

YUFA Annual General Meeting Agenda

Date: Monday, April 17, 2023

Time: 1:00 PM – 3:30PM

Location: Via Zoom:

<https://us06web.zoom.us/j/84839139441?pwd=TVVyd0UrYmILM1dna1BKcTJFRFFTQT09>

Meeting ID: 848 3913 9941 Passcode: 403485

AGENDA

1. Acknowledgement of Traditional Territory (Attachment 1)
2. Consent Agenda
 - i. Approval of the Agenda
 - ii. Approval of November 23, 2023 GMM Minutes (Attachment 2)
3. President's Report
4. Budget
 - Executive presentation: 203-24 Proposed Operating Budget (Attachment 3)
5. Approval of New Auditors

BREAK

6. JCOAA report
7. Trustees
 - Report (Attachment 4)
 - Election

BREAK

8. Hot Topics Forum
9. Adjournment

A meeting of the YUFA Foundation and the YUFA Trust will take place at the end of the AGM.

Land Acknowledgment

We recognize that many Indigenous nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of YUFA. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, the Huron-Wendat, and the Métis. It is now home to many Indigenous Peoples. We acknowledge the current treaty holders, the Mississaugas of the New Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.

YUFA Annual General Membership Meeting

Date: Wednesday, November 23rd, 2022

Time: 10:00 am – 12:30 pm

Location: Via ZOOM

Participants: 56 at 10:10 am; 76 at 10:40 am; 66 at 11:10 am; 64 at 11:40 am

Agenda		Minutes
1.	Consent Agenda	a. Agenda deemed approved b. May 18 th , 2022, minutes deemed approved (Attachment 1)
2.	Land Acknowledgment	G. Schaffzin provided the land acknowledgement.
3.	President's Report	Report included the following items: <ul style="list-style-type: none"> i. movement against the non-withstanding clause ii. challenges over the past few years with employer about grievances and arbitrations (increase in legal fees as a result) iii. settlement with CUPE 1281 iv. sub-committee of the Executive to review finances and reserves
4.	Treasurer's Report	Reported as per attachments 2 through 6 (covered after item 5)
5.	Chief Stewards' Report	Report included a broad outline of activities (covered before item 4) <ul style="list-style-type: none"> i. JCOAA, COVID Table, Health and Safety, OCUFA/CAUT meetings/workshops ii. rising number of accommodation issues iii. last-minute course cancellations iv. increase in-between members or groups cases resulting from long-standing unresolved issues v. harassment complaints with staff and administration vi. more contentious hiring, beginning with composition of hiring committees vii. number of T&P (and promotion to Full) delays viii. Deans' push for new and revised workload documents ix. number of grievances/arbitrations, and unwillingness to cooperate x. additional items: fighting to keep some courses online and voluntary separation agreements
6.	Equity Officers' Report	Report included the following: <ul style="list-style-type: none"> i. resignation of Akolisa Ufodike ii. meeting of Equity Sub-Committee on October 24th

Attachment 2

		iii. scheduling of a meeting with Sheila Cote-Meek (VP Equity, People and Culture) to discuss EDI concerns from caucuses and JCOAA (two possible dates: December 6 th and December 20 th)
7.	JCOAA/LRP Report	Reported as per attachment 7.
8.	Adjournment	Adjourned at 11:52 am (mover: P. Phillips; seconder: C. Ehrlich)

Attachment 2

YUFA Staff: Baolin Dang; Alison Fisher; Nicole Leach; Kristin Skinner

YUFA Members (* = Executive Member)

- | | |
|-------------------------------|-------------------------------|
| 1. Adebayo, Damilola | 43. Martens, Stephanie |
| 2. Baxter, Paul | 44. Matesic, Maura |
| 3. Bell, Norda | 45. McCullough, John |
| 4. Berbecel, Dan | 46. Meisner, Brad |
| 5. Bisnath, Sunil | 47. Mule, Nick* |
| 6. Bohn, Simone | 48. Nastovski, Katherine |
| 7. Cecchetto, David | 49. Ophir, Ron |
| 8. Check, James | 50. Orchard, Gloria |
| 9. Choiniere, Jacqueline | 51. Palamarek, Michael |
| 10. Cohen-Palacios, Katrina | 52. Pan, Gang |
| 11. Cothran, Boyd | 53. Perkins, Patricia |
| 12. Cowdy, Cheryl | 54. Phillips, Patrick* |
| 13. Das Gupta, Tania | 55. Poirier, Mathieu |
| 14. Datta, Suprakash | 56. Propper, Alice |
| 15. Davis Halifax, Nancy Viva | 57. Rapke, Tina |
| 16. Davis, Hilary | 58. Reisenleitner, Markus |
| 17. Denton, William | 59. Richards, Daniel |
| 18. Duncan, Liisa | 60. Roy, Mario |
| 19. Ehrlich, Carl | 61. Salisbury, Tom |
| 20. Embleton, Sheila* | 62. Sangiuliano, Nancy* |
| 21. Evans, Paul* | 63. Schaffzin, Gabi* |
| 22. Eyawo, Oghenowede | 64. Schwartz, Mark |
| 23. Ferrara, Ida* | 65. Sergio, Lauren |
| 24. Fleming, Jason | 66. Shabtay, Abigail |
| 25. Gagliese, Lucia | 67. Sigurdson, Victoria |
| 26. Grant, Jennifer | 68. Singh, Sava Saheli |
| 27. Hadlaw, Jan | 69. Tahani, Nabil |
| 28. Hall, Patrick | 70. Tegelberg, Matthew |
| 29. Hilliker, Arthur* | 71. Tweyman, Stanley |
| 30. Hwong, Thaddeus | 72. Vorstermans, Jessica |
| 31. Hyman Zatzman, Belarie | 73. Wang, Jianguo |
| 32. Isojeh, Benard | 74. Watson, Stephen |
| 33. Kernerman, Gerald | 75. Weizmann, Fredric* |
| 34. Khan, Attia | 76. Wellen, Richard |
| 35. Kikulwe, Daniel | 77. Widmer, Alexandra |
| 36. Klassen, Thomas* | 78. Woldegerima, Woldegebriel |
| 37. Latham, Robert | 79. Woodhouse, Rosamund |
| 38. Lazenby, Jill | 80. Xu, Jia |
| 39. Luxton, Meg | |
| 40. Madras, Neal | |
| 41. Maley, Terry | |
| 42. Marcus, Joel | |

2023-24 YUFA Budget and Fees Approval Document

Budget Background

Two budget approval documents are included in this agenda package. We are seeking approval for both. Fees would remain at 1.35% of salaries.

Detailed operating budget

The first document gives our 2023-24 budget with a comparison to actual prior year audited figures, budget and forecasts. We have a two-step process to communicate financial information. At the Fall General Membership Meeting we provide members with our audited financial statements and a comparison of those statements with our current budget and a forecast based on the most up-to-date financial information available. For the April Annual General Meeting we further refine our forecast and add our budget for 2023-24. All these relevant figures are consolidated into one consolidated comparative document for budget approval.

Course release budget

The second document provides details of course releases for YUFA related service. These are partly funded by YUFA. We have again extended the number of comparison periods so that it is now possible to better assess the impact of collective bargaining years. This year and next year are both years in which we do not anticipate contract negotiation costs. These will likely next be incurred in 2024-25.

Current financial position

YUFA has recently been running annual operating deficits – approximately \$133,000 in 2018-19, \$205,000 in 2019-20, \$161,000 in 2020-21 and \$243,000 in 2021-22. The underlying cause of these deficits was increased staffing and legal costs due to an increased number and complexity of grievances. In 2021 a 0.1% fees increase was approved by the membership. Consequently, we anticipate our revenues will cover our expenses going forward. With this level of dues we expect to be able to maintain a high level of service to members with our seven full-time YUFA staff members, two grievance officers and an excellent legal team.

YUFA's fund balances

The net assets of our three funds are summarized below.

Fund Balances 2017-22

	30-Apr-17	30-Apr-18	30-Apr-19	30-Apr-20	30-Apr-21	30-Apr-22
Operating Fund	\$149,312	\$670,290	\$562,638	\$384,771	\$465,274	\$175,516
Arbitration Fund	170,220	172,657	150,000	153,490	155,753	180,000
Defence Fund	<u>1,362,917</u>	<u>2,508,333</u>	<u>2,553,782</u>	<u>2,613,203</u>	<u>2,651,728</u>	<u>2,684,624</u>
Total	\$1,682,449	\$3,351,280	\$3,266,420	\$3,151,464	\$3,272,755	\$3,040,140

While the above amounts are substantial, our fund targets are currently not being met. These targets are based on a three-year average of our operating expenses. Based on our most recent audited financial statements this average is \$2,710,620 and the following table shows our 2021-22 fund target shortfalls:

Fund Targets

	Operating	Arbitration	Defence	Total
Percent	37.50%	7.50%	155%	
Target	\$1,016,483	\$203,297	\$4,201,462	\$5,421,241
Actual	175,514	180,000	2,684,624	3,040,138
Shortfall	\$840,969	\$23,297	\$1,516,838	\$2,381,103

K Paul Evans - Treasurer

Attachment 3

Table 1 - Proposed YUFA 2023-24 Operating Budget

Operations Budget 2023-24	Audited 21-22	Budget 22-23	Nov22 Forecast	Estimate April 30 2023	Proposed Budget 23-24	Notes
Income						
Member Fees	3,300,507	3,333,088	3,605,469	3,597,537	3,633,512	Based on 1% increase & continued 1.35% dues rate
Article 26.11	27,521	40,000	40,000	40,000	40,000	To offset article 26.11 expenses.
YUFA Trust Foundation	100,000	100,000	100,000	100,000	100,000	To offset Community Projects.
ARFL	0	500	0	0	0	
Total Income	3,428,028	3,473,588	3,745,469	3,737,537	3,773,512	
Fees Payable						
OCUFA Fees	302,619	305,645	325,336	310,828	314,248	1.1% Increase in membership count and dues rate.
CAUT Fees	308,583	311,669	316,693	316,693	320,177	1.1% Increase in membership count and dues rate.
CAUT Defence Fund	108,735	109,822	110,154	113,236	114,482	1.1% Increase in membership count and dues rate.
National Union Fund	17,743	17,920	17,926	17,926	18,123	1.1% Increase in membership count and dues rate.
Toronto & York Region LC	10,573	10,678	10,824	10,815	11,897	1.1% Increase in membership count and dues rate.
Ontario Federation of Labour	12,489	12,614	12,618	12,618	13,880	1.1% Increase in membership count and dues rate.
CAUT Academic Freedom Fund	5,000	5,000	5,000	5,000	5,000	Motion passed AGM 2015
Total Fees Payable	765,742	773,348	798,551	787,116	797,806	
Gross Income	2,662,286	2,700,240	2,946,918	2,950,421	2,975,706	
Expenses						
Course Releases	488,885	415,119	405,523	455,000	472,964	20FCEs
Revenue Canada	3,212	2,500	2,500	2,500	3,500	
Total Releases	492,097	417,619	408,023	457,500	476,464	
Payroll						
Salaries	998,168	1,051,470	1,107,024	1,106,860	1,097,233	CPI at 6.0%
Benefits	306,802	260,000	268,351	264,204	263,992	RRSP/Pension, PEA, Tuition, CAUT Group Benfits, COFAS.
Employer Expenses	45,447	50,952	48,741	56,141	48,055	CPP, EI, WSIB, EHT.
Provision for retirement	8,057	18,857	21,237	20,191	22,200	
Total Payroll	1,358,474	1,381,279	1,445,353	1,447,396	1,431,480	
Office Expenses						
General Office Expenses	5,141	5,000	8,636	7,693	10,000	
Printing, Duplicating & Web	4,923	15,000	15,000	25,000	5,500	
Dues & Subscriptions	23,579	15,000	16,087	23,568	25,000	Increase due to additional software licenses.
Interest Expense	692	1,200				
Office Equipment	0	20,000	20,000	4,162	20,000	Set up online server services and monthly costs.
Telephone	7,172	7,500	7,334	7,334	8,000	
Total Office Expenses	41,507	63,700	67,057	67,757	68,500	
Professional Services						
Legal	225,668	170,000	150,000	113,127	150,000	
Arbitration	533,446	380,000	478,915	419,155	400,000	
Audit & Accounting	28,962	32,000	28,250	28,250	28,250	
Consulting	77,264	70,000	102,252	108,895	100,000	
Investment Management Fees	1,073	0	1,073	1,073	1,500	
Total Professional Services	866,413	652,000	760,490	670,500	679,750	
Other Expenses						
Travel & Conferences	3,918	10,000	4,500	11,800	25,000	CAUT, OCUFA Conferences.*
Meetings & Hospitality	947	5,000	5,242	6,195	15,000	tennis bbq; Committee Workshops and Socials.*
Retirement Centre Donation	9,738	9,738	9,738	9,738	9,738	Article 14.06.
Solidarity - External	17,500	20,000	20,000	20,000	20,000	Allocation for anticipated solidarity donations.*
Community Projects	76,847	76,586	76,586	76,586	76,352	Offset YUFA Trust Foundation income.
Solidarity - Members	0	5,000	5,007	5,007	5,000	2023 tennis tickets.
Article 26.11	24,721	40,000	40,000	40,000	40,000	Offset by Article 26.11 income.
Miscellaneous Expenses	2,983	5,000	5,000	5,000	5,000	
Office facelift		0	0	0	10,000	
Depreciation	10,359	14,085	12,222	12,222	13,000	
Total Other Expenses	147,013	185,409	178,295	186,548	219,090	
Total Expenses	2,905,504	2,700,007	2,859,218	2,829,701	2,875,284	
Operating Excess	-243,218	233	87,700	120,720	100,422	

*Budget amt. as pre covid estimates.

K. Paul Evans - Treasurer

Table II - Proposed YUFA Course Releases

<i>Executive Officers</i>	<i>Granted re fiscal 18-19</i>	<i>Granted re fiscal 19-20</i>	<i>Granted re fiscal 20-21</i>	<i>Granted re fiscal 21-22</i>	<i>Granted re fiscal 22-23</i>	<i>Granted re fiscal 23-24</i>
President-	2.50	2.50	1.50	1.50	1.50	1.50
V P Internal -	1.50	1.50	1.50	1.50	1.50	1.50
V P External -	1.50	1.50	1.50	1.50	1.50	1.50
Chief Steward -	2.50	2.50	2.50	2.50	2.50	3.00
Chief Steward -	2.50	2.50	2.50	2.50	3.00	3.00
Comm. Officer -	2.00	1.50	1.50	1.50	1.50	1.50
Equity Officer-	1.00	1.00	1.00	1.00	1.00	1.00
Equity Officer-	1.00	1.00	1.00	1.00	1.00	1.00
Recording Secretary -	1.00	1.00	1.00	1.00	1.00	1.00
Treasurer -	1.00	1.00	1.00	1.00	1.00	1.00
Past President -	0.00	0.50	0.50	0.50	0.00	0.00
Stewards Council Rep-	0.50	0.50	0.50	0.50	0.50	0.50
Stewards Council Rep -	0.50	0.50	0.50	0.50	0.50	0.50
JCOAA / LRP Co-Chairs						
JCOAA / LRP -	1.50	1.50	2.00	2.00	1.50	1.50
Community Projects						
member co-chair-	0.50	0.50	0.50	0.50	0.50	0.50
member co-chair-	0.50	0.50	0.50	0.50	0.50	0.50
Caucuses' Reps						
Race Equity -	0.50	0.50	0.50	0.50	0.50	0.50
Disablity Caucus -	0.50	0.50	0.50	0.50	0.50	0.50
First Nation Caucus -	0.50	0.50	0.50	0.50	0.50	0.50
Queer Caucus -	0.50	0.50	0.50	0.50	0.50	0.50
Race Equity -Glendon -			0.50	0.50	0.50	0.50
AUPC						
member		0.50	0.50			
Bargaining Team						
Chief Negotiator	2.50			1.00		
member	1.00			1.00		
member	1.00			0.50		
member	0.50			0.50		
member	1.25			0.50		
member	0.50			0.50		
Side table bargaining	1.5					
Total Accrued	30.25	22.50	22.50	26.00	22.00	22.00
Total paid / to be paid by York administration in year			7.00	7.00	7.00	7.00
Total paid / to be paid by YUFA in year			15.50	19.00	15.00	15.00

As of January 2023

Accrual basis.

K Paul Evans - Treasurer

York University Faculty Association Annual Trustees' Report 2021-23

Submitted by:

Ros Woodhouse, Faculty of Liberal Arts and Professional Studies &

Anne MacLennan, Faculty of Liberal Arts and Professional Studies

April 2023

In accordance with Article 3.5 of the YUFA Constitution, two trustees are elected at the Annual General Membership Meeting. The trustees are responsible for reviewing policies and activities within YUFA over the past academic year. They are also able to make recommendations for policy review or change in activity.

In preparation for this report, we examined the past two year's minutes of the Executive and Stewards' Councils, the financial reports for 2021-2022 and 2022-3 the last available Trustees' Report (2021), and the YUFA website.

Purpose of YUFA: promote the welfare of York University as an institution of higher learning and the socio-economic and general welfare of its academic staff, including the regulation of employment relations between the University and its academic staff. The Association shall promote the defence and extension of the civil rights and liberties of academic staff and the preservation and advancement of free democratic trade unionism. The Association is the certified bargaining agent of persons holding appointments as full-time faculty members of full-time librarians employed by the University.

Summary It is our view that YUFA has fulfilled its obligations to its membership in giving close attention to significant issues affecting its membership and the broader community. We applaud YUFA on the broad range of issues it has addressed in the last two years in addition to its success in bargaining and continuing additional workload associated with COVID. November 2022 financial forecasts indicate that YUFA will finish the year with a small operating surplus, supported by the 1% fee increase approved in 2021. Recommendations for the future enhancement of YUFA operations are included.

Key activity areas in 2021/2 and 2022/3

Employment relations

Bargaining

The bargaining process was resolved following a strike vote. Although salary increases were limited to 1% by provincial legislation, achievements in the new Collective Agreement include gains in equity, improvements in benefits for active members and retirees, and retention of the Dispute Resolution Committee. The post-bargaining review promises to be a valuable initiative that can inform future negotiations.

Defence and extension of rights and liberties of staff

The workload of YUFA Stewards and staff continues to increase due to increases in member-on-member complaints (for reasons such as academic mobbing) and in the number of grievances leading to arbitration. The growing costs of legal representation are cause for concern to all members of the University. The revival of the Grievance Committee is a positive step.

Other academic concerns

COVID YUFA contributed advocacy and support regarding health and safety concerns related to the return to on-campus teaching.

Ongoing areas of activity

Governance

Concerns included:

- The lack of consultation with Senate and Faculty Councils regarding significant academic planning decisions, including external recommendations for Glendon rebranding/restructuring following falling enrollments, and the proposed School of Medicine.
- Concerns about University budget allocations (such as the costs of external consultants) and increasing governmental influence through audits and focus on 'value'.

Actions taken:

- Establishment of new YUFA Governance Sub-Committee (2021) and addition of a new section of the YUFA website with [information about governance](#).

Other issues related to actions by the Employer

Concerns include:

- surveillance of email communication
- potential for surveillance via the introduction of a new electronic CV system

- Increases in teaching load for teaching stream appointees
- surveillance of in-person teaching
- policies about formats for course delivery
- Short notice for cancellation of courses.

Actions:

- Surveillance by the University
 - Statement from YUFA Digital Infrastructure Advisory Group regarding the new electronic CV system.

Teaching load

- YUFA has successfully supported a grievance against an increased teaching load for a teaching stream appointment. YUFA continues to provide advice for prospective appointees.
 - Reactivated Joint Committee on Teaching Load and Class Size.
 - New: Joint Working Group to Review Teaching Load Reductions Provided Under Appendix P.

Internal YUFA operations

Operations and accountability

We appreciate that YUFA's workload increased significantly between 2020 and 2023 due to issues related to COVID and bargaining, and that these have impacted the sustainability of normal operations. Nevertheless, we are concerned that requirements for accountability outlined in the Bylaws (Items 10.2, 3 and 4¹.) have not been fully implemented despite reminders of the importance of doing so in the Trustee Report of 2021. Specifically, the annual workplans and progress reports that Executive is required to disseminate to the membership have not been posted on the website since 2019. We understand that no workplan was created for 2020-21 due to the unanticipated workload created by COVID but have found no evidence of workplans being disseminated to the membership since then, despite the recommendations in the Trustees Report of 2021. We submit that workplans are essential to ensure that YUFA prioritizes and resources work appropriately. Workplans are also important for ensuring transparency and accountability of YUFA to its members. A workplan can, of course, be revised as circumstances change (as recognized in Bylaw 10.4); similarly, the process of revising a workplan reminds members of the range of issues and priorities and so helps to ensure that reprioritization maintains balance between the 'important' and 'urgent'.

We also noted a discrepancy between the YUFA Constitution and Bylaws regarding responsibilities if the YUFA President is on leave. It was noted at the time that the Constitution

¹ Bylaw items 10.2, 3 and 4 require preparation, ratification and dissemination of work plans, an organizing plan that references budget implications, and a progress report.

takes precedence over Bylaws. We recommend that YUFA conduct a regular review of policies and procedures to ensure that these foundational documents are updated for consistency with one another and with changes in YUFA structure and the York environment, such as the creation of new Committees. While the Trustees' Report can identify such issues, it is YUFA's responsibility to ensure that policies and procedures are amended as necessary.

Budget

After a year of significant deficit in 2021/2, YUFA membership approved a 1% fee increase to stabilize future operations. The 2022/23 November forecast (Fall GMM) forecast a surplus of \$138,859, although year-end reports were not available to verify whether this was achieved.

The 2022 Year-end Reconciliation Report attributed the deficit to: forecast loss (41K); increase in professional fees (\$146K); additional course releases (\$42K); payroll (\$30K); and investment loss (\$25K). The November 2022 budget forecast indicates a similar pattern of increases beyond the amount budgeted. End of year reports for 2022/23 were not available. In view of the patterns observed in reports that were available and the recommendation in the 2020-21 Trustees' Report (i.e. that YUFA exercise caution in spending to avoid further increases in fees), we offer the following recommendations:

Need for accurate membership forecasts. While it is good news that the November forecast for income from member fees (income) is \$272K above the amount anticipated in the 2022/23 budget, we note that professional fees were above the amount budgeted in both years. While YUFA cannot control dues charged by external organizations, professional fee increases are based partly on increases in our membership count. There is a long lead time for hiring and retiring so that membership counts should be predictable well in advance. We encourage YUFA to ensure that the employer provides accurate and timely information about anticipated membership numbers.

Course release. Meeting minutes document approvals for several requests for additional release. Bylaw 17 allows some flexibility but *ad hoc* decisions should also recognize the potential impact on YUFA's operating budget. We encourage YUFA Executive to ensure that guidelines for course release and course banking described in Bylaw 17 are followed appropriately.

Payroll. Payroll was cited as a factor contributing to the deficit in 2022. Starting from 2020-21, salaries to YUFA staff have increased from \$901,057 (audited report 20-21) to \$998,167 (audited report 2021-22) to a forecast of \$1,107,024 (2022-23 November In-Year Forecast for Fall GMM). The November salary forecast for 2022-23 is \$64K above the amount budgeted and represents an increase of almost 11% over the previous year. It appears that the overall number of staff has remained approximately the same over this period. An additional temporary contract position, a small increase in CPI and overtime may have contributed to the increase, although it might be expected that some of this would be offset if replacement staff receive lower salaries than senior staff they are replacing. We recognize that staffing must be

responsive to unanticipated events but note that the apparent trend to underestimate or overspend on payroll is of concern.

Consulting fees. Forecast (\$123,500) is significantly above the amount budgeted (\$70K) and significantly above 21/22. The notation states that the amount is based on 4 month year to date plus avg of last 2 yrs for the remainder of the year. We are concerned that a significant expense appears not to have been anticipated in budget planning.

Solidarity. External Solidarity donations have increased fivefold, from \$4000 in 20-21 to \$20,000 in the most recent (November 2022) forecast.

Meetings and hospitality. The November 2022 forecast for meetings and hospitality is double the amount budgeted. (Notation reads 'tennis bbq and hospitality'). A further \$5000 was allocated for 2022 tennis tickets. We recommend that expenditures be directed to open events that will benefit more members.

Transparency. It would be helpful if current end of year financial information were available to Trustees in time to prepare their report. This would afford a more complete and current perspective on our current financial status. It would also be helpful if reporting clearly identified whether the allocations to Operating, Arbitration and Defence meet the targets set in Bylaw 5 (37.5, 7.5 and 155% respectively of the average budget over the last three years).

Communications Strategy

YUFA's communication strategy is essential to inform and engage members. We applaud the efforts to increase communication between YUFA and its members. The of the new and informative area of the website devoted to Governance is an excellent example. Links from that area provide access to Communiques, information about governance structures at York and relevant resources from OCUFA and CAUT.

We would also like to commend YUFA on the communication strategy developed during the last round of bargaining. The information provided was invaluable, especially for the many members who were recently hired and unfamiliar with bargaining processes and strike procedures. The campaign was also notable for its outreach to students.

Much of this communication effort was precipitated by the prospect of a strike vote, although the need for a vigorous and proactive communication strategy was identified in the previous Trustees Report. We encourage YUFA to retain the resources and, as before, we recommend that YUFA develop a strong communications strategy in advance of future bargaining rounds. We are optimistic that the establishment of a standing Communications Committee provides a way to consolidate and build on these promising developments.

We also recognize that implementing a communication strategy takes time and resources and that staff shortages and other factors delayed planned communications activities. Taking this

into account, we note that many issues identified with the YUFA website in the 2021 Trustees Report are still outstanding. Some of these include: completion of areas that are listed as under construction or that do not provide information; the need to update information in a timely way; the need to structure the website information appropriately; provide access to the legacy of YUFA documents, create a password-protected Members' Forum²; and the need for a content management strategy and search function. Some of these issues were also discussed at the Executive Meeting (May 13, 2022). We also recommend that YUFA add to existing social media to provide information about issues and actions on a continuing basis to supplement event-based items and ensure that members are aware of information that would otherwise only be accessible through the website.

Given the importance of regular and open communication with members, we strongly encourage YUFA to ensure that there are adequate resources allocated to its communications strategy to ensure that relevant information is available, on a timely basis, and in a reader-friendly format. We trust that the website review mentioned in Executive Committee Minutes in May 2022 has been initiated and that the findings, in addition to recommendations in this report, will assist YUFA in resourcing and implementing a website designed to meet our ongoing needs.

Our previous recommendations for increasing members' engagement with YUFA included adding more information about York policies and procedures to the website. Such information would demonstrate that YUFA is relevant and helpful for a wide range of employment issues. Some of these issues are listed as topics in the 'Members' area of the website, but this section is under construction and the section title/structure is confusing. (The heading 'Members' suggests that it will provide a list of YUFA members!) More informative section headings might be 'Information for members', or 'Employment FAQs'. The section would be more user-friendly if it clarified how items are allocated to FAQs or the topic links.)

Engagement

The 2020/21 Trustees Report made several recommendations for increasing engagement with the membership. Responsiveness to members' concerns beyond immediate labour and equity issues is important to build broader engagement, and the previous Report recommended outreach to identify members' interests beyond the issues addressed in the bargaining priorities survey.

One example of a lost opportunity for meaningful consultation about members goals and concerns was the internal discussion about reducing the list of PNPs. PNPs are identified through the bargaining survey. Future surveys could ask members to rank the relative importance of different priority areas. The additional information would ensure that YUFA is

² As required by the YUFA [Communications Policy](#)

able to demonstrate and represent the PNPs with the strongest support and inform strategic decisions about the length of the list of PNPs. ‘

The tactical question of whether a long or short list of PNPs is preferable needs a more reasoned analysis than suggested by the discussion reported in the Minutes. An issue that was not raised (or at least not reported in the Minutes) was that the range and number of demands makes harder to communicate and, if necessary, justify the case for strike action to members.

In addition, sustainability of YUFA operations depends on willing volunteers. We have noted the trend of difficulty finding volunteers for many committees across the University and encourage YUFA to explore barriers and motivations to participation.

Other concerns

Documentation indicated apparent tensions in meetings in the summer of 2021. Reporting in minutes suggested that tensions may have related to discussions about equity issues. We trust that the issues have been resolved, but follow up would be recommended if necessary.