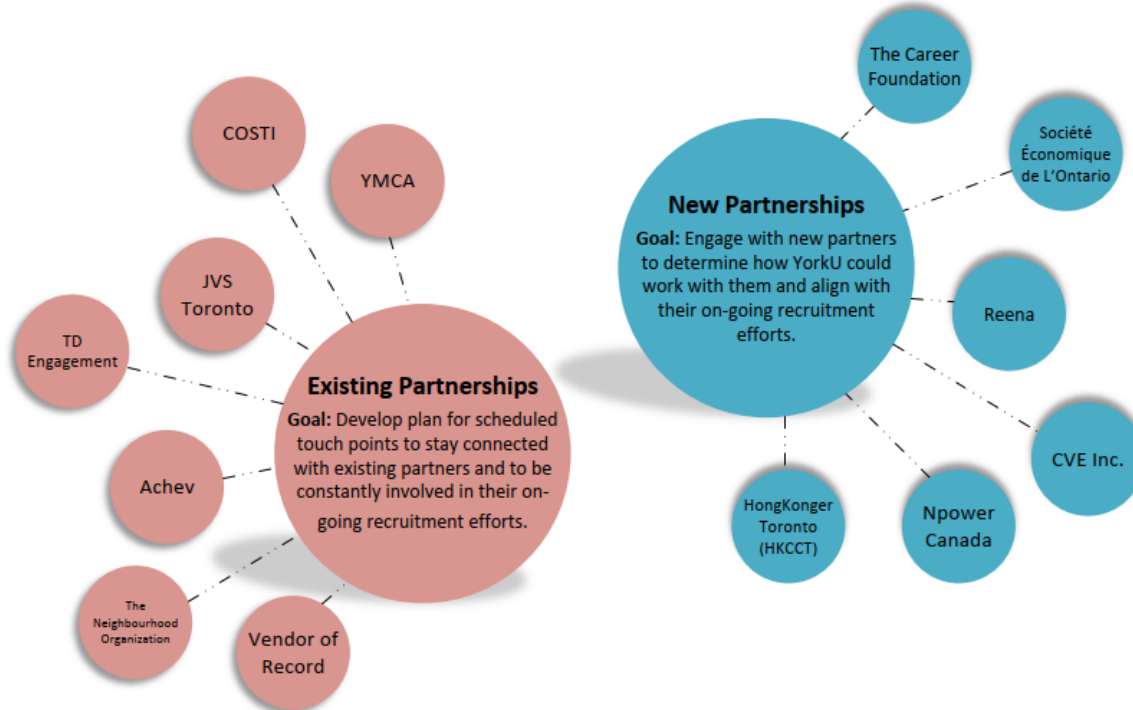


Figure 6: How partnerships are being rolled out

Where are we connecting with these groups?

Goal: Host/attend a minimum of 2 events monthly ensuring that each group (Local Community, Equity Deserving Groups, Niche/Speciality) is represented accordingly. i.e., Eight events from each area.



Other activities to enhance recruitment and diverse sourcing include:

- Continuous management and updating of the Employment Equity Listserv. This group of 30 diverse groups, community-based centres and individuals are emailed York University job postings on a weekly basis.
- Continuing to diversify sourcing plans and strategies on a per job basis. The repository of posting sources was updated to include a category specific to sites dedicated to DEDI and equity deserving groups with sites such as: byblacks.com, diversity.com, and aboriginal network. Through intake sessions, plans were created for roles where a gap was identified or where a role was envisioned to target candidates from equity-deserving groups. In these cases, a targeted plan was developed in consultation with hiring teams.
- Updating YU Hire, York's talent sourcing system, to collect applicant data via York's new Employee Self-Identification Survey.

Human Resources

Enhanced reporting on the representation of equity-identified groups has been made available to all hiring managers to assist with inclusive workforce planning. Human Resources has undertaken initiatives to improve workplace equity and representation including:

- The application of a DEDI lens throughout the recruitment process and ensuring interviews include questions that are designed to elicit how candidates incorporate DEDI in their current work and that the panel is diverse whenever possible.
- The creation of a Job Evaluation DEDI Language Tool Kit for People Partners to use when drafting job summaries.
- Continuously reviewing job summaries to ensure appropriate DEDI language is used and only bona fide job requirements are listed (rather than preferred requirements)
- The inclusion of, at minimum, one DEDI related interview question in every interview.

- Adopting the practice of sharing interview questions before the interview as well as attaching the questions to the meeting chat for virtual interviews. For in person interviews, the candidate is given the questions in writing.
- Requesting and reviewing the equity workforce composition data for client groups with a view to analyzing data to identify gaps and underrepresentation, particularly in CPM leadership roles.
- The inclusion of DEDI goals within Human Resources Professional Performance Dialogue Goals.
- Engaging high schools in surrounding communities to participate in York’s hosted Take Our Kids to Work Day and partnering with the TD Community Engagement Center.
- Coordinating training at LA&PS on Centering Black Youth Wellbeing and certificate on Combatting Anti-Black Racism from Youth Rex.
- Transitioning job summaries to Accessibility for Ontarians with Disabilities Act (AODA) compliant formats.
- Coaching managers on unconscious bias during recruitment and employment equity/pay equity at time of offer.

Organizational Learning and People Excellence

- Continued measurement of the “sense of inclusion” metric in all (voluntary) post-learning session evaluation surveys. In the 2023-24 fiscal, 88% of employee respondents (746 people) “agreed that they observed and/or experienced a strong sense of inclusion” when voluntarily evaluating their learning sessions. This is a 7% increase from 2022-23.
- More than 1000 managers and staff participated in learning sessions where DEDI is the focus, or where DEDI content is included. This only reflects sessions led by Organizational Learning and People Excellence (OLPE) or where OLPE and the Centre for Human Rights, Equity and Inclusion (CHREI) partner.
- Expanded open learning sessions targeting skill development to help build positive culture change for managers and staff, samples including: Leading for a Healthy Workplace, Challenging Unconscious Bias, Challenging Unconscious Bias for Managers, My Role in Change, Crucial Conversations for Managers, and Balancing Performance and Well-Being for You and Your Team.
- Expanded individual and team learning opportunities/services. Specifically, Relationship Management services were expanded to include a strength-based approach to performance management and development – a model that was also separately introduced in 2023. This model values difference and individuality.
- Hosted training sessions for all learning partners to ensure universal and inclusive learning design practices are embedded in all onboarding and role-specific learning requirements and learner experiences.
- Co-created and co-facilitated in partnership with CHREI, a new three-part DEDI learning series for senior leaders and their managers, to help them implement the DEDI Strategy recommendations with their teams and colleagues across the university.

Anchor YorkU

The Employment theme of the [Anchor York U](#) framework (supporting employment opportunities in our neighbouring communities) was a key priority in 2023. With a refined action plan toward more inclusive and local employment opportunities, the employment working group has accomplished some important outcomes toward its larger goal.

Work included:

- Embedding our Anchor YorkU local hiring objectives as part of the institutional strategy for Decolonizing, Equity, Diversity and Inclusion, demonstrating alignment of Anchor York U work with DEDI.
- Gathering employee and applicant data to see where there are gaps that can be addressed through targeted initiatives, both internally and with community partners.
- Working with sub-contractors to increase outreach and hiring of local candidates.
- Holding 2 specific outreach sessions with employment organizations and residents to increase understanding of York's hiring platform as well as gain feedback on how this can be more accessible.
- Supporting a successful grant with the Jane Finch Centre, a key community partner, to enable their active participation in the Anchor York U employment group.

The Anchor YorkU Roundtable was held in August 2023 with renewed commitment toward the employment objectives in the Framework. The Social Procurement Portal continues to target diverse and underrepresented suppliers for the University. The employment working group continues to refine its action plan based on learning along the way.

5.0 Conclusion

York continues to be committed to equity, diversity, and inclusion and to improving employment equity. However, as the data also reveals, there are still several areas where work needs to be done to address employment barriers which persist. It may take several years for the initiatives being undertaken to yield results related to representation rates and external availability. York understands that these must be long-term strategies.

While the overall representation rates for women continue to exceed the external availability data, for other designated groups (Indigenous peoples, racialized persons and persons with disabilities) the general trend is that internal representation rates fall below the external availability data provided by Statistics Canada.

The Division of Equity, People and Culture, in partnership with others across the University, continues to strive to create and nurture a sense of belonging and inclusion for all employees across York University.

For information on the ongoing initiatives being embarked upon by the Division please feel free to contact:

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APPENDIX A – Reports and Policies

For the 2022 Employment Equity Statistical Report:

<https://www.yorku.ca/vpepc/employment-equity-and-diversity/>

York policies and guidelines:

[Accessibility for Persons with Disabilities, Statement of Commitment](#)

[Accessibility for Persons with Disabilities, Customer Service Guideline](#)

[Accommodation in Employment for Persons with Disabilities](#)

[Employment Equity](#)

[Gender-Free Language Policy](#)

[Affirmative Action Plan for Non-Academic Hiring to Achieve Employment Equity](#)

[Hate Propaganda Guidelines](#)

[Physical Accessibility of University Facilities](#)

[Human Rights Policy and Procedures](#)

[Sexual Violence Policy](#)

[Workplace Harassment Prevention Policy](#)

[Workplace Violence Prevention](#)

APPENDIX B – Glossary of Terms

Academic/Faculty

This group includes full time and contract employees in the YUFA, OHFA, CUPE 3903 and OPSEU 578 bargaining units.

Designated Groups

Designated groups mean women, Indigenous peoples, persons with disabilities and racialized persons.

Employment Equity Occupational Group (EEOG or “occupational group”)

An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping ‘Professionals’ includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see Appendix D for examples of jobs at York by EEOG).

External Availability

External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The external availability figure also takes into account the geographic area from which you would typically recruit for employees. For instance, professors are recruited typically at a national level, plumbers at a provincial level and clerical positions at a local level. External availability is derived from Statistics Canada. Specifically, external availability for persons with disabilities is derived from the PALS (Participation and Limitation Survey) survey which is only included in the census once every ten years.

Federal Contractors Program (“FCP”)

This is a federal program which mirrors the Employment Equity Act. The goal of the FCP is to achieve workplace equity for designated groups who have historically experienced systemic discrimination in the workplace. Provincially regulated employers who are in receipt of a goods or services contract from the federal government of Canada of over \$1 million and have 100 or more permanent full-time and permanent part-time employees are required to comply with the program.

Gap

Difference between internal representation and external availability. A gap can be expressed as a number or a per cent. A negative gap (e.g., -5) indicates that there is underrepresentation in a group by 5 people. York focuses on closing gaps that are significant. A gap is considered significant if the number gap is -3 or greater and the representation is 80%, or less, or if the gap is -3 for a group in several EEOGs and/or for all designated groups in one EEOG.

Internal Representation

The figures for internal representation are compiled from employees' responses to an Employment Equity Self-Identification Survey.

2SLGBTQ+

An acronym for persons who identify, for example as, two-spirit, lesbian, gay, bisexual, transgender, genderqueer, questioning, or who otherwise express gender or sexual diversity.

NOC

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. NOC codes are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at [here](#).

Non-academic

This group includes all non-academic York employees who perform a wide of functions including managerial, professional, administrative, technical, clerical, services, trades, plant work/support, etc.

Staff

Another term for non-academic employees. Staff may or may not be unionized.

APPENDIX C – Employment Equity at York

A brief description of Employment Equity at York University

York's employment equity framework spans seven key areas: Communication, Workforce Information Collection, Workforce Analysis, Employment Systems Review, Identification and Removal of Barriers, Implementation, and Monitoring.

Communication

Communication Strategy to prospective and current employees that provides information about the Employment Equity program at York University; to increase the awareness of employment equity and the Federal Contractors program throughout the University; to engage in a meaningful discussion about how to remove employment barriers for designated groups that are underrepresented at York.

Workforce Information Collection

Collect information about workforce to determine level of representation of designated groups. The four designated groups are: women, Indigenous peoples, persons with disabilities and racialized persons.

Workforce Analysis

Understanding the current composition of the designated groups at York allows the University to focus its employment equity initiatives on designated groups with significant underrepresentation, with the aim of removing employment barriers that may be preventing them from entering an occupational group.

Employment Systems Review

Review of University policies and practices for potential employment barriers to the four designated groups under the Employment Equity Act and the 2SLGBTQ+ community.

Identification and Removal of Barriers

To remove barriers that have a negative impact on designated group members.

Implementation

Implement changes to reduce barriers that have been identified.

Monitoring Establishment of mechanisms to monitor the effectiveness of the University's employment equity program.

APPENDIX D – Employment Equity Occupational Group (“EEOG”) Definitions

1. Senior Managers

Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.

Examples: President; Vice-President; Assistant Vice President; Executive Director

2. Middle and Other Managers

Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.

Examples: Director, Talent Acquisition & Development; Dean, Faculty of Liberal Arts & Professional Studies; University Librarian

3. Professionals

Professionals usually need either a university degree or prolonged formal training, and sometimes must be members of a professional organization.

Examples: Program Manager, Equity, Diversity & Inclusion; Information Specialist; New Student Advisor

4. Semi-Professionals and Technicians

Workers in these occupations must possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Engineering Technician; Lab Technologist

5. Supervisors

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may also perform the duties of the employees under their supervision.

Examples: Supervisor, Document Processing; Control Room Supervisor; Security Supervisor

6. Supervisors: Crafts and Trades

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They coordinate the workflow of skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may perform the duties of the employees under their supervision.

Examples: Loading Dock Supervisor; Production Supervisor.

7. Administrative and Senior Clerical Personnel

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

8. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually has received an extensive period of training involving some post-secondary education, part or all an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Textbook Buyer; Buyer

9. Skilled Crafts and Trades Workers

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.

Examples: Plumber; Plasterer; Carpenter

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

11. Intermediate Sales and Service Personnel

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training

courses, or specific work experience. Generally, these are workers whose skill level is less than that of Skilled Sales and Service Personnel.

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

12. Semi-Skilled Manual Workers

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of Skilled Crafts and Trades Workers.

Examples: Operator (Machine and Equipment); Bus Driver

13. Other Sales and Service Personnel

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

Examples: Housekeeping Attendant; Custodian; Cashier

14. Other Manual Workers

Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Groundskeeper, Ground Maintenance Person

APPENDIX E – Representation Rates for Designated Groups

Employment Equity Group	2021 (%)	2022 (%)	2023 (%)
Women	56.2	56.9	56.2
Indigenous peoples	0.8	0.7	0.7
Racialized persons	25.3	26.5	27.1
Persons with disabilities	5.0	5.1	5.2
2SLGBTQ+	6.2	6.1	6.7

APPENDIX F – Disaggregated Race Data

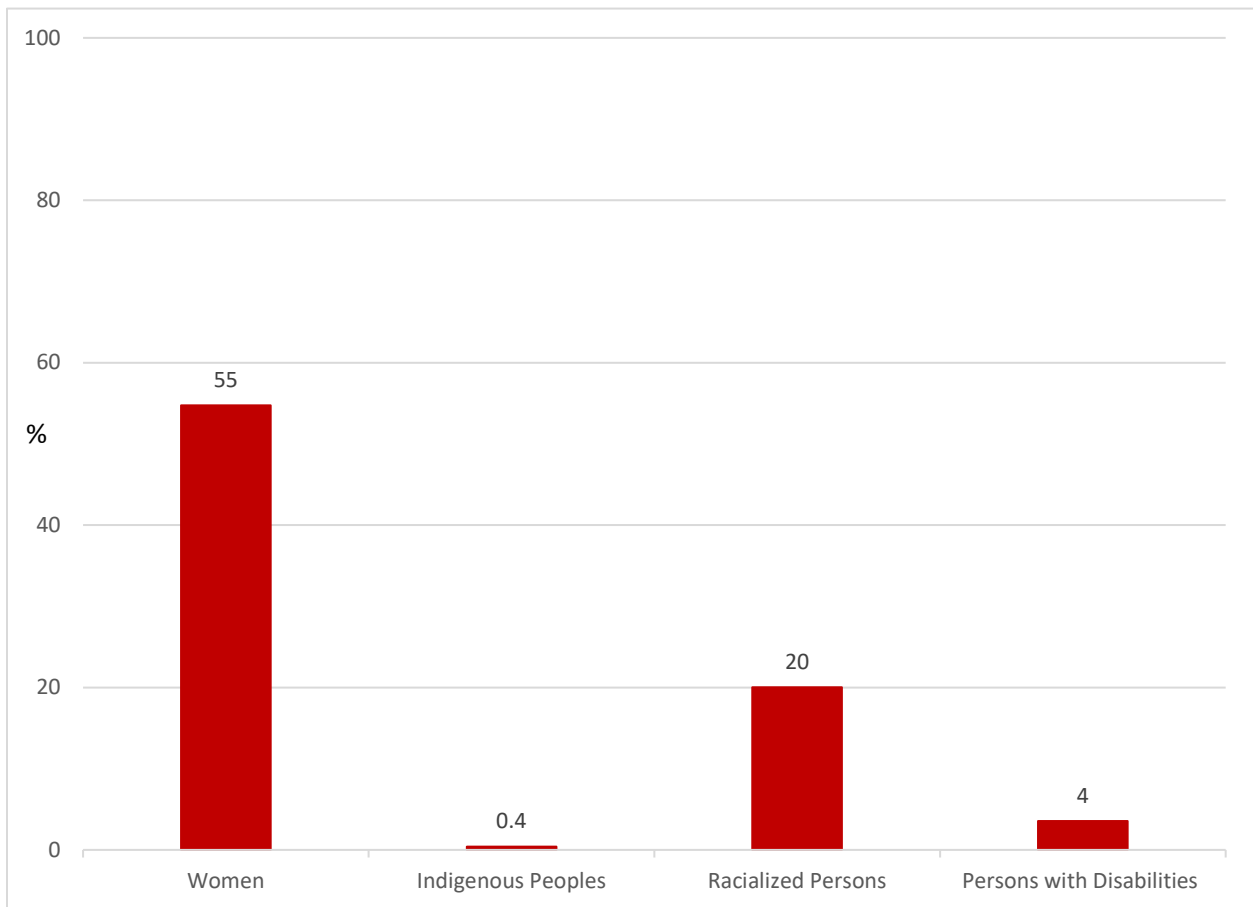
Total Racialized Persons ⁷ (27.1%)	Disaggregated % Racialized Persons		
	2021	2022	2023
Arab	0.9	0.9	1.0
Black (e.g., African, American, Canadian, Caribbean)	3.5	4.1	4.4
Chinese	2.8	3.1	3.3
Filipino	0.6	1.2	1.3
Japanese	0.3	0.3	0.3
Korean	0.5	0.4	0.5
Non-White Latin American (including Indigenous persons from Central and South America)	0.8	0.9	0.9
Non-White West Asian (e.g., Iranian, Lebanese, Afghan)	1.5	1.5	1.5
South Asian/Caribbean (e.g., Bangladeshi, Pakistani, Indian, Guyanese, Trinidadian, Sri Lankan, East African)	4.7	6.3	7.0
South East Asian (e.g., Burmese, Cambodian/Kampuchean, Laotian, Malaysian, Thai, Vietnamese, Indonesian)	0.8	1.1	1.2
Persons with Mixed Origin	1.6	1.5	1.6

⁷ Racialized Persons sub-categories are provided by [Statistics Canada](#) with the exception of Persons with Mixed Origin.

APPENDIX G – Total University Hires⁸

2023 Hires of Equity Identified Groups
as a Proportion of Total University Hires

(Includes Full time, Part time and Temporary)

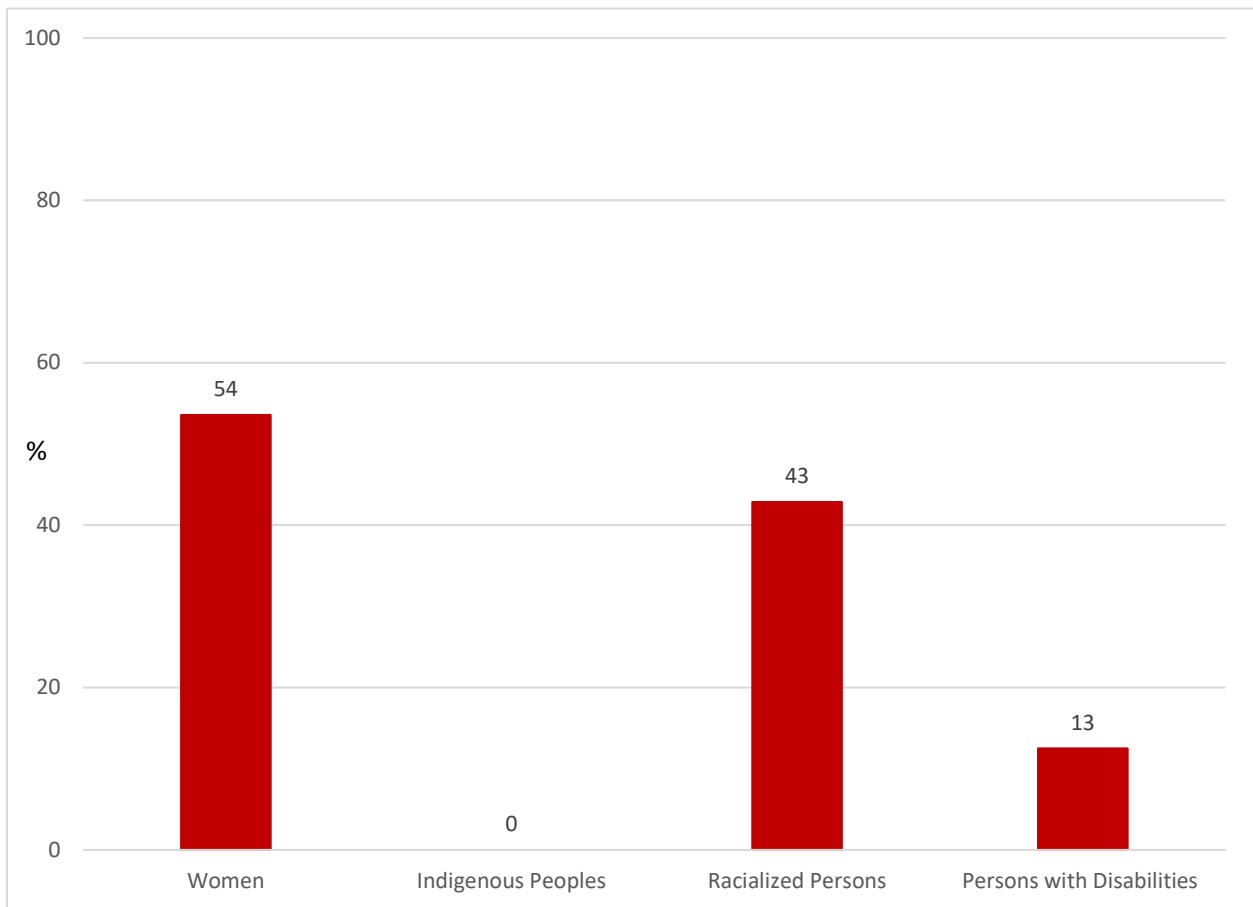


⁸ Total count = 5812

APPENDIX H – Total University Promotions⁹

2023 Promotions of Equity Identified Groups
as a Proportion of Total University Hires

(Includes Full time, Part time and Temporary)

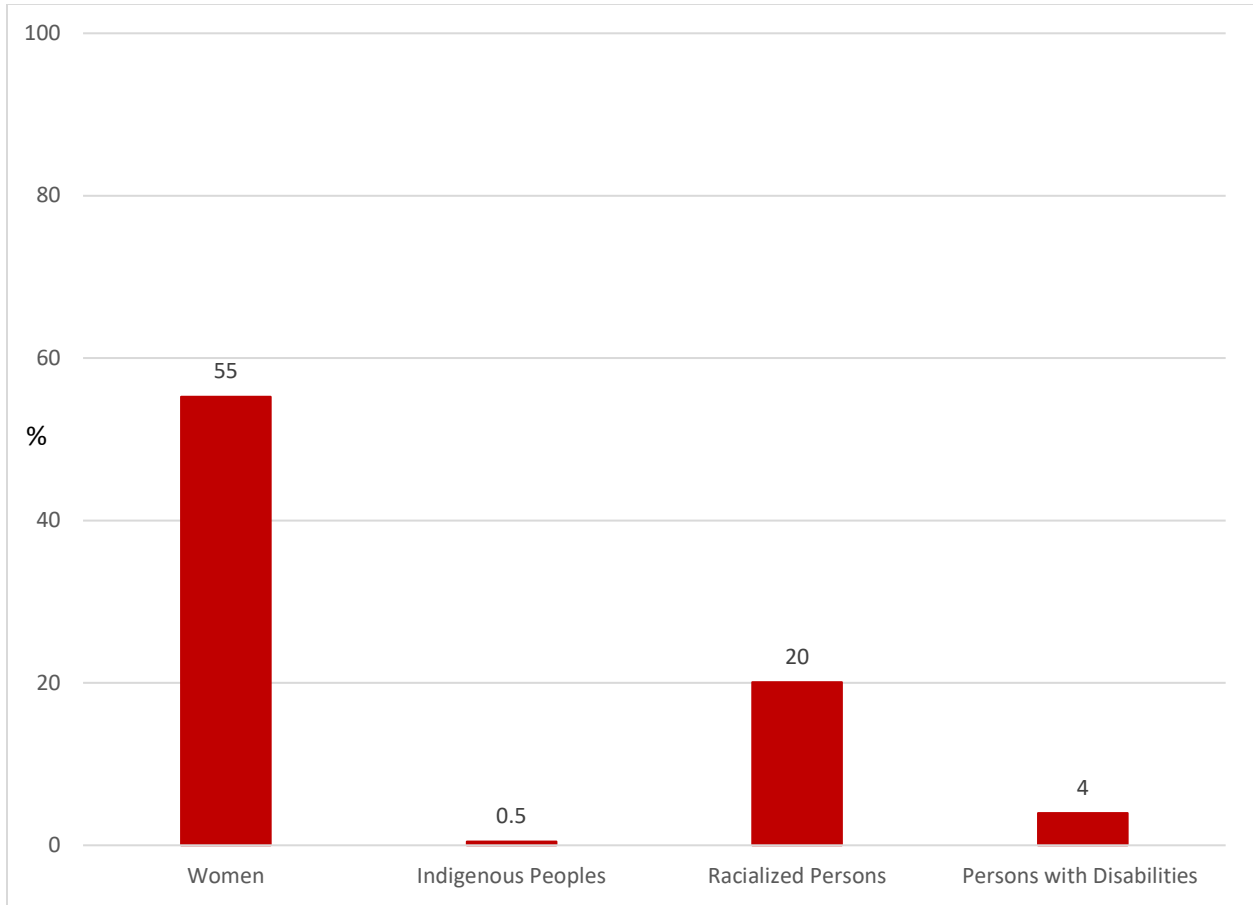


⁹ Total count = 56

APPENDIX I – Total University Exits¹⁰

2023 Terminations of Equity Identified Groups
as a Proportion of Total University Hires

(Includes Full time, Part time and Temporary)



¹⁰ Total Count = 4962



The Centre for Sexual Violence Response, Support & Education Annual Report

May 1, 2023 to April 10, 2024



 **About the Centre**
We're Here for You.

OUR HISTORY

In the five years since its inception in July 2018, the Centre for Sexual Violence Response, Support & Education at York University has stood as a beacon of hope and resilience in the face of adversity. Guided by our unwavering commitment to survivors, we have provided a safe space for individuals to navigate their healing journey at their own pace, empowered by informed choices and supported by a framework rooted in feminism and anti-oppression. As we reflect on the challenges of the past years, we recognize the significant impact of the pandemic as it exacerbated a parallel pandemic of sexual violence.

Despite these trials, our dedication to serving our community has remained steadfast. We have adapted, innovated and persevered, continuing to offer comprehensive support, advocacy and education to ensure that no survivor walks alone. We share this annual report with a deep sense of gratitude for the trust placed in us and a renewed commitment to fostering a campus culture where safety, respect and healing prevail.

WHAT WE DO

The Centre is staffed with qualified subject matter experts who operate with the highest levels of confidentiality and deep empathy. Supports offered through our office include the coordination of:

- academic accommodations;
- medical services;
- workplace accommodations;
- information about reporting options;
- safety planning;
- emergency financial assistance; and
- access to our safe house for those escaping imminent situations.

OUR STAFF

- Director
- Receptionist
- Service & Supports Coordinator (2 positions)
- Training & Education Specialist

CELEBRATING THE CENTRE'S 5TH ANNIVERSARY

On **July 4, 2023**, The Centre celebrated its 5th anniversary. Over the past five years, there has been a steady increase in services provided and their uptake as the York community develops a greater awareness of the supports offered. This anniversary is an opportunity to remind our community of the work that The Centre does to ensure that all community members take an active role in contributing to a culture of consent.

SUPPORTING YORK UNIVERSITY'S NEW EMPLOYEE SEXUAL MISCONDUCT POLICY

York University's new [Employee Sexual Misconduct Policy](#) came into effect on **July 1, 2023**. The new policy strengthens the University's response to sexual misconduct between an employee and a student. It outlines what constitutes sexual misconduct, the process for responding to complaints and potential disciplinary actions if an employee is found to have engaged in sexual misconduct.

This policy was developed in response to Bill 26, the [Strengthening Post-secondary Institutions and Students Act, 2022](#). Bill 26 requires every post-secondary institution have an employee sexual misconduct policy that provides rules with respect to sexual behaviour between employees and students of the institution. It also includes examples of disciplinary measures that may be imposed on employees who contravene the policy.

The Centre plays a pivotal role in fostering a campus culture of awareness, prevention and support. Committed to empowering the York community, we diligently educate and train individuals across all departments and faculties. Through comprehensive initiatives we disseminate vital information on York's Sexual Violence Policy and facilitate educational programs. We enable transformative change by challenging harmful attitudes and behaviours to create a safe and supportive environment for survivors.



Training & Education

York University and the Centre for Sexual Violence Response, Support & Education are committed to educating the York community about sexual violence and providing training to community members. The Centre offers training and education aimed at preventing sexual violence and improving supports to survivors. This includes:

- Building awareness of, and disseminating information on, the Sexual Violence Policy, and implementing processes for responding to and addressing sexual violence;
- Educating members of the governing board, senior administrators, faculty, staff, contractors and students about the Sexual Violence Policy;
- Developing education initiatives for the University community that promote a change in the attitudes and behaviours that perpetuate sexual violence and create a more supportive environment for survivors.

The Centre's programming addresses systemic issues contributing to sexual violence and aims to challenge rape culture and other forms of discrimination and hate. These initiatives take an intersectional and anti-oppressive approach to addressing the issue of sexual violence and recognizing different experiences of violence.

DEVELOPING GREATER CAPACITY THROUGH TRAINING


The Centre offers two training modules, focusing on policies and procedures pertaining to sexual violence response at York, for students, staff and faculty. Certificates of completion are provided to participants.

- **Module One:** Sexual Violence Response & Awareness is an introductory course that provides information about policies and procedures. This module is accessible through The Centre's website.
- **Module Two:** Responding to Disclosures of Sexual Violence uses scenario-based interactive learning to engage the participant in identifying and evaluating effective responses to disclosures of sexual violence.



150+
community members have completed training modules

The Centre also held several events and conducted unique training sessions for departments, student groups and various staff initiatives. Presentations delivered by our team focused on creating an interactive environment where participants had the opportunity to learn and unlearn.



6,200+
students, staff and faculty attended presentations.

Statistical Information

CASES OF CARE & SUPPORT

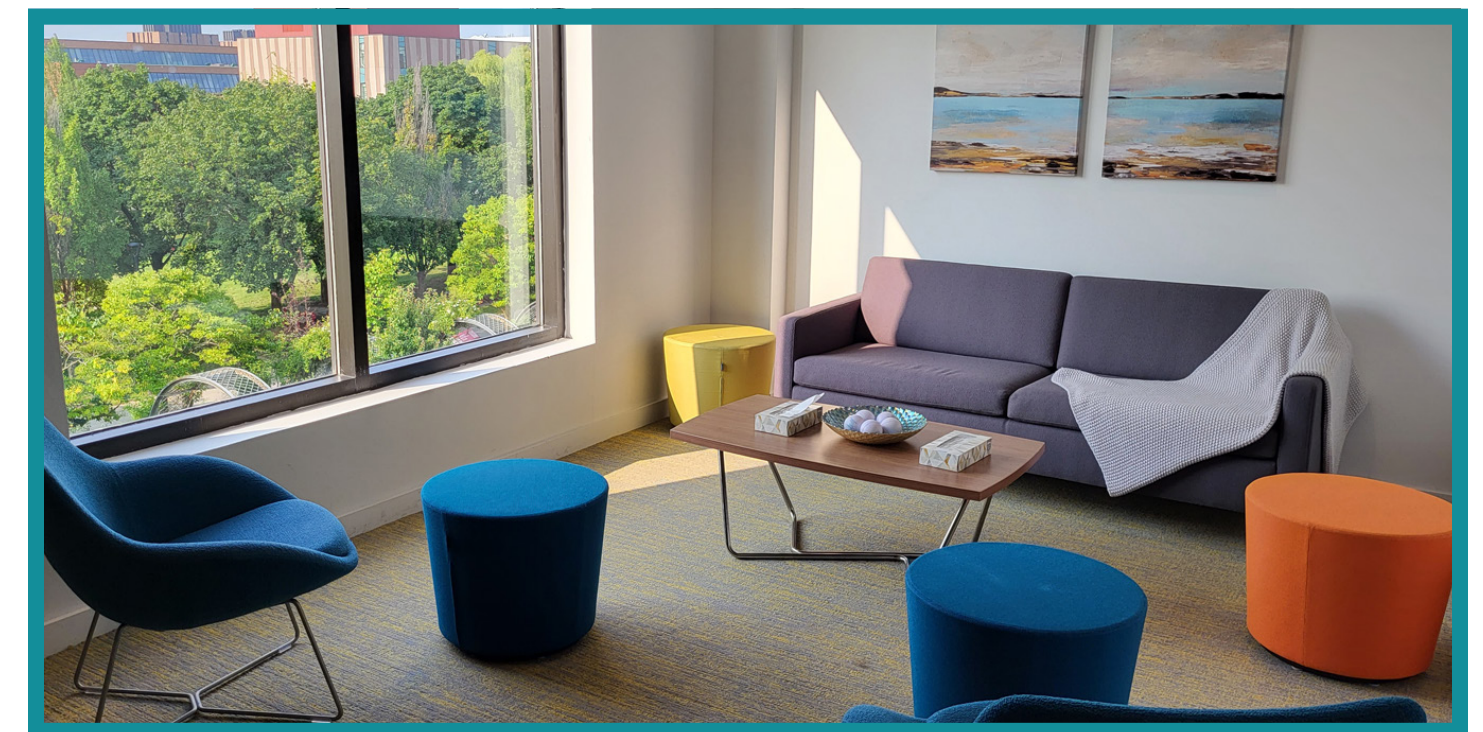
410 individuals supported from May 1, 2023 to April 10, 2024

Breakdown of incidents of sexual violence reported through the Policy on Sexual Violence:

44 Total Number of Complaints

Of the 44 complaints:

- 23** Complaints in progress (pending informal resolution or investigation)
 - 8** Complaints held in abeyance (two of these complaints have been consolidated into one)
 - 15** Ongoing
- 21** Complaints resolved
 - 15** Informal resolution
 - 0** Formal resolution
 - 6** Referral/Dismissed



Leading unique programs to build awareness


ACTIVE BYSTANDER PROGRAM

Our Active Bystander program aims to educate York community members to intervene when witnessing any form of sexual violence. Through training programs and initiatives, the program works to educate the community on what sexual violence is and how consent can be incorporated in our daily lives. It also empowers individuals to act when witnessing different forms of sexual violence.

Sexual violence may often appear in the media, but incidences of sexual violence are highly underreported. Numerous barriers make it difficult for survivors to openly seek support or report their experiences with sexual violence. Training offered by the Active Bystander program teaches students, staff and faculty how to:

- Disrupt conversations that engage in rape culture;
- Provide resources and support to individuals who need it; and
- Use their skills to be active bystanders.

Thanks to our partnership with the York Federation of Students, all club leaders had the opportunity to receive training in the Active Bystander program, with a specific focus on various scenarios club executives may face. Training was held for student leaders, varsity athletes and students living in residence at the Keele and Glendon campuses.

 **500+**
students were trained in the Active Bystander program at Orient the Leader

PARTNERING WITH LASSONDE

The Lassonde School of Engineering and The Centre have partnered to provide a curated Active Bystander training session for all first-year engineering students. This partnership aims to teach students in engineering how to access support resources and take preventative measures, highlighting research that shows the higher rates of sexual violence that women in STEM experience.



2,687
students at Lassonde have received this training thus far

TRAINING NUMBERS



3,740
community members completed Active Bystander training



7,474
community members attended training presentations and workshops hosted by The Centre

Highlights

Various campaigns, presentations and events were created and launched between May 2023 and April 2024:

- 1. Safer Spaces Toolkit Presentation**
Discusses what a safer space is, what goes into cultivating a safer space, how to create safer spaces with survivors in mind and the importance of pronouns.
- 2. Active Bystander Training Presentation & Workshop**
Our Active Bystander program aims to educate our community members to intervene when witnessing any form of sexual violence.
- 3. How to Respond to Disclosures Presentation**
Provides scenarios and addresses ways in which a person can receive a disclosure in a supportive way. We also workshop what an unsupportive response to a disclosure looks like.
- 4. The Centre Presentation**
Covers who we are and what we do, what is sexual violence, reporting vs disclosure and the reporting process.
- 5. Healthy Relationships Workshop**
Addresses how to respond to and connect individuals in unhealthy relationships to resources for support.
- 6. Technology-Facilitated Sexual Violence (TFSV) Workshop**
Explores technology-facilitated violence and abuse, including terminology, myths surrounding TFSV, barriers to accessing support, tips for digital safety, what to do if you are impacted and how to support those who are impacted.
- 7. Sexual Scripts Workshop**
Encourages participants to reflect on societal influences and personal experiences and how they impact our understanding of sex and sexuality in an effort to challenge these norms and expectations.

OUR IMPACT

By sharing feedback and quotes from community members, we demonstrate the difference made by The Centre's efforts to support, educate and empower in the face of sexual violence. We would also like to acknowledge the resilience and courage of those who have sought assistance and amplify the voices of those who have directly benefited from our services and training as we reaffirm our commitment to fostering a culture of healing, advocacy and solidarity.

“
Super helpful for self-esteem and claiming your power.

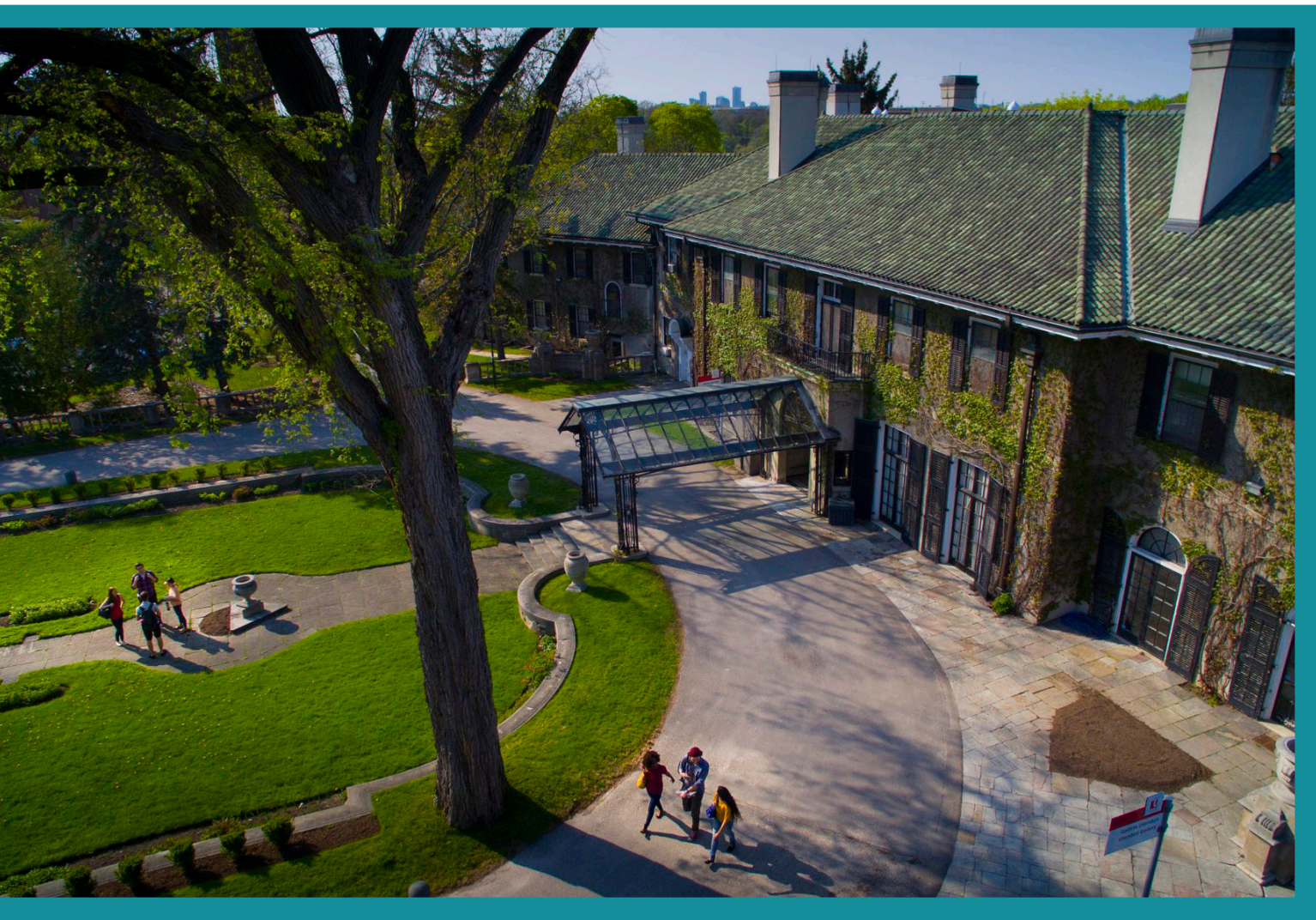
The training was very inclusive, inviting and encouraging.

Thank you again very much for all of your help, it really does mean a lot to me!

I have used some of the helplines you provided, and they gave me helpful advice for dealing with my situation.

Keep it up, keep finding fun ways to get folks involved in the training.

Thank you for your help, I would not have been able to take steps without your guidance and support.
”



We're here for you.

If you require support or information,
please **reach out to The Centre.**

Phone: 416-736-5211

Website: yorku.ca/thecentre

Email: thecentre@yorku.ca

Board and Committee Meeting Dates 2024-2025

SEPTEMBER / OCTOBER 2024		
Friday September 6	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday September 13	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Monday September 16	Land and Property	8:30 am – 10:30 am
	Governance and Human Resources	11:00 am – 1:30 pm
	Finance and Audit	2:00 pm – 4:30 pm
Tuesday September 17	Investment Committee	12:15 pm – 2:00 pm
Tuesday October 1	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm

NOVEMBER 2024		
Monday October 28	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday November 1	Board Education Session	12:00 pm – 1:30 pm
Tuesday November 5	Hold for Joint Board/Senate Executive Dinner Meeting	6:00 pm to 9:00 pm
Friday November 8	Academic Resources	8:30 am – 10:30 am
	Governance and Human Resources	11:00 am – 1:30 pm
Monday November 11	External Relations	2:00 pm – 4:00 pm
Friday November 15	Land and Property	8:30 am – 10:30 am
	Finance and Audit	11:00 am – 1:30 pm
Tuesday November 26	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm
	Holiday Reception	6:00 pm – 9:00 pm

DECEMBER 2024		
Tuesday December 3	Investment	12:15 pm – 2:00 pm

JANUARY/FEBRUARY 2025		
Monday January 27	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Friday February 7	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Monday February 10	Land and Property	8:30 am – 10:30 am
	Governance and Human Resources	11:00 am – 1:30 pm
	Finance and Audit	2:00 pm – 4:30 pm
Tuesday February 25	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm

MARCH 2025		
Friday March 14	Board Education Session	12:00 pm – 1:30 pm
Tuesday March 18	Investment	12:15 pm – 2:00 pm

APRIL /MAY 2025		
Friday April 4	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Monday April 7	Hold for Joint Board/Senate Executive Dinner Meeting	6:00 pm – 8:00 pm
Friday April 11	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Monday April 14	Land and Property	8:30 am – 10:30 am
	Governance and Human Resources	11:00 am – 1:30 pm
	Finance and Audit	2:00 pm – 4:30 pm
Tuesday April 29	Executive	9:30 am – 12:30 pm
	Board	1:30 – 4:30 pm

MAY/JUNE 2025		
Friday May 9	HOLD – BOARD RETREAT	8:30 am – 5:30 pm
Monday May 26	Subcommittee on Digital Transformation	8:30 am – 10:30 am
Monday June 2	External Relations	9:00 am – 11:00 am
	Academic Resources	11:30 am – 1:30 pm
Tuesday June 3	Investment Committee	12:15 pm – 2:00 pm
Monday June 9	Land and Property	8:30 am – 10:30 am
	Governance and Human Resources	11:00 am – 1:30 pm
Monday June 23	Finance and Audit	8:30 – 11:00 am
Tuesday June 24	Executive	9:30 am – 12:30 pm
	Board	1:30 pm – 4:30 pm
	Hail and Farewell	5:00 pm – 8:00 pm

SPRING 2024

Points of Pride



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

1 YORK UNIVERSITY TO LAUNCH NEW “LIVING LAB” PROJECT WITH SmartTO

A \$1.5 million investment from the government of Ontario makes York University’s Smart Mobility Applied Research and Testing – Toronto (SmartTO) the newest Ontario Vehicle Innovation Network Regional Technology Development Site. SmartTO will directly support entrepreneurs, SMEs and startups in the automotive technology and mobility sector, through access to resources, supports, advisory services, and opportunities for collaboration.

3 YORK U AWARDED FOR SUSTAINABLE CAMPUSES – TWO NEW DESIGNATIONS CELEBRATE PROGRESS

Fairtrade Canada and the Association for the Advancement of Sustainability in Higher Education (AASHE) recently awarded York with new sustainability designations, celebrating progress the University has made. The new fair trade silver designation and STARS gold designation recognize the positive impact the University is making on its campuses and communities.

2 FINANCIAL TIMES RANKS SCHULICH EXECUTIVE EDUCATION AMONG WORLD’S BEST

The Financial Times of London has ranked York U’s Schulich ExecEd among the world’s top 30 executive education providers. The result marks a significant milestone for Schulich ExecEd as it continues its upward trajectory on what is widely regarded as the world’s premier executive education ranking, climbing an average of 17 spots in four years across the Open Enrolment and Customized programs categories.



Celebrating the Fair Trade Campus silver designation today. From left: Sasa Nestorovic, director, Bookstore, Printing & Mailing Services; John Simoulidis, Professor, LA&PS and Green Campus Co-op; Anthony Barbisan, AVP, University Services Centre; Mike Layton, chief sustainability officer; Luic de Fabritus Gauthier, Fairtrade Canada; Nicole Arseneault, program director, Sustainability; Tom Watt, director, Food & Vending Service, Ancillary Services; and Dahlia Abou El Hassan, registered dietitian, Food & Vending Services

