



York University Board of Governors Notice of Meeting

Tuesday, October 3, 2017, 1:30 to 4:30 pm
5th Floor, Kaneff Tower, Keele Campus

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 1:50 pm approximately

1. Chair's Items (R. Waugh)
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
 - c. Update on the Hult Prize Student Competition
2. Executive Committee (R. Waugh) *2:00 pm*
 - a. Protocol for the Nomination of Students to the Board of Governors (For approval)..... 1
 - b. Action Taken on Behalf of the Board 4
3. President's Items (R. Lenton) *2:15 pm*
 - a. President's 2017-2018 Priorities
 - b. Presentation: The Innovation Network (R. Haché)
 - c. Kudos Report..... 5
4. Academic Resources (H. Wu) *3:00 pm*
 - a. September 2017 Report on Appointments, Tenure and Promotions (For approval).. 11
5. External Relations (J. Lassonde) *3:11 pm*
6. Finance and Audit Committee (W. Hatanaka) *3:05 pm*
 - a. Capital Projects (For approval)
 - Major Science and Health Renewal Project - Budget Adjustment..... 44
 - Glendon Deferred Maintenance Project 46
7. Governance and Human Resources Committee (D. McFadden) *3:31 pm*
8. Investment Committee (R. Williamson) *3:11 pm*

- 9. Land and Property Committee (P. Tsaparis) *Hí Í pm*
 - a. School of Continuing Studies Site Plan Selection (For approval) 51
- 10. Other Business
- 11. In Camera Session *4:10 pm*

CONSENT AGENDA

- 1. Minutes of the Meeting of June 27, 2017 58
- 2. Pension Fund Board of Trustees Re-appointment..... 64

INFORMATION ITEMS

- 3. Finance and Audit Committee:
 - a. Annual Report on York University Pension Plan and Pension Fund..... 66
- 4. Governance and Human Resources Committee:
 - a. 2016 Employment Equity Statistical Report..... 103

Board of Governors

Memorandum

To: Board of Governors

From: Rick Waugh, Chair

Date: October 3, 2017

Subject: Protocol for the Nomination of Students to the Board of Governors

Recommendation:

The Executive Committee recommends that the Board of Governors approve the Protocol for the Nomination of Students to the York University Board of Governors, as set out in Appendix A.

Rationale:

At its meeting on May 2, 2017, the Executive Committee was advised of an anomaly with respect to restrictions for service on the Board for students serving executive positions with their employee group CUPE 3903. Both the York University Faculty Association (YUFA) and the York University Staff Association (YUSA) recognize either through collective agreement (YUFA) or Protocol (YUSA) that any member holding an executive position in the employee group is not eligible to simultaneously serve on the Board of Governors. With respect to CUPE and graduate student nominees to the Board, this matter is not explicitly addressed.

While the Board of Governors *Policy and Procedures on Conflicts of Interest* articulate the process to respond to a personal conflict or potential conflict of interest, the Executive Committee agreed that a graduate student's eligibility to serve on the Board is a structural governance matter that should to be addressed. To that end, the *Protocol for the Nomination of Students to the York University Board of Governors* was prepared and reviewed by the Governance and Human Resources Committee and brought forward to the Executive Committee.

Following the purpose and format of the existing *Protocol for the Nomination of Non-Academic Employees to the York University Board of Governors* incorporating elements of existing policies governing student nominees to the Board, the proposed new Protocol expresses the number of student appointees to the Board, students' eligibility

Board of Governors

requirements to serve on the Board and the process for their nomination to the Board. The eligibility section includes the criteria for candidacy and establishes the exceptions. Specifically, the Protocol expresses that students who hold or assume membership or officer positions within either the central student governments or employee associations are not eligible to simultaneously serve on the Board of Governors. Having definitive legislation to that effect for student nominees parallels the procedures and agreements in place for both the academic and non-academic nominees and closes the gap.

**PROTOCOL FOR THE NOMINATION OF STUDENTS TO THE
YORK UNIVERSITY BOARD OF GOVERNORS¹**

Number of students on the Board: Two (2).

Term: Staggered two-year terms commencing on 1 July. A student's term on the Board of Governors shall conclude if their registration in an academic program ends, if they are disqualified by the terms of the General By-Laws of the Board of Governors of York University or if they cease to hold full-time student status.

Eligible Candidates: All full-time students of the University who are eligible to maintain full-time status² for the duration of the two-year term on the Board and confirm their intention to remain a full-time student for the duration of their term as a governor, if appointed, with the following exceptions:

- a. A candidate cannot be or become a member of the Executive Council of the York Federation of Students, Graduate Students Association and/or Glendon College Student Union at any time during their projected term on the York University Board of Governors;
- b. A candidate who is or becomes a member of a certified trade union or employee association representing York employees is not eligible to serve as a governor while they are actively serving as an officer or other official of their union or employee association;
- c. A candidate who has been retained as an auxiliary staff member by the Chief Returning Officer administering the student election is not eligible to serve as a governor

Protocol: The Board of Governors appoints its members. The Student Senator Caucus is responsible for nominating those members, and does so through an election. The *Policy and Procedures on the Composition, Criteria and Responsibilities of Student Nominees to the York University Board of Governors* and the *Rules, Regulations and Procedures Governing the Student Nominee to the Board of Governors of York University* together govern the election process.

Following the election results, the Student Senator Caucus will confirm the results and transmit to the Board for consideration the candidate with the highest vote total.

Nominations shall be received by the Governance & Human Resources Committee and the Executive Committee of the Board of Governors, with the Governance and Human Resources Committee recommending the student candidate to the Board of Governors for approval.

¹ Article VII of the General By-laws of the Board specifies that two students of York University shall be appointed or elected by the Student Senator Caucus to be members of the Board, and members of the Student Senator Caucus shall not be disqualified from being so appointed or elected.

² See the definition of full-time and part-time for graduate students in the FGS Regulations on Registration - <http://gradstudies.yorku.ca/current-students/regulations/registration#fulltime>

Board of Governors

Memorandum

To: Board of Governors

From: Rick Waugh, Chair

Date: 3 October 2017

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

The Executive Committee dealt with two items of business under Summer Authority. Pursuant to the authority accorded to it under Article VI.4.e, of the General Bylaws, the Executive Committee approved the following:

- naming the new building being constructed at the Schulich School of Business the “Robert and Cheryl McEwen Graduate Study & Research Building”; and
- the second phase of a multi-year, multi-phase capital project to renovate the Atkinson College building, to accommodate the Faculties of Liberal Arts and Professional Studies’ (LA&PS) and Health’s ripple projects, for a value of up to \$3.4M

Additional information on either of these items can be provided upon request.

PRESIDENT'S KUDOS REPORT

JULY-SEPTEMBER 2017



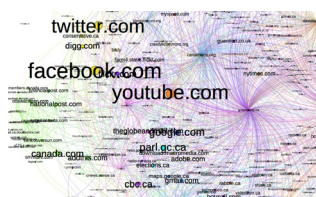
York University was ranked among 227 schools on Sierra Club's [Cool Schools list](#), which grades post-secondary institutions on their sustainability practices.



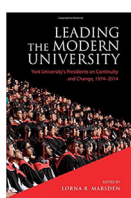
A study by [York biologists](#) on the effects of pesticides on honeybees was published in the journal *Science*.



Empower, a team of Schulich student entrepreneurs, was one of six finalists to compete for the prestigious [Hult Prize](#). Their project is aimed at bringing low-cost connectivity to refugee camps and other populations in need.



The Archives Unleashed project by York University and the University of Waterloo was awarded a grant from the [Andrew W. Mellon Foundation](#) to develop tools to make internet archives accessible for researchers.



[Leading the Modern University](#), a book written by York University's past Presidents, was nominated for a Heritage Toronto Historical Writing Award.



Seven York community members were appointed to the [Order of Canada](#):

- Joseph Arvay, honorary degree recipient (LLD '16)
- Cathy Crowe, honorary degree recipient (LLD '10)
- Peter Herrndorf, honorary degree recipient (LLD '89)
- Christopher House, alumnus (BFA '79)
- Bryan Tisdall, alumnus (MBA '77)
- Lorne Waldman, former faculty member and alumnus (LLB '77)
- The Honourable Marshall Rothstein, former faculty member



[YU START](#), York's New Student Transition Program, was awarded the Canadian Association of College and University Student Services (CACUSS) Innovation Award and the Canadian Association of University Business Officers (CAUBO) Quality and Productivity Award.



Professors [Joel Katz](#) and [Jonathan Edmondson](#) were recognized as the 2017 recipients of the Distinguished Research Professorship at Spring Convocation.



Biology Professor [Dawn Bazely](#) received the title of University Professor at Spring Convocation.



York alumnus [Scott McLean](#) joined CNN's Denver bureau as a correspondent.



Professors [Roger Keil](#), [Carolyn Podruchny](#), and [Poonam Puri](#) were awarded Social Sciences and Humanities Research Council (SSHRC) Connection Grants.



President Emeritus Mamdouh Shoukri received a Distinguished Service Award from Tennis Canada.

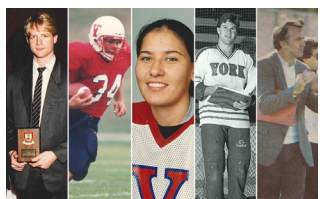


Five PhD students received [Vanier Canada Graduate Scholarships](#) for their leadership and scholarly achievements:

- Tyrone Hall, Communication & Culture
- Elan Marchinko, Theatre & Performance Studies
- Kam Phung, Administration
- Claudia Sicondolfo, Cinema & Media Studies
- Erica Tatham, Psychology



Social Science Professor Dr. Carla Lipsig-Mummé named one of three finalists for the 2017 [SSHRC Impact Awards](#) Partnership Award.



[Six new members](#) were inducted into York University's Sport Hall of Fame:

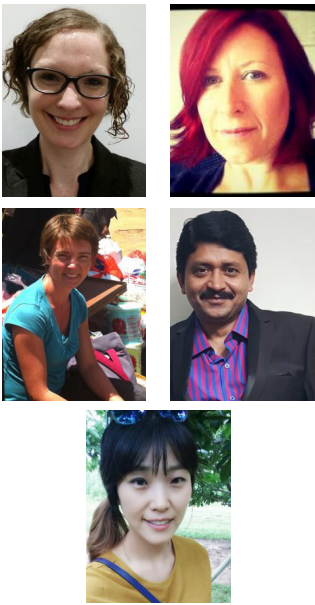
- Peter Bedard, tennis
- Jeff Johnson, football
- Melanie Roach, hockey
- Greg Rolston, hockey
- Frank Cosentino, former football coach
- Patricia Murray, administrator



Science Professor [Paul Delaney](#) received the Klumpke-Roberts Award from the Astronomical Society of the Pacific for his outstanding contributions to the public understanding and appreciation of astronomy.



Incoming students [Nathan Stachow](#) and [Kezia Johnson](#) were awarded Schulich Leader Scholarships to pursue studies in STEM.



[Five York PhDs](#) received funded, one-year postdoctoral research positions through the York Postdoctoral Fellowship program:

- Leah Keating, Department of Psychology
- Melanie McBride, Faculty of Education
- Emily McGiffin, Faculty of Environmental Studies
- Rehan Siddiqui, Department of Earth & Space Science & Engineering
- Hyekyoung Sung, Department of Biology



Former Lions athlete [Brittany Crew](#) finished in sixth place in the shot put at the world championships in London, becoming the first Canadian woman to finish among the top eight.



Distinguished Research Professor and Order of Canada Officer [Ellen Bialystok](#) received an honorary degree from the University of Oslo.



Graduate student [Joannes Paulus Yimbessalu](#) (fourth from right) and team won first place at UNLEASH Innovation Lab 2017 in the Education & ICT category for proposing an initiative that would improve access to interpreters for the deaf in Kenya.



Schulich School alumnus [Karl Moore](#) (PhD '95) was nominated for the Thinkers50 Distinguished Achievement Award for his contributions to the study of leadership.



Professor Emerita [Margarita Feliciano](#) was named Officer of the Order of May, one of Argentina's highest civilian honours.



[Schulich Professor Emeritus Ron Burke](#) received the 2017 Career Achievement Award for distinguished Scholar-Practitioner, presented by the Academy of Management.



[Lassonde students](#) Benjamin Brunson, Justine Abdelshahid and Stephen Kosmachuk were presented with certificates acknowledging their success in the ECCE App Challenge at the Esri User Conference Award Ceremony in San Diego.



[PhD student Natasha Henry](#) received the Elementary Teachers' Federation of Ontario's 2017 Curriculum Development Award for her classroom resources for Black History Month.



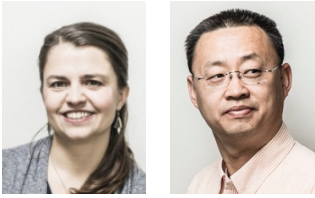
[Professors Peter Backx, Yvonne Bohr and Chun Peng](#) were awarded a combined \$2,723,399 in funding from the Canadian Institutes of Health Research (CIHR) to advance health-related investigations in areas of social/cultural health and biomedical health.



Lassonde Professor [James Elder](#) was awarded a \$4-million Ontario Research Fund (ORF) grant to support sustainable urban mobility.

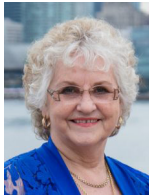


Professor Emeritus [David L. Wiesenthal](#) earned a Canadian Association of Road Safety Professionals (CARSP) Lifetime Achievement Award for his traffic psychology research and dedicated service.



[Five York University professors](#) received a total of \$698,063 in funding through the Canadian Foundation for Innovation's (CFI) John R. Evans Leaders Fund to pursue groundbreaking research:

- Magdalena Krol (Lassonde)
- Jinjun Shan (Lassonde)
- Jennifer Korosi (LA&PS)
- Amy Muise (Health)
- Leah Vosko (LA&PS)



Associate Professor [Elisabeth Jensen](#) was selected by the Canadian Nurses Association (CNA) for inclusion in its "150 Nurses for Canada" campaign for her work pioneering health innovation in Canada.

APPOINTMENTS



Schulich alumna [Janice Fukakusa](#) (MBA '79) was appointed the first Chair of the Board of the Canada Infrastructure Bank.



Former astronaut and York University honorary doctorate recipient [Julie Payette](#) (Hon. DSc '10) was appointed the 29th Governor General of Canada. She will be the fourth woman to hold the title.



[Dr. Carl James](#), Jean Augustine Chair in Education, was appointed expert advisor on equity in education to Ontario's Premier, Minister of Education, Minister Responsible for Early Years and Child Care, and Ministry of Education.

Board of Governors

Memorandum

To: Board of Governors

From: Henry Wu, Chair, Academic Resources Committee

Date: October 3, 2017

Subject: October 2017 Report on Appointments, Tenure and Promotion

Recommendation:

The Academic Resources Committee recommends that the Board of Governors approve the President's October 2017 report on appointments, tenure and promotion.

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

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

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

Also attached for information is a cumulative report on the 2016-2017 tenure and promotion appointments (Appendix C) as well as a table of tenure stream compliment changes since 2009-10 (Appendix D).

Table 1 Recommendations for Appointment – Full-Time Faculty Members¹ (since meeting of June 26, 2017)

APPENDIX A

Name (Gender)	Department, Field	Rank	Highest Degree (University)	Research Agenda/Specialization	Funding
LASSONDE					
Gingerich, Kevin (M)	Civil Engineering, Transportation	*Lecturer/ Assistant Professor, Pre-candidacy 1	PhD, Civil Engineering (Windsor, 2017)	Mr. Gingerich is expected to successfully complete his PhD by December 31, 2017. He taught courses in the Civil Engineering Department and was a researcher for the Cross-Border Institute at the University of Windsor. Mr. Gingerich’s research focus has been on macroscopic aspect of the transportation field including the interactions between land use and transportation, freight transportation with emphasis on cross-border goods movement.	Faculty Funded
Jadidi, M. Amaneh (F)	ESSE	Assistant Lecturer, Pre-candidacy 2	PhD, Geomatics (Laval, 2014)	This appointment is made to the alternate stream. Dr. Jadidi recently held a contractually limited appointment at Lassonde and has over 12 years of teaching experience. She is a registered Professional Engineer, and has experience in government and industry.	Faculty Funded
Laliberté, Frédéric (M) (on offer) 1-Jan-18	ESSE, Arctic Research or Atmospheric Science	Assistant Professor, Pre-candidacy 2	PhD, Atmosphere Ocean Science and Applied Mathematics (New York, 2010)	Dr. Laliberté is currently a Visiting Fellow at the Climate Research Division, Environment and Climate Change Canada. His fields of study include big data in climate science; climate and atmospheric dynamics; arctic variability and warming; moist thermodynamics; thermodynamics of the Earth system; and atmospheric meridional circulation.	Faculty Funded
Smith, Isaac (M) 1-Jul-18	ESSE, Planetary Exploration	Assistant Professor, Pre-candidacy 1	PhD, Geosciences (Texas, 2013)	Dr. Smith will be nominated for a Tier 2 Canada Research Chair in Planetary Exploration in the October 2017 competition. Dr. Smith is currently completing a postdoctoral fellow at the Planetary Science Institute in Denver, Colorado. He has published influential papers in planetary science in the top journals of Nature and Science. Dr. Smith’s area of research is in remote sensing of the Martian surface and he is a co-investigator on the NASA Mars Reconnaissance Orbiter mission.	Specially Funded
Wang, Chen-Wei (Jackie) (M)	EECS, Electrical	Assistant Lecturer,	PhD, Computer Science (Oxford,	This appointment is made to the alternate stream. Dr. Wang comes to us from his position as Research Assistant Professor at the	Faculty Funded

¹ All appointments effective July 1, 2017 except where indicated in the Name column.

		Pre-Candidacy 1	2012)	Department of Computer Science, State University of New York (SUNY), Korea. He has taught a variety of computer science courses at SUNY Korea and at York. Dr. Wang's area of specialization is in software engineering.	
SCHULICH					
Clayton, Jim (M) (on offer) 1-Jan-18	Real Estate and Infrastructure	Full Professor with tenure	PhD, Urban Land Economics/Real Estate Finance (UBC, 1994)	Dr. Clayton is appointed the holder of the Timothy R. Price Chair in Real Estate and Infrastructure. Dr. Clayton is currently the Head of Investment Strategy and Analytics at Cornerstone (now Barings) Real Estate Advisers in Hartford, Connecticut. His research interests focus on real estate investment and analysis; maturation of real estate as an alternative asset class; real estate capital markets; issues of valuation; pricing and equity and debt flows.	Specialty Funded

Table 2 Recommendations for Appointment – Contactually Limited Appointments² (since meeting of June 26, 2017)

Name	Department, Field	Rank	Highest Degree (University)	Research Agenda/Specialization	Length of Term
AMPD					
Ng-Chan, Taien (F)	CMA Media Studies and Comp. Arts & Tech	Sessional Assistant Lecturer	PhD, Humanities (Concordia, 2016)	This appointment is made to the alternate stream. Dr. Ng-Chan is an artist and researcher whose interdisciplinary practice includes pedagogy and social exchange. Her areas of expertise include Animation and Digital Media, Transmedia Storytelling, Interactive Web, Locative and Mobile Media, and Media Poetics. Dr. Ng-Chan has taught at the McMaster and the Concordia Universities, and has a pedagogical range to teach a diversity of the courses in Media Arts.	3 years
Health					
Aslam, Irfan (M)	Nursing, Adult Acute Care	Sessional Assistant Lecturer	MScN, in Diabetes/ Geriatrics (D'Youville College, 2013)	This appointment is made to the alternate stream. Mr. Aslam has been a practicing RN at the UHN in acute care (transplant unit). He has held the position of Adjunct Professor at York and was a clinical instructor with BScN students.	1 year

² All appointments effective July 1, 2017 except where indicated in the Name column.

Gola, Monica (F)	Nursing, Community Health, Primary Health Care	Sessional Assistant Lecturer	Master of Nursing (U of T, 2010)	This appointment is made to the alternate stream. Ms. Gola has previously held a contractually limited appointment in the School of Nursing at York and is familiar with the courses she will be teaching. She has been the UPD for the Collaborative BScN Program for the last 3 years.	2 years
Phillips, Andria (F)	Nursing, Adult Acute Care	Sessional Assistant Lecturer	MScN (York, 2010)	This appointment is made to the alternate stream. Ms. Phillips has worked at the Ajax Pickering Hospital and has significant expertise in Complex-Acute Care of Adults. She has been a Course Director at York since 2006.	2 years
Skerratt, Sandra (F)	Nursing, Global Health	Sessional Assistant Lecturer	Master of Nursing (U of T, 2004)	This appointment is made to the alternate stream. Ms. Skerratt held the position of Nurse Practitioner at the Southlake Regional Health Centre. She has previously held a contractually limited appointment at the School of Nursing at York and is familiar with the courses she will be teaching. She has played an integral role in curriculum development for the new Global Health Program.	2 years
Timothy, Roberta (F)	SHPM, Global Health Care, Ethics	Sessional Assistant Lecturer	PhD, Adult Education and Community Development (OISE, 2007)	This appointment is made to the alternate stream. Dr. Timothy has held the position of Project Coordinator with the Ontario Public Health Association, and a Consultant, Therapist, and Program Developer with Continuing Healing Consultants. She has extensive links to community and international based organizations. Dr. Timothy has been teaching for a number of years at the University of Toronto, Trent and Ryerson Universities.	3 years
Fanelli, Carlo (M)	Social Science, WKLS	Sessional Assistant Professor	PhD, Sociology and Political Economy (Carlton, 2013)	Dr. Fanelli has held positions as Postdoctoral Research Fellow at the Ryerson University, Scholar-In-Residence at York, and Insight Postdoctoral Fellow at the Western University. His research is directly situated in the field of Labour Studies with focus on the roots of the growing difficulties that public sector labour unions faced in Canada.	1 year
Machold, Rhys (M)	Politics, International Studies	Sessional Assistant Professor	PhD, Global Governance and Security (Wilfred Laurier, 2015)	Dr. Machold has completed a postdoctoral fellow at the Balsillie School of International Affairs at Wilfred Laurier University. Dr. Machold's research focuses on urban security governance and the political economies of security industries from a transnational	1 year

				perspective.	
Lassonde					
Chinaei, Amir (M)	EECS, Computer Science	Sessional Assistant Lecturer	PhD, Computer Science (Waterloo, 2007)	This appointment is made to the alternate stream. Dr. Chinaei comes to us from his contractually limited term position in teaching stream in the Department of Computer Science at the University of Toronto. He has taught at the Waterloo, Calgary, and Puerto Rico universities. Dr. Chinaei has industry experience working as a System Analyst and Software Developer.	3 years

Recommendations for Promotion to Full Professor

APPENDIX B

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Daigneault, M (M)	Arts, Media, Performance and Design	Visual Arts & Art History	MA (Université de Montréal)	Painting
Knight, K (F)	Arts, Media, Performance and Design	Visual Arts & Art History	MFA (Victoria)	Photography
Peridis, T (M)	Schulich School of Business	Strategic Management	PhD (New York)	Strategic Management
Pillai Riddell, R (F)	Health	Psychology	PhD (British Columbia)	Pediatric Psychology, Development of Early Child Pain Response
Singer, Y (F)	Arts, Media, Performance and Design	Visual Arts & Art History	MFA (York University)	Sculpture
Singh, M (F)	Health	Nursing	PhD (Toronto)	Nursing
Steeves, J (F))	Health	Psychology	PhD (York)	Cognitive Neuroscience and Sensory Perception
Verheggen, C (F)	Liberal Arts and Professional Studies	Philosophy	PhD (California, Berkeley)	Philosophy of Language and Mind
Wiseheart, M (F)	Health	Psychology	PhD (Illinois at Urbana-Champaign)	Psychology, Cognitive Development

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Alexandrakis, O (M)	Liberal Arts and Professional Studies	Anthropology	DPhil (Rice University)	Political Anthropology, Migration, Resistance, Greece
Bergevin, C (M)	Science	Physics and Astronomy	PhD (MIT)	Biophysics
Connell, B (M)	Glendon	Multidisciplinary Studies	PhD (Edinburgh)	African Languages, Linguistics

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Elliott, D (F)	Liberal Arts and Professional Studies	Social Science	PhD (Simon Fraser)	Medical Anthropology, Global Health, Science and Technology
Fisher, R (M)	Liberal Arts and Professional Studies	Humanities	PhD (McMaster University)	Law and Humanities
Gelb, D (M)	Arts, Media, Performance and Design	Design	M.A.Ed (OISE Toronto)	Interactive Design
Ifa, D (M)	Science	Chemistry	PhD (São Paulo)	Desorption, Electrospray Ionization, Imaging Mass Spectrometry
Langlois, G (F)	Liberal Arts and Professional Studies	Communication Studies	PhD (York/Ryerson)	Critical Technology Studies
Ma, J (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Nanjing)	Chinese Diasporic Literature
Sasaki, J (F)	Health	Psychology	PhD (California, Santa Barbara)	Social and Cultural Psychology
Valeo, A (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (OISE Toronto)	Second Language Acquisition
Wong, H (F)	Health	Health Policy & Management	PhD (Toronto)	Industrial Engineering

Recommendations for Tenure and Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Defend, S (F)	Arts, Media, Performance and Design	Theatre	MFA (York)	Costume Methodology

Table 1 (Cumulative) Recommendations for Appointment – Full-Time Faculty Members¹

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Funding
AMPD						
Bjorg Olafson, Freya	F	Dance, Dance for Screen	Assistant Professor, Pre-candidacy 1	MFA, New Media (Donau Universität Krems Austria, 2007)	Ms Bjorg Olafson is professionally trained in the Professional Program of the Canada's Royal Winnipeg Ballet. As a performer, creator and educator, her work focusses on video, audio, painting and performance in an ongoing exploration of how technology can animate, reinstate and destabilize the meaning(s) of the corporeal body.	Faculty Funded
Sunstrum, Pamela	F	VA&AH, The Expanded Image	Assistant Professor, Pre-candidacy 1	MFA (Maryland Institute College of Art, 2007)	Ms Sunstrum's career of solo and group exhibitions centred around themes of the Universe, landscapes, imagined futures and all the unknown existences that those futures may hold. She has worked in Africa, Southeast Asia, Europe, Canada and the US. Ms Sunstrum has some teaching (adjunct and part-time) at the University of Witwatersrand, Johannesburg and Maryland Institute College of Art.	Faculty Funded
EDUCATION						
Parehk, Gillian	F	Critical Disability Studies	Assistant Professor, Pre-candidacy 2	PhD, Critical Disability Studies (York, 2014)	Dr. Parehk will be nominated for a Tier 2 Canada Research Chair in Inclusion, Disability and Education in the Fall 2018 competition. Dr. Parehk has been a postdoctoral fellow at OISE/University of Toronto and Research Coordinator with the Toronto District School Board. Dr. Parehk's research addresses how perceptions of ability and disability are constructed, institutionalized in schools, and ultimately shape student's access to opportunities and educational outcomes.	Specially Funded
Allard-Tremblay, Yann	M	Sociology	Assistant Professor, Pre-	PhD, Philosophy (St. Andrews/	This appointment is made under the Incentive Program for the Recruitment of Aboriginal (Indigenous) Faculty and Librarians. Dr.	Specially Funded

¹ All appointments effective July 1, 2017 except where indicated in the Name column.

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

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

			candidacy 1	Stirling, 2012)	Allard-Tremblay has held a postdoctoral fellow at both the University of Montreal and at McGill University and is currently an Indigenous Project Manager in Quebec. Dr. Allard-Tremblay's research focus is on the role of epistemology in theoretical reflections on political concepts.	
Cormier, Andrée-Anne 1-Jul-18	F	Philosophy, Law and Social Thought	Assistant Professor, Pre-candidacy 1	PhD, Philosophy (Montreal, 2016)	Dr. Cormier is completing a two year postdoctoral fellowship in the Department of Law at Pompeu Fabra University, Spain. Her expertise is in applied philosophy and research focus is on the rights of children, the rights of animals and on the tension between civic education and various conceptions of the good.	Faculty Funded
McDonough Dolmaya, Julie	F	Translation	Assistant Professor, Candidacy 1	PhD, Translation Studies (Ottawa, 2009)	This appointment is made through the CUPE Conversion program in the professorial stream. Dr. McDonough Dolmaya has been teaching on contract in the School of Translation, Glendon College since 2008. She has also been a freelance translator since 2005. Dr. McDonough Dolmaya's research areas include translation in the context of Canadian history and politics, translation in online spaces, and translation ethics.	Faculty Funded
Takam, Aurélie	F	French Studies	Assistant Professor, Pre-candidacy 1	PhD, Linguistique Française (Montreal, 2011)	Dr. Takam comes to us from the Department of French Studies, University of Toronto. She completed postdoctoral studies at the Child Language Development and Disorders Lab at McGill University. Dr. Takam has taught a variety of courses at the Universities of Yaounde, Montreal, Saint-Boniface and Toronto. Dr. Takam is an expert in psycholinguistics, sociolinguistics and experimental linguistics.	Faculty Funded
HEALTH						
Conder, Julie	F	Psychology, Critical Thinking, Writing & Communication	Assistant Lecturer, Pre-candidacy 1	PhD, Psychology (McMaster, 2015)	This appointment is made to the alternate stream. Dr. Conder has completed a Postdoctoral Fellow in Psychology, Neuroscience & Behaviour and is also an Educational Research Consultant at McMaster University. Until recently, she held the position of Researcher	Faculty Funded

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

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

					and Curriculum Development Associate at McMaster's Institute for Innovation and Excellence in Teaching and Learning.	
Epstein, Iris	F	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (U of T, 2007)	Dr. Epstein has taught at the Sally Horsfall Eaton School of Nursing at George Brown College and has been a sessional instructor at York previously. She held the position of Nurse Manager at the Dr. Solomon Facial Plastic Surgery and ENT clinic in Thornhill. Dr. Epstein's research is focused on health care, technology and place.	Faculty Funded
Fründ, Ingo	M	Psychology, Computational Neuroscience	Assistant Professor, Pre-candidacy 1	PhD, Natural Sciences (Otto-von-Guericke-Universität, 2008)	Since obtaining his PhD, Dr. Fründ has held the following positions: Research Associate at Otto-von-Guericke-Universität and Technische Universität, postdoctoral researcher for the Centre for Vision Research at York, Data Scientist at Zalando SE, Berlin, and Deep Learning Engineer at Twenty Billion Neurons GmbH, Berlin. Dr. Fründ's research focuses on the extremely important and emerging field of deep learning by using computational methods to integrate machine learning and neural networks.	Faculty Funded
Hoffman, Stephen	M	Health Policy and Management	Full Professor with tenure	PhD, Health Policy (Harvard, 2015)	Dr. Hoffman will be nominated for a Tier 1 Canada Research Chair in Global Governance and Social Innovation in the October 2017 competition. Dr. Hoffman is working towards a Doctorate in Law at the Sciences Po Law School in Paris. Dr. Hoffman comes to us from his position as Associate Professor of Law and Director of the Global Strategy Lab at the University of Ottawa. Dr. Hoffman is a senior scientist and international lawyer who specializes in global health law, global governance and institutional design.	Specially Funded
Kandilas, Constantine (Gus)	M	Kinesiology & Health Science	Assistant Lecturer, Pre-candidacy 1	M.Sc., Athletic Therapy (Indiana State, 1986)	This appointment is made through the CUPE Conversion program in the alternate stream. Mr. Kandilas has held course director positions in the School of Kinesiology & Health Science at York since 1990. He is the owner/practitioner of the Burlington Centre for Osteopathy &	Faculty Funded

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

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					Athletic Therapy. Mr. Kandilas is active in the field of athletic therapy as a teacher, clinician and field therapist.	
Meisner, Brad	M	Kinesiology & Health Science	Assistant Professor, Pre-candidacy 2	PhD, Kinesiology & Health Science (York, 2011)	Dr. Meisner comes to us from a three-year contractually limited appointment in the Health and Human Performance Department at Dalhousie University. His research focuses on studying the influence of negative aging stereotypes on health and functioning older adults.	Faculty Funded
Orbinski, James	M	Health Policy and Management	Full Professor with tenure	M.D. (McMaster, 1989)	Dr. Orbinski will be appointed the inaugural Director of the Dahdaleh Global Health Research Institute. Dr. Orbinski has held the positions of professor and CIGI Research Chair in Global Health at the Balsillie School of International Affairs at Wilfrid Laurier University and professor (status) in the Dalla Lana School of Public Health and the Munk School of Global Affairs. He is a member of the College of Family Physicians of Canada. Dr. Orbinski's current research interests focus on the health impacts of climate change, humanitarianism, intervention strategies around infectious diseases, and global health governance.	Specially Funded
Pathman, Thanujeni	F	Psychology, Developmental Neuroscience	Assistant Professor, Pre-candidacy 1	PhD, Psychology (Emory, 2011)	Dr. Pathman comes to us from her position as Assistant Professor in the Department of Psychology at the University of North Carolina. Her research interests are in cognitive development specifically on the development of episodic memory.	Faculty Funded
Wojtowicz, Magdalena	F	Psychology, Pediatric Clinical	Assistant Professor, Pre-candidacy 1	PhD, Clinical Psychology (Dalhousie, 2014)	Dr. Wojtowicz held the position of Clinical Neuropsychologist and Staff Research at Harvard Medical School and has completed a two-year Clinical and Research Postdoctoral Fellowship at Harvard Medical School and Massachusetts General Hospital. Dr. Wojtowicz's research focuses on mild brain injury and ADHD.	Faculty Funded
LA&PS						

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

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Baxter, Paul	M	Social Science	Assistant Lecturer, Pre-candidacy 1	M.A., Political Science (Western Ontario, 2006)	This appointment is made through the CUPE Conversion program in the alternate stream. Mr. Baxter has taught at Queen's, Laurentian and York and has held a contractually limited appointment in the Department of Social Science at York. His interest in the criminal justice system draws on political science, sociology, history and the law.	Faculty Funded
Bernholtz, Marlene	F	Writing	Assistant Lecturer, Pre-candidacy 1	M.A., English Literature (York, 1979)	This appointment is made through the CUPE Conversion program in the alternate stream. Ms Bernholtz has held course director positions in the Writing Department at York for the past 12 years where she specializes in working with ESL students and students with designated learning disabilities. Ms Bernholtz has built an independent consulting business on strategic and effective business communication practices.	Faculty Funded
Colby, Gordana	F	Economics	Assistant Lecturer, Pre-candidacy 1	PhD, Economics (York, 2000)	This appointment is made through the CUPE Conversion program in the alternate stream. Dr. Colby has been a contract faculty member in the Department of Economics at York since 1997. Her research and teaching interests are in applied microeconomics, health economics, duration analysis and nonparametric estimation.	Faculty Funded
Cortés, G. Matias	M	Economics, Applied Economics	Assistant Professor, Pre-candidacy 2	PhD, Economics (UBC, 2012)	Dr. Cortés comes to us from the University of Manchester where he has been an Assistant Professor since 2012. His research field is in labour economics, macroeconomics and applied econometrics with specific interests in topics related to occupational mobility, technological change and wage inequality.	Faculty Funded
DiGrazia, Joseph	M	Sociology, Research Methods	Assistant Professor, Pre-candidacy 1	PhD, Sociology (Indiana, 2014)	Dr. DiGrazia completed a Neukom Postdoctoral Fellow at the Neukom Institute and Department of Sociology, Dartmouth College. Dr. DiGrazia's research interests include political sociology, social movements, and computational social science.	Faculty Funded
Elfner, Emily	F	Languages,	Assistant	PhD, Linguistics	Dr. Elfner comes to us from the University of British Columbia where	Faculty

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		Literatures and Linguistics, Human Communication Science	Professor, Pre-candidacy 1	(Massachusetts, 2012)	she is completing a Postdoctoral Teaching and Learning Fellowship with the Department of Linguistics. She previously held a postdoctoral fellowship at McGill and with the First Nations and Endangered Languages Program at UBC. Dr. Elfner's research is in phonology and phonetics, and on the theoretical and empirical study of prosody.	Funded
Iacobelli, Sandra	F	Administrative Studies, Tax Auditing	Assistant Lecturer, Pre-candidacy 1	LLM (York, 2017)	This appointment is made to the alternate stream. Ms Iacobelli's LLM will be conferred in 2017 and she holds a B.Comm. at the University of Toronto and a CPA designation. Ms Iacobelli has held contractually limited positions at York and at Guelph and has professional experience as a management consultant at Karabus Management and a senior associate at PricewaterhouseCoopers.	Faculty Funded
Kwak, Laura	F	Social Sciences, Law & Society	Assistant Professor, Pre-candidacy 1	PhD, Social Justice Education (OISE, 2016)	Dr. Kwak has held research assistant positions at Ryerson University and OISE. Her research and teaching background is in racial governmentality, representations of racialized leadership in Anglo-American democracies, and the intensification of state-sanctioned racism in an era declared post-racial.	Faculty Funded
Li, Jessica T.	F	Languages, Literatures and Linguistics	Assistant Professor, Pre-candidacy 1	PhD, Comparative Literature (U of T, 2007)	This appointment is made through the CUPE Conversion program in the professorial stream. Dr. Li has held a postdoctoral fellowship in the School of Social Sciences and been a course director in the School of Social Sciences and the Departments of Humanities and Languages, Literatures and Linguistics at York since 2008. Dr. Li's research foci are cultural translation, gender relations and diasporic politics in Chinese literature.	Faculty Funded
Medovarski, Andrea	F	Humanities	Assistant Professor, Pre-candidacy 1	PhD, English (York, 2007)	This appointment is made through the CUPE Conversion program in the professorial stream. Dr. Medovarski has held contract faculty positions at York since 2010. She held a postdoctoral fellowship at OISE from 2008-2010 and taught at the University of Guelph in 2007.	Faculty Funded

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					Dr. Medovarski has a substantial body of work that focuses on the cultural flows and movements of people across various Diasporas.	
Penak, Nicole	F	Social Work	*Lecturer/ Assistant Professor, Pre- candidacy 1	PhD, Adult Education and Community Development (OISE, 2019)	This appointment is made under the Incentive Program for the Recruitment of Aboriginal (Indigenous) Faculty and Librarians. Ms Penak self identifies as Mi'kmaw and Maliseet. She has teaching experience at George Brown College, Ryerson, Toronto and York Universities. She has substantial recent practice experience with Indigenous communities: Anishnawbe Health, Aboriginal Legal Services, and counselling support to Toronto Aboriginal Support Services Council.	Specially Funded
Pike, Kelly	F	Human Resource Management	Assistant Professor, Pre- candidacy 1	PhD, Industrial and Labor Relations (Cornell, 2014)	Since obtaining her PhD, Dr. Pike has been a Sessional Assistant Professor in the Work and Labour Studies program in the Department of Social Science at York. Her research complements the needs of the School in that it is both qualitative and focused on global issues.	Faculty Funded
Podolsky, Mark	M	Human Resource Management	Assistant Professor, Pre- candidacy 1	PhD, Human Resource Management and Organization Behaviour (McMaster, 2010)	Dr. Podolsky is an award winning teacher and has held teaching positions (contract and sessional) for several years in the School of Human Resource Management at York. He has also taught at the McMaster, Guelph and the University of Toronto. Dr. Podolsky's research focus is strategic human resource management.	Faculty Funded
Singh, Jakeet	M	Political Science, Theory	Assistant Professor, Pre- candidacy 3	PhD, Political Science (U of T, 2012)	Dr. Singh comes to us from Illinois State University where he has been an Assistant Professor in the Department of Politics and Government since 2011. Dr. Singh's research is rooted in a decolonial approach to social and political thought.	Faculty Funded
Stefanidis, Georgios	M	Economics, Empirical Macro	Assistant Professor, Pre-	PhD, Economics (Minnesota, 2017)	Dr. Stefanidis has recently completed his PhD at the University of Minnesota. He has taught in Department of Economics at the	Faculty Funded

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			candidacy 1		University of Minnesota. Dr. Stefanidis' major fields of concentration are in macroeconomics and international financial economics.	
Stille, Saskia	F	Languages, Literatures & Linguistics, ESL	Assistant Lecturer, Pre-candidacy 1	PhD, Curriculum Studies (OISE, 2013)	This appointment is made to the alternate stream. Dr. Stille comes to us from her position as Assistant Professor in the Faculty of Education at Simon Fraser University. She previously held a contractually limited appointment in the Department of Languages, Literatures & Linguistics (ESL) at York. Dr. Stille is an active researcher in literacy and plurilingualism.	Faculty Funded
Tegelberg, Matthew	M	Social Science, Interdisciplinary Studies	Assistant Professor, Pre-candidacy 1	PhD, Cultural Studies (Trent, 2012)	Dr. Tegelberg recently held a contractually limited appointment in the Department of Social Science at York. His research explores the intersection of technology, culture and communication in two major areas of study: critical social theory and environmental communication.	Faculty Funded
Tusikov, Natasha	F	Social Science, Criminology	Assistant Professor, Pre-candidacy 1	PhD, Sociology (Australian National University, 2014)	Dr. Tusikov recently held the positions of Adjunct Professor in the Department of Sociology, Brock University and visiting fellow at the School of Regulation and Global Governance at the Australian National University. She previously held a postdoctoral research fellow at the Baldy Centre for Law and Social Policy, State University of New York. Dr. Tusikov's research agenda focuses on crime, technology, and regulation.	Faculty Funded
Widmer, Alexandra	F	Anthropology	Assistant Professor, Pre-candidacy 1	PhD, Social Anthropology (York, 2007)	This appointment is made through the CUPE Conversion program in the professorial stream. Dr. Widmer has taught on contract in the Department of Anthropology at York since 2013. She held a postdoctoral researcher position from 2009-2011 followed by a visiting assistant professorship position in 2012-2013 at the Max Planck Institute for the History of Science, Berlin. Dr. Widmer's research focuses on the gendered, social and political lives of biomedicine and science in colonial and post-colonial contexts.	Faculty Funded

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LASSONDE						
Boakye-Yiadom, Solomon	M	Mechanical Engineering, Smart Transportation	Assistant Professor, Pre-candidacy 1	PhD, Mechanical Engineering (Manitoba, 2015)	Dr. Boakye-Yiadom comes to us from the University of Waterloo where he has held a two-year postdoctoral fellowship in the Mechanical and Mechatronics Engineering Department. His research interests are in processing and characterization of advanced materials, dynamic mechanical properties of materials, and advanced manufacturing techniques.	Faculty Funded
Gales, John 1-Jan-18	M	Civil Engineering, Materials	Assistant Professor, Pre-candidacy 2	PhD, Structural Engineering (Edinburg, 2013)	Dr. Gales comes to us from his position as Assistant Professor in the Department of Civil and Environmental Engineering at Carleton University. Previously, he held a postdoctoral fellow in structural engineering at Queen's University. Dr. Gales' current research interests include the development of sustainable construction materials for the Canadian industry and investigating issues surrounding the repurposing of structures.	Faculty Funded
Gingerich, Kevin	M	Civil Engineering, Transportation	*Lecturer/ Assistant Professor, Pre-candidacy 1	PhD, Civil Engineering (Windsor, 2017)	Mr. Gingerich is expected to successfully complete his PhD by December 31, 2017. He taught courses in the Civil Engineering Department and was a researcher for the Cross-Border Institute at the University of Windsor. Mr. Gingerich's research focus has been on macroscopic aspect of the transportation field including the interactions between land use and transportation, freight transportation with emphasis on cross-border goods movement.	Faculty Funded
Hanson, Ronald	M	Mechanical Engineering, Aerospace	Assistant Professor, Pre-candidacy 1	PhD, Aerospace Science and Engineering (U of T, 2013)	Dr. Hanson recently completed a postdoctoral fellow and research engineer at the Institute for Aerospace Studies at the University of Toronto. He is the founder of Applied Fluid Dynamics Inc. Dr. Hanson's interests involve actuator/sensor development, aeroacoustics, experimental fluid dynamics, flow control, and aerodynamics.	Faculty Funded
Harris, Jeffery	M	Mechanical	Assistant	PhD, Mechanical	This appointment is made to the alternate stream. Dr. Harris comes to	Faculty

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		Engineering	Lecturer, Pre-candidacy 1	Engineering (U of T, 2013)	us from the University of Toronto where he has held a postdoctoral fellowship and has been a Research Associate and Course Instructor for the past few years. Dr. Harris has a proven-track record of teaching, a commitment to innovative teaching methods, and a strong interest in sustainability, energy and engineering design.	Funded
Jadidi, M. Amaneh	F	ESSE	Assistant Lecturer, Pre-candidacy 2	PhD, Geomatics (Laval, 2014)	This appointment is made to the alternate stream. Dr. Jadidi recently held a contractually limited appointment at Lassonde and has over 12 years of teaching experience. She is a registered Professional Engineer, and has experience in government and industry.	Faculty Funded
Kaur Brar, Satinder (on offer) 1-Jan-18	F	Civil Engineering	Full Professor with tenure	PhD, Water Sciences (INRS-Eau, 2007)	Dr. Kaur Brar will hold the James and Joanne Love Chair in Environmental Engineering for a five-year term. She is currently a Full Professor at INRS, Centre Eau Terre Environment. Dr. Kaur Brar's research interests include urban, industrial, and agricultural waste water treatment; chemical pollutants; microorganisms; recycling and processing of solid waste; industrial and urban contamination of land.	Specially Funded
Laliberté, Frédéric (on offer) 1-Jan-18	M	ESSE, Arctic Research or Atmospheric Science	Assistant Professor, Pre-candidacy 2	PhD, Atmosphere Ocean Science and Applied Mathematics (New York, 2010)	Dr. Laliberté is currently a Visiting Fellow at the Climate Research Division, Environment and Climate Change Canada. His fields of study include big data in climate science; climate and atmospheric dynamics; arctic variability and warming; moist thermodynamics; thermodynamics of the Earth system; and atmospheric meridional circulation.	Faculty Funded
Melenka, Garrett	M	Mechanical Engineering , Biosystems	Assistant Professor, Pre-candidacy 1	PhD, Mechanical Engineering (Alberta, 2016)	Dr. Melenka recently defended his PhD at the University of Alberta. He specializes in the fields of composite materials, mechanical testing, optical strain measurement, rapid prototyping and orthodontics.	Faculty Funded
Perras, Matthew	M	Civil Engineering, Geotechnical	Assistant Professor, Pre-candidacy 1	PhD, Geological Engineering (Queen's 2014)	Dr. Perras has held the positions of research associate and lecturer at the Engineering Geology Group at the Swiss Federal Institute of Technology (ETH), Zurich. His research is on 3D printing applications	Faculty Funded

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					for rock mechanics with laboratory testing focus and environmental controls on fracture growth with both a laboratory and in-situ data acquisition focus.	
Rezaeri-Zare, Afshin	M	EECS, Power Engineering	Associate Professor, Pre-candidacy 1	PhD, Electrical Engineering (Tehran, 2007)	Dr. Rezaeri-Zare comes to us from his position of Network Planning Engineering at Hydro One. He also held an Adjunct position at Ecole Polytechnique Montreal where he taught and served on graduate committees. Dr. Rezaeri-Zare's research studies how to improve resiliency of the electrical power system to disturbances such as solar storms and to challenges such as integrating renewable energy generation, electrical vehicles and other stresses on the power grid.	Faculty Funded
Sadeghi-Naini, Ali 1-Jan-18	M	EECS, Electrical	Assistant Professor, Pre-candidacy 1	PhD, Biomedical Engineering (Western, 2011)	Dr. Sadeghi-Naini is currently a sessional assistant professor in the Department of Medical Biophysics at the University of Toronto. He is also a Scientist in the Odette Cancer Centre at Sunnybrook Health Sciences Centre. From 2011 to 2015, he held a Postdoctoral Research Associate position in the Departments of Medical Biophysics and Radiation Oncology at Sunnybrook Research Institute. His research background is in electrical, computer and biomedical engineering, artificial intelligence, medical biophysics and radiation oncology.	Faculty Funded
Smith, Isaac 1-Jul-18	M	ESSE, Planetary Exploration	Assistant Professor, Pre-candidacy 1	PhD, Geosciences (Texas, 2013)	Dr. Smith will be nominated for a Tier 2 Canada Research Chair in Planetary Exploration in the October 2017 competition. Dr. Smith is currently completing a Postdoctoral Fellow at the Planetary Science Institute in Denver, Colorado. He has published influential papers in planetary science in the top journals of Nature and Science. Dr. Smith's area of research is in remote sensing of the Martian surface and he is a co-investigator on the NASA Mars Reconnaissance Orbiter mission.	Specially Funded
Urner, Ruth	F	EECS, Machine Learning/ Robotics	Assistant Professor, Pre-candidacy 1	PhD, Computer Science (Waterloo, 2013)	Dr. Urner comes to us from MPI for Intelligent Systems in Germany where she has been a Senior Research Scientist since 2015. She previously held a postdoctoral fellowship at Carnegie Mellon University	Faculty Funded

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					with the Department of Machine Learning. Dr. Urner's research focuses on development mathematical foundations and understanding of machine learning algorithms and paradigms.	
Wang, Chen-Wei (Jackie)	M	EECS, Electrical	Assistant Lecturer, Pre- Candidacy 1	PhD, Computer Science (Oxford, 2012)	This appointment is made to the alternate stream. Dr. Wang comes to us from his position as Research Assistant Professor at the Department of Computer Science, State University of New York (SUNY), Korea. He has taught a variety of computer science courses at SUNY Korea and at York. Dr. Wang's area of specialization is in software engineering.	Faculty Funded
OSGOODE						
Bandopadhyay, Saptarishi	M		Assistant Professor, Pre- candidacy 1	S.J.D., Faculty of Law (Harvard, 2016)	Dr. Bandopadhyay has held the positions of Catalyst Fellow and Visiting Professor at Osgoode Hall Law School. He held an associate position at Radon & Ishizumi between 2006 and 2010. Dr. Bandopadhyay's research interests include intellectual property law and policy, international environmental law and policy, disaster management and legal history of the environment.	Faculty Funded
Drake, Karen	F	Indigenous Law	Associate Professor with tenure	Master of Laws (U of T, 2013)	Professor Drake comes to us from Lakehead University where she has held the position of Assistant Professor and Associate Professor in the Faculty of Law since 2013. Professor Drake's research interests include the intersection between liberalism and Aboriginal rights, Métis legal issues, and the role of legal processes and education in promoting reconciliation with Indigenous peoples.	Faculty Funded
Matthews, Heidi 1-Jan-17	F	International Criminal Law	Assistant Professor, Pre- candidacy 1	S.J.D. (Harvard, 2014)	Dr. Matthews previously held a British Academic Newton postdoctoral fellowship at SOAS University of London, School of Law. She also served as a law clerk to the judges of the Appeals Chamber at the Special Court for Sierra Leone and interned at the Immediate Office of the Prosecutor at the Special Tribunal for Lebanon. Dr. Matthews is a criminal law and law of war scholar with a focus on the global legal	Faculty Funded

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					regulation of political violence.	
Nadler, Jennifer	F	Contracts Law	Assistant Professor, Pre-candidacy 1	S.J.D., Faculty of Law (U of T, 2012)	Dr. Nadler has been a Visiting Scholar at Osgoode and an instructor of Contract Law and Property Law at Osgoode's Professional Development Centre since 2013. Dr. Nadler's research interests are in private law, theoretical jurisprudence, and law and literature.	Faculty Funded
Van Wagner, Estair	F	Environment, Natural Resources	Assistant Professor, Pre-candidacy 2	PhD, (York, 2017)	Dr. Van Wagner recently completed her PhD at Osgoode Hall Law School. Dr. Van Wagner previously held the position of Lecturer in the School of Law, Victoria University of Wellington. She also served as a judicial law clerk at the Ontario Superior Court of Justice and has worked as a labour and human rights lawyer. Dr. Van Wagner's research interests include planning and natural resource decision-making, environmental governance, property law and theory, and Indigenous rights and legal theory.	Faculty Funded
SCIENCE						
Connor, Steven	M	Biology	Assistant Professor, Pre-candidacy 1	PhD, Neuroscience (Alberta, 2011)	Dr. Connor will be nominated for a Tier 2 Canada Research Chair in Neurophysiology in the October 2017 competition. He has completed a postdoctoral fellowship at the Djavad Mowafaghian Centre for Brain Health at the University of British Columbia. Dr. Connor has an established research program in Neuroscience, in particular on the molecular and cellular basis of brain plasticity and neurodevelopmental disorders.	Specially Funded
Hili, Ryan	M	Chemistry, Synthetic Organic	Assistant Professor, Pre-candidacy 3	PhD, Organic Chemistry (U of T, 2010)	Dr. Hili comes to us from his position as Assistant Professor in the Department of Chemistry at the University of Georgia. Previously he held postdoctoral fellowships at Howard Hughes Medical Institute and Harvard University. Dr. Hili's research uses biochemical tools in a	Faculty Funded

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					highly innovative approach to the discovery of functional biomolecules relevant to disease, and new modes of catalysis for organic synthesis.	
Jackson, Derek	M	Chemistry, Organic	Assistant Lecturer, Pre- candidacy 2	PhD, Environmental Chemistry (Toronto, 2013)	This appointment is made to the alternate stream. Dr. Jackson has held a contractually limited appointment in the Department of Chemistry at York since 2014. He also has teaching experience at the University of Toronto. Dr. Jackson has published several papers including two papers on pedagogical research in chemistry in the Journal of Chemistry Education. He was awarded Best Student Presentation Award in 2012 from the Society of Environmental Toxicology and Chemistry.	Faculty Funded
Nivillac, Nicole	F	Biology	Assistant Lecturer, Pre- candidacy 2	PhD, Biology (York, 2010)	This appointment is made to the alternate stream. Dr. Nivillac has held course instructor and contractually limited positions at York University since obtaining her PhD. Her teaching falls squarely within microbiology/genetics/cell biology areas. Dr. Nivillac has an excellent record of pedagogical development and delivery and has pedagogical collaborations with colleagues at the University of Guelph and the University of Windsor.	Faculty Funded
Young, Cora	F	Chemistry	Assistant Professor, Pre- candidacy 3	PhD, Environmental Chemistry (U of T, 2009)	Dr. Young will be appointed the Guy Warwick Rogers Chair in Chemistry for a 5-year term. She has held the position of Assistant Professor in the Department of Chemistry at Memorial University since 2012. She previously completed a two-year postdoctoral fellowship at the University of Colorado. Dr. Young's research is centred on the application and development of trace analytical techniques to atmospheric chemistry problems at the forefront of the discipline.	Specially Funded

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

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SCHULICH						
Cho, Charles 1-Jan-17	M	Accounting	Full Professor with tenure	PhD, Business Administration (Central Florida, 2007)	Dr. Cho is appointed the holder of the Erivan K. Haub Chair in Business and Sustainability. Dr. Cho comes to us from the ESSEC Business School in Paris, France where he held the positions of Full Professor of Social and Environmental Accounting, Head of Accounting and Management Control Department, and, the Director of the Center of Excellence for Management & Society. Dr. Cho's research interests focus on sustainability reporting and disclosure, business and sustainability, as well as accounting literature.	Specially Funded
Clayton, Jim (on offer) 1-Jan-18	M	Real Estate and Infrastructure	Full Professor with tenure	PhD, Urban Land Economics/Real Estate Finance (UBC, 1994)	Dr. Clayton is appointed the holder of the Timothy R. Price Chair in Real Estate and Infrastructure. Dr. Clayton is currently the Head of Investment Strategy and Analytics at Cornerstone (now Barings) Real Estate Advisers in Hartford, Connecticut. His research interests focus on real estate investment and analysis; maturation of real estate as an alternative asset class; real estate capital markets; issues of valuation; pricing and equity and debt flows.	Specially Funded
Devine, Avis	F	Real Estate & Infrastructure	Associate Professor, Pre- candidacy 2	PhD, Finance (Cincinnati, 2013)	Dr. Devine comes to us from her position of Assistant Professor of Real Estate at the College of Business and Economics at the University of Guelph. Dr. Devine's research interests focus on the financial impacts of sustainability and energy efficiency on real estate.	Faculty Funded
Lyons, Brent	M	Organization Studies	Assistant Professor, Pre- candidacy 2	PhD, Organizational Psychology (Michigan State, 2013)	Dr. Lyons comes to us from his position as Assistant Professor of Management and Organization Studies at Simon Fraser University. Dr. Lyon's research interests focus on social change, identity management strategies, and disabilities in the workplace.	Faculty Funded

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Saxton, Gregory 1-Jan-17	M	Accounting	Assistant Professor, Pre-candidacy 1	PhD, Accounting (York, 2016)	Dr. Saxton comes to us from his position with the Department of Communications at the University at Buffalo, SUNY. Dr. Saxton's research interests focus on non-profit and for-profit organizations' external reporting and communication; Big Data and social media on the flow of information to and from organizations; and, the financial markets.	Faculty Funded
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Table 2 (Cumulative) Recommendations for Appointment – Contactually Limited Appointments²

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
AMPD						
Ng-Chan, Taien	F	CMA Media Studies and Comp. Arts & Tech	Sessional Assistant Lecturer	PhD, Humanities (Concordia, 2016)	This appointment is made to the alternate stream. Dr. Ng-Chan is an artist and researcher whose interdisciplinary practice includes pedagogy and social exchange. Her areas of expertise include Animation and Digital Media, Transmedia Storytelling, Interactive Web, Locative and Mobile Media, and Media Poetics. Dr. Ng-Chan has taught at the McMaster and the Concordia Universities, and has a pedagogical range to teach a diversity of the courses in Media Arts.	3 years
GLENDON						
Levine, Gabriel	M	Multidisciplinary Studies, Drama Studies	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2014)	Dr. Levine has recently completed a postdoctoral fellowship with the Department of Theatre at Concordia University and is a Program Mentor at the School of Art Institute of Chicago. He is a practicing theatre artist and has toured internationally. His research investigates	1 year

² All appointments effective July 1, 2017 except where indicated in the Name column.

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

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

					“experiments with tradition”; how suppressed or abandoned performance practices are reinvented into creative life.	
Mondélice, Mulry	M	International Studies	Sessional Assistant Lecturer	PhD, Law (Cotutelle Université/Laval, 2015)	This appointment is made to the alternate stream. Dr. Mondélice comes to us from McGill University where he held a postdoctoral fellowship in the Faculty of Law. He has taught a variety of courses in international law and human rights and has demonstrated use of experiential education and innovative pedagogical methods.	10 months
HEALTH						
Aslam, Irfan	M	Nursing, Adult Acute Care	Sessional Assistant Lecturer	MScN, Diabetes/ Geriatrics (D’Youville College, 2013)	This appointment is made to the alternate stream. Mr. Aslam has been a practicing RN at the UHN in acute care (transplant unit). He has held the position of Adjunct Professor at York and was a clinical instructor with BScN students.	1 year
Gola, Monica	F	Nursing, Community Health, Primary Health Care	Sessional Assistant Lecturer	Master of Nursing (U of T, 2010)	This appointment is made to the alternate stream. Ms. Gola has previously held a contractually limited appointment in the School of Nursing at York and is familiar with the courses she will be teaching. She has been the UPD for the Collaborative BScN Program for the last 3 years.	2 years
Phillips, Andria	F	Nursing, Adult Acute Care	Sessional Assistant Lecturer	MScN (York, 2010)	This appointment is made to the alternate stream. Ms. Phillips has worked at the Ajax Pickering Hospital and has significant expertise in Complex-Acute Care of Adults. She has been a Course Director at York since 2006.	2 years
Skerratt, Sandra	F	Nursing, Global Health	Sessional Assistant Lecturer	Master of Nursing (U of T, 2004)	This appointment is made to the alternate stream. Ms. Skerratt held the position of Nurse Practitioner at the Southlake Regional Health Centre. She has previously held a contractually limited appointment at the School of Nursing at York and is familiar with the courses she will be teaching. She has played an integral role in curriculum development for the new Global Health Program.	2 years

Note: “Specially funded” includes Endowed Chairs, Canada Research Chairs, etc.

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

Timothy, Roberta	F	SHPM, Global Health Care, Ethics	Sessional Assistant Lecturer	PhD, Adult Education and Community Development (OISE, 2007)	This appointment is made to the alternate stream. Dr. Timothy has held the position of Project Coordinator with the Ontario Public Health Association, and a Consultant, Therapist, and Program Developer with Continuing Healing Consultants. She has extensive links to community and international based organizations. Dr. Timothy has been teaching for a number of years at the University of Toronto, Trent and Ryerson Universities.	3 years
LA&PS						
Alipio, Cheryll	F	Humanities, Children's Studies	Sessional Assistant Professor	PhD, Anthropology (Washington, 2009)	Since obtaining her PhD, Dr. Alipio has been a postdoctoral fellow at the National University of Singapore, an Instructor at Cornish College of the Arts, a Lecturer at the University of Washington and an Assistant Professor at the University of Queensland, Australia. Dr. Alipio's research analyses the impact of different forms of employment, such as transnational migrant labour in the Philippines and professional shift work in Australia.	
Fanelli, Carlo	M	Social Science, WKLS	Sessional Assistant Professor	PhD, Sociology and Political Economy (Carlton, 2013)	Dr. Fanelli has held positions as Postdoctoral Research Fellow at the Ryerson University, Scholar-In-Residence at York and Insight Postdoctoral Fellow at the Western University. His research is directly situated in the field of labour studies with focus on the roots of the growing difficulties that public sector labour unions faced in Canada.	
Law, Tuulia	F	Social Science, Criminology	Sessional Assistant Professor	PhD, Criminology (Ottawa, 2016)	Dr. Law has held the position of part-time teacher in Criminology at the University of Ottawa and has also taught at Carleton University. Her research is on the intersecting topics of sex work, gendered violence, and criminalized masculinities.	
Machold, Rhys	M	Politics, International Studies	Sessional Assistant Professor	PhD, Global Governance and Security (Wilfred Laurier, 2015)	Dr. Machold has completed a postdoctoral fellow at the Balsillie School of International Affairs at Wilfred Laurier University. Dr. Machold's research focuses on urban security governance and the political economies of security industries from a transnational perspective.	

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

Samuel, Jeannie	F	Social Science, HESO	Sessional Assistant Professor	PhD, Public Health Sciences (U of T, 2015)	Dr. Samuel comes to us from her sessional assistant position in the School of Health Studies at Western University. Her research agenda focuses on mechanisms for addressing health inequities faced by indigenous, racialized and marginalized people.	
Stephens, Christianne	F	Anthropology, Medical Anthropology	Sessional Assistant Professor	PhD, Anthropology (McMaster, 2010)	Dr. Stephens has held positions as Sessional Instructor at McMaster University and Sessional Assistant Professor at York since obtaining her PhD. Dr. Stephens' research focus is on indigenous health and environment concerns in a First Nations community in Southern Ontario.	
LASSONDE						
Chinaei, Amir	M	EECS, Computer Science	Sessional Assistant Lecturer	PhD, Computer Science (Waterloo, 2007)	This appointment is made to the alternate stream. Dr. Chinaei comes to us from his contractually limited term position in teaching stream in the Department of Computer Science at the University of Toronto. He has taught at the Waterloo, Calgary, and Puerto Rico universities. Dr. Chinaei has industry experience working as a System Analyst and Software Developer.	3 years
OSGOODE						
Maharg, Paul	M	Osgoode Professional Development	Sessional Professor	LLB (Glasgow, 1992)	Dr. Maharg comes to us from the Australian National University where he has been a Professor of Law since 2013. Dr. Maharg is the leading expert on digital legal education.	3 years
Nedelsky, Jennifer	F	Law	Sessional Professor	PhD, The Committee on Social Thought (Chicago, 1977)	Dr. Nedelsky comes to us from her position of Professor of Law and Political Science at the University of Toronto. Dr. Nedelsky's teaching and scholarship have been concentrated on feminist theory, theories of judgment, American constitutional history and interpretation, and comparative constitutionalism.	5 years
Simmons, Martha	F	Dispute	Sessional	PhD (Osgoode Hall	Dr. Simmons has held the positions of Visiting Professor and Director	3 years

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

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

		Resolution	Assistant Professor	Law School, 2015)	of the Mediation Intensive Program and Mediation Clinic at Osgoode Hall Law School. She is a certified Collaborative Lawyer and mediator. Dr. Simmons' research focus is on dispute resolution and legal education.	
LIBRARIES						
Duncan, Stephanie 1-Oct-16	F	Frost Library, Reference	Adjunct Librarian	MLIS, (Toronto, 2016)	Ms Duncan has served as a Graduate Student Reference Assistant at the Li Koon Chun Finance Learning Centre at the University of Toronto Mississauga since May 2016. Ms Duncan demonstrates the necessary skills and knowledge to provide excellent research assistance to Frost Library users and has knowledge of French language collection development.	2 years
Cohen-Palacios, Katrina 1-Jan-17	F	Clara Thomas Archives and Special Collections	Adjunct Librarian	Master of Information & Master of Museum Studies (Toronto, 2015)	Ms Cohen-Palacios comes to us from a contract position as Media Librarian with the Canadian Broadcasting Corporation. Previously, she held the position of Digitization Project Coordinator in the Office of the Governing Council at the University of Toronto. Ms Cohen-Palacios has significant experience with preservation of analogue and digital records and digitization.	1 year

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

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

Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Abdullah, T (M)	Liberal Arts and Professional Studies	History	PhD (Georgetown)	Ottoman History and the History of Iraq
Berger, B (M)	Osgoode Hall Law School		JSD (Yale)	Law and Religion, Constitutional Law/Theory, Law of Evidence
Daigneault, M (M)	Arts, Media, Performance and Design	Visual Arts & Art History	MA (Montréal)	Painting
Graham, C (M)	Schulich School of Business		PhD (Calgary)	Accounting
Hall, P (M)	Science	Physics and Astronomy	PhD (Arizona)	Astronomy (Properties of the Extraordinary "Broad Absorption Line (BAL) Quasars")
Hudak, K (F)	Science	Biology	PhD (Waterloo)	Plant Biochemistry
Hudson, A (F)	Arts, Media, Performance and Design	Visual Arts	PhD (Toronto)	Art History
Johnston, D (M)	Schulich School of Business	Operations Management and Information Systems	PhD (Western)	Operations Management and Information Systems
Knight, K (F)	Arts, Media, Performance and Design	Visual Arts & Art History	MFA (Victoria)	Photography
Ku, H (F)	Science	Mathematics and Statistics	PhD (Seoul)	Mathematical Finance
Lavoie, G (M)	Science	Chemistry	PhD (MIT)	Organometallic Chemistry
Lortie, C (M)	Science	Biology	PhD (British Columbia)	Ecology and Evolutionary Biology
Mayer, C (F)	Education		PhD (OISE Toronto)	Deaf Education
McLaren, R (M)	Science	Chemistry	PhD (Ottawa)	Chemistry
McPherson, K (F)	Liberal Arts and Professional Studies	History	PhD (Simon Fraser)	History of Health Care, Nursing and the History of Women in North America

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Milevsky, M (M)	Schulich School of Business	Finance	PhD (York)	Derivative Valuation, Insurance & Annuities
Morbey, M L (F)	Education		PhD (Ohio State)	Theory, Practice and Education of Web Participatory and Social Media Technologies
Murray, R (M)	Health	Psychology	PhD (Toronto)	Brain Behaviour and Cognitive Science
Mykitiuk, R (F)	Osgoode Hall Law School		PhD (Columbia)	Health Law, Disability Law, Family Law, Feminist Legal Studies
Peridis, T (M)	Schulich School of Business	Strategic Management	PhD (New York)	Strategic Management
Pillai Riddell, R (F)	Health	Psychology	PhD (British Columbia)	Pediatric Psychology, Development of Early Child Pain Response
Robinson, C (M)	Liberal Arts and Professional Studies	Administrative Studies	PhD (Toronto)	Finance
Rosenbaum, S (F)	Health	Psychology	PhD (Toronto)	Cognitive Neuroscience
Singer, Y (F)	Arts, Media, Performance and Design	Visual Arts & Art History	MFA (York)	Sculpture
Singh, M (F)	Health	Nursing	PhD (Toronto)	Nursing
Stanworth, K (F)	Education / Arts, Media, Performance and Design	Visual Arts	PhD (Manchester)	Visual Culture
Steeves, J (F)	Health	Psychology	PhD (York)	Cognitive Neuroscience and Sensory Perception
Verheggen, C (F)	Liberal Arts and Professional Studies	Philosophy	PhD (California, Berkeley)	Philosophy of Language and Mind
Wiseheart, M (F)	Health	Psychology	PhD (Illinois Urbana-Champaign)	Psychology, Cognitive Development
Wong, W (F)	Arts, Media, Performance and Design	Design	PhD (Hong Kong Polytechnic)	Graphic Design

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Young, G (M)	Glendon	Psychology	PhD (Montréal)	Developmental Psychology

Recommendations for Tenure and Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Vukovich, G (M)	Lassonde	Earth & Space Science & Engineering	PhD (Toronto)	Space Engineering

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Alexandrakis, O (M)	Liberal Arts and Professional Studies	Anthropology	DPhil (Rice)	Political Anthropology, Migration, Resistance, Greece
Badwall, H (F)	Liberal Arts and Professional Studies	School of Social Work	PhD (OISE, Toronto)	Social Work Theory and Practice
Bassett-Gunter, R (F)	Health	School of Kinesiology & Health Science	PhD (McMaster)	Health and Exercise Psychology
Bergevin, C (M)	Science	Physics and Astronomy	PhD (MIT)	Biophysics
Connell, B (M)	Glendon	Multidisciplinary Studies	PhD (Edinburgh)	African Languages, Linguistics
Cowdy, C (F)	Liberal Arts and Professional Studies	Humanities	PhD (York)	Children's and Young Adult Literature, Canadian Literature and Culture
Dawson, A (M)	Glendon	Sociology	PhD (McGill)	Political Sociology; Violence; Comparative Historical Sociology
Elliott, D (F)	Liberal Arts and Professional Studies	Social Science	PhD (Simon Fraser)	Medical Anthropology, Global Health, Science and Technology

Elwick, J (M)	Science	Science and Technology	PhD (Toronto)	History of Science
Fisher, R (M)	Liberal Arts and Professional Studies	Humanities	PhD (McMaster)	Law and Humanities
Garrett, I (M)	Arts, Media, Performance and Design	Theatre	PhD (CalTech)	Ecological Design for Performance
Gelb, D (M)	Arts, Media, Performance and Design	Design	M.Ed (OISE Toronto)	Interactive Design
Hossein, C (F)	Liberal Arts and Professional Studies	Social Science	PhD (Toronto)	Critical political economy, Global Economy and Social Economy.
Ifa, D (M)	Science	Chemistry	PhD (São Paulo)	Desorption, Electrospray Ionization, Imaging Mass Spectrometry
Johnson, M (M)	Science	Physics and Astronomy	PhD (California, Santa Cruz)	Cosmology and General Relativity
Langlois, G (F)	Liberal Arts and Professional Studies	Communication Studies	PhD (York/Ryerson)	Critical Technology Studies
Liegghio, M (M)	Liberal Arts and Professional Studies	School of Social Work	PhD (Wilfred Laurier)	Social Work and Mental Health Research
Ma, J (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Nanjing)	Chinese Diasporic Literature
Macias, T (F)	Liberal Arts and Professional Studies	Social Work	PhD (OISE Toronto)	Social Work, Ethics and Human Rights
Musto, M (M)	Liberal Arts and Professional Studies	Sociology	PhD (Nice - Sophia Antipolos)	Political Sociology
Perry, C (M)	Health	School of Kinesiology & Health Science	PhD (Guelph)	Exercise Psychology
Sand, B (M)	Liberal Arts and Professional Studies	Economics	PhD (British Columbia)	Labour Economics, Applied Econometrics, Public Economics
Sasaki, J (F)	Health	Psychology	PhD (California, Santa Barbara)	Social and Cultural Psychology

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Sasaki, J (F)	Health	Psychology	PhD (California, Santa Barbara)	Social and Cultural Psychology
Valeo, A (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (OISE Toronto)	Second Language Acquisition
Wilkin, C (F)	Liberal Arts and Professional Studies	Human Resource Management	PhD (McMaster)	Human Resource Management
Wong, H (F)	Health	Health Policy & Management	PhD (Toronto)	Industrial Engineering

Recommendations for Tenure and Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Defend, S (F)	Arts, Media, Performance and Design	Theatre	MFA (York)	Costume Methodology
Nilsen-Berec, J (F)	Health	Nursing	MScN (York)	Nursing
Pyée, A (F)	Glendon	History	PhD (York)	Canadian Immigration

Changes in Tenure Stream Complement 2009-10 to 2017-18

FACULTY	2009-10 to 2016-17 ⁵ Appointments Made and Departures			Total 2017-18 Authorized Appointments	2017-18 ¹ (July 1 to June 30) Appointments Made to Date/In Progress and Confirmed Departures (Prelim.)				2017-18 Failed/ Deployed/ Cancelled Searches	Departures ² (confirmed to date)	Preliminary Change in Tenure Stream Complement 2009-10 to 2016-17
	Hires	Departures ²	Change in Tenure Stream Complement 2009-10 to 2016-17		CRC	Faculty Funded	Endow.	Total 2017-18 Made and In Progress ³ (professional and alternate ⁴)			
LAPS	99	145	-46	25	0	19	0	19	6	15	-42
EDUCATION	9	9	0	2	1	0	0	1	1	2	-1
FES	12	15	-3	0	0	0	0	0	0	1	-4
AMPD	14	34	-20	4	0	2	0	2	2	6	-24
GLENDON	24	28	-4	4	0	4	0	4	0	2	-2
HEALTH	44	39	5	12	0	10	0	10	2	7	8
LASSONDE	41	8	33	16	1	14	0	15	1	4	44
OSGOODE	18	16	2	4	1	3	0	4	0	3	3
SCIENCE	43	39	4	8	1	4	0	5	3	1	8
SCHULICH	18	20	-2	8	0	2	3	5	3	4	-1
All Faculties (excluding Libraries)	322	353	-31	83	4	58	3	65	18	45	-11
LIBRARIES	13	14	-1	5	0	5	0	1	4	2	-2
Source: Office of VPA&P									Legend:		
Notes:									CRC = Canada Research Chairs		
¹ 2017-18 total of 65 includes 10 searches on offer/in progress but does not include 18 failed/delayed/cancelled searches									Endow = Endowment		
² Departures includes retirements, resignations, deaths and terminations											
³ Eight (8) CUPE Conversion included											
⁴ A total of thirteen (13) authorized positions are in the alternate stream (including 4 alternate stream CUPE Conversions)											
⁵ 2016-17 numbers include 2 Lassonde appts. in progress											
Joint appointments are counted in Home Faculty											

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: October 3, 2017

Subject: Major Science and Health Renewal Project – Budget Adjustment

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve an incremental budget adjustment of \$4M to the Major Science and Health Renewal project.

Rationale:

In June 2016, the Board approved a \$48M budget to renovate and modernize the science buildings on the Keele and Glendon campuses, contingent on final approval of federal government funding grants. This project was intended to enhance York's research, experiential learning and innovation productivity by modernizing 5 science research buildings, addressing deficiencies, replacing electrical infrastructure and fume hoods, modernizing the built lab space, and improving the energy performance of building envelopes. The project outline included a major demolition and renewal of the core of the Farquharson building, addition of a dry lab to Glendon, replacement of HV electrical infrastructure and fume hood controls in several science buildings, code

The final approved budget included \$18.7M in federal funding, \$4M in Provincial Facilities Renewal Program (FRP) funds, and \$25.2M in York funds.

The cost estimate for this project was based on the rapid development of a project outline, and short notice submission to the granting authorities. Since the initial budget approval, an incremental increase of \$857K was approved to allow for scope increase at Glendon College, essentially adding a wet lab in lieu of the proposed dry lab, and dealing with relocation of affected spaces.

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The project has also absorbed a \$135K incremental budget for work that was not planned for this project, but is being completed as part of this project.

The budget adjustment is requested for the following reasons:

- The initial budget was based on high-level cost-estimates;
- The budget attributed to the decanting of Farquharson building occupants was insufficient, as it was discovered that temporary labs and new permanent facilities were required. The relocation of faculty to new permanent facilities in other buildings will result in improved space utilization across campus, and will reduce the disruption triggered by the project, thus providing additional and permanent value;
- The complexity of the demolition of building services in the core of Farquharson, (while ensuring continuity of building services in the west wing, the basement and the greenhouse), was underestimated;
- The Farquharson project is being delivered by a Construction Management (CM) firm. This results in various construction packages being issued by the CM as the design is being completed. Market pricing is coming in higher than estimated by two independent cost consultants;
- Project delays were triggered by the recalcitrance of City of Toronto officials, principally in the Heritage department, in respect to minor modifications to the building entrance. This unexpected and late intervention delayed the issuance of demolition permits, and by extension building permits, resulting in work delays. Project completion is projected to be delayed, and additional consultant and construction costs are to be anticipated.

The requested incremental budget will bring the aggregate project budget to \$53M. Current anticipated expenditures are \$50.2M, and the revised project contingency will be \$2.7M.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: October 3, 2017

Subject: Glendon Deferred Maintenance Project

Recommendation:

The Board Finance and Audit Committee recommends that the Board of Governors approve an expenditure of up to \$3.25M for capital related improvements at Glendon campus.

Rationale:

The facility condition index (FCI) is used in facilities management to provide a benchmark to compare the relative condition of a facility, or a group of facilities. The FCI is primarily used to support asset management initiatives.

Per the Facility Condition Index (FCI), Glendon College's state of infrastructure renewal lags that of the Keele campus (7% vs 13%), largely due to the more advanced age of the Glendon campus.

A review of the capital asset management database reveals \$31.75M in deferred capital renewal requirements, as summarized in the attached Table A. The database is not exhaustive, nor does it reflect such additional and emergent requirements as building code updates; evolving accessibility standards per AODA; greenhouse gas emissions reductions and energy conservation initiatives, or bridge replacement costs. The details of the deferred capital requirements, reflecting 178 specific items, has been examined and prioritized using a mechanism that allows for the identification of the top \$2M requirements.

In recognition of the condition of Glendon College, the University has prioritized an amount of up to \$3.25M to assist with addressing the state of deferred maintenance in the short term. The allocation is intended to cover a broad range of projects that are

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jointly being prioritized by the administration and the Principal of Glendon College. The breakdown includes:

- \$2M for a broad range of projects detailed in Table B and based on the prioritization exercise;
- \$0.5M for riverbank erosion;
- \$0.75M to deal with the deteriorated condition of the main gate and fence (photos attached)

Total cost of \$3.25M

In addition, Glendon College will benefit from several other previously approved capital projects. These include:

1. Classroom improvements and bathroom upgrades under the IIRP campus experience recommendations
2. A new science laboratory subsidized by the Federal SIF program
3. Residence improvements covered in the \$70M Housing Strategy, which includes improvements in the fire protection and public-address systems, and an elevator, washroom upgrades and electrical infrastructure in Hilliard residence

In addition, the University is anticipating Ministry of Environment and Climate Change (MOECC) funding to assist with projects aimed at reducing greenhouse gas emissions. The amount of funding is not yet known, however, once funding has been confirmed it is expected that these projects will further contribute to addressing some of Glendon's deferred maintenance backlog. Subject to the funding awarded, Board approval may be required.

The details of the deferred capital requirements, reflecting 178 specific items, has been examined and prioritized using a mechanism that allows for the identification of the top \$2M requirements.

Table B, attached, shows the list of priorities. Dollar values included reflect third party (VFA*) estimates, and are based on life expectancy, not on actual condition nor on actual market pricing. *VFA system uses facility condition data and capital planning reporting to provide cost estimates for infrastructure renewal; VFA is used by all Ontario universities for capital asset management.

The final list of items to be renewed per this budget request will reflect Glendon's priorities, condition assessments and market pricing. The University will follow its procurement policy for the engagement of vendors to complete the approved projects.

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Table A – Summary Table of Glendon College Deferred Capital Renewal Requirements

Row Labels	Electrical System	Exterior Enclosure	HVAC System	Interior Construction and Conveyance	Plumbing System	Site	Structure	System Not Linked	Grand Total
Central Services Bldg	272,151 \$	207,935 \$	333,302 \$	16,272 \$			10,713 \$		840,373 \$
Fences						750,000 \$		54,304 \$	804,304 \$
Gatehouse Building	8,862 \$							22,155 \$	31,017 \$
Glendon Bridge						2,523,892 \$			2,523,892 \$
Glendon Electrical Substation	3,462,470 \$								3,462,470 \$
Glendon Hall	141,625 \$	46,927 \$	378,456 \$	2,130,406 \$	151,595 \$		32,166 \$		2,881,175 \$
Greenhouse Building	55,434 \$	50,208 \$	10,251 \$	18,598 \$	6,150 \$		41,731 \$		182,372 \$
Hillard Residence	760,488 \$	12,173 \$	859,362 \$	1,739,972 \$	872,082 \$		16,150 \$		4,260,227 \$
Leslie Frost Library	250,431 \$	149,959 \$	1,074,081 \$	39,628 \$	119,051 \$				1,633,150 \$
Lighting						28,960 \$			28,960 \$
Parking Lots						231,680 \$			231,680 \$
Paths and Walkways						1,116,524 \$			1,116,524 \$
Proctor Field House	835,357 \$	11,087 \$	1,792,562 \$	2,277 \$	442,091 \$			71,678 \$	3,155,052 \$
Roads						57,922 \$		117,296 \$	175,218 \$
Wood Residence	388,942 \$	9,584 \$	1,089,981 \$	7,074 \$	250,224 \$				1,745,805 \$
York Hall	1,347,738 \$	938,364 \$	5,307,854 \$	286,763 \$	752,884 \$				8,633,603 \$
Grand Total	7,523,498 \$	1,426,237 \$	10,845,849 \$	4,240,990 \$	2,594,077 \$	4,708,978 \$	100,760 \$	265,433 \$	31,705,822 \$

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Table B – Table of Prioritized Items from Glendon College Deferred Capital Renewal Requirements

ASSET NAME	REQUIREMENT NAME	REQUIREMENT CATEGORY	REQUIREMENT PRIME SYSTEM TITLE	Total Points		REQUIREMENT ESTIMATED COST
York Hall	Partitions - Fire Stopping Lacking	Life Safety	Partitions	17.2	\$	17,658.00
York Hall	Exterior Wall - Exterior Wall Leak at Parapet Height	Reliability	Exterior Walls	16.9	\$	77,185.00
Glendon Hall	Partitions - Fire Stopping Lacking	Life Safety	Partitions	16.7	\$	2,852.00
York Hall	Elevators and Lifts - Elevator Beyond Rated Life	Beyond Useful Life	Elevators and Lifts	16.5	\$	118,540.00
York Hall	Exterior Windows - Aluminum Windows Beyond Useful Life	Beyond Useful Life	Exterior Windows	16.4	\$	390,401.00
Leslie Frost Library	Partitions - Fire Stopping Lacking	Life Safety	Partitions	16.2	\$	1,511.00
Central Services Bldg	Roof Construction - Tower Ladder Life Safety	Life Safety	Roof Construction	15.9	\$	10,713.00
York Hall	Roof Covering - Roof Covering Beyond Useful Life	Reliability	Roof Coverings	15.4	\$	436,492.00
York Hall	Emergency Light and Power Systems - Emergency Lighting Beyond Rated Life	Beyond Useful Life	Lighting and Branch Wiring	15.2	\$	67,827.00
York Hall	Lighting and Branch Wiring - Exterior Lighting Beyond Rated Life	Beyond Useful Life	Lighting and Branch Wiring	15.2	\$	8,207.00
York Hall	Plumbing Fixtures - Drinking Fountains Beyond Rated Life	Beyond Useful Life	Plumbing Fixtures	15.1	\$	22,955.00
York Hall	Electrical Service and Distribution - System Beyond Rated Life	Beyond Useful Life	Electrical Service and Distribution	15.1	\$	814,251.00
York Hall	Exterior Doors - Doors Need Adjustment	Reliability	Exterior Doors	15	\$	6,709.00
		Total			\$	1,975,301.00

Board of Governors

Glendon
Fence



Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Land and Property Committee

Date: October 3, 2017

Subject: New School of Continuing Studies Building Site Plan Selection

Recommendation:

The Land and Property Committee recommends that the Board of Governors approve the site referred to herein as Site 1 (Parcel 16 in the York University Master Plan) for the construction of a new School of Continuing Studies Building.

Site Selection

Attached is a detailed summary of the rationale and process followed in the site selection for the School of Continuing Studies.

Next Steps

A Project Committee chaired by the AVP CSBO has been appointed. The hiring of Project Architects has also commenced with the creation of a short list for the required RFP. Pre design work has been completed internally and the selection of the Architectural Team will be completed, following Board Approval. If approved, construction will begin in early 2019 with completion targeted for 2020.

SCHOOL OF CONTINUING STUDIES

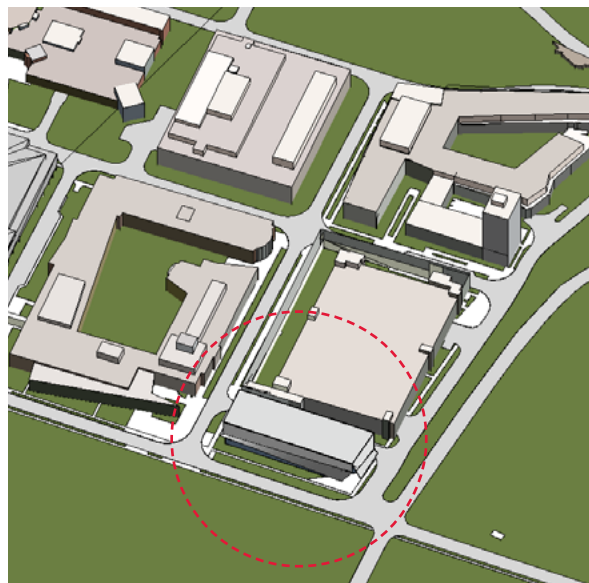
Executive Summary
September 20th, 2017



1.0 | Executive Summary



Street View: Massing Study on Site 1 Parcel 16 as per the Master Plan



Aerial View: Massing Study on Site 1 Parcel 16 as per the Master Plan

This project is lead by the AVP of the School of Continuing Studies (SCS), and is being executed via the Major Capital Project Committee chaired by the AVP CSBO. This analysis recommends the selection of a site for the construction of a new building for the School of Continuing Studies (SCS). Currently, most of the SCS classrooms and offices are spread throughout Keele Campus. Consolidating these spaces into one building is expected to assist the School with its goal, which is to place York University at the forefront of Continuing Education in Canada. SCS is comprised of Continuing Studies and the English Language Institute (YUELI). Continuing Studies attracts a mix of mature students and recently graduated undergraduate students who are looking for certification that will improve their chances of finding employment. The School offers degree and certificate programs aimed at developing specialized knowledge in particular areas of professional practice. Some of the programs are evenings and weekends, but there are many students now attending on a full time basis. Many programs are now offered during the middle of the week, which has resulted in competition with the regular academic schedule for classroom space. Virtually all continuing studies students live off campus. Easy access to transit and parking are therefore important site requirements.

YUELI students are often 18-19 years of age and recent graduates of high school. Students enroll with the ambition of improving English skills required to gain entry into the University's other academic programs. Typically these students are a mix of undergrads, with a smaller number of mature students often from overseas, with the majority from China or the Middle East. These students often choose to live on campus. Over 60% do not drive, and as a result, easy access to nearby residences and services is highly desirable.

The anticipated space requirement for SCS is 90,000 sq. ft. The sponsor envisions a high quality building located on a site that is visible from City roads. As program offerings are to be consolidated under one roof, easy access to the Bennett Building for student services is the main site requirement. Three sites were selected for assessment against use criteria and the objectives of the Master Plan:

- Site 1: South of Bennett Centre (Master Plan Parcel 16)
- Site 2: Vanier Parking Lot (Master Plan Parcel 9)
- Site 3: Founders North (Master Plan Parcel 8)

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2.0 | Recommendation

Site 1 (Master Plan Parcel 16, south of the Bennett Centre) is ranked highest in the analysis. Sites 2 and 3 are workable sites, but currently rank lower due to compromised developability. Long term parking/transit plans need to be resolved prior to the redevelopment of Site 2. Site 3 is more suitable for a multi building or larger academic redevelopment program.

Given the relatively small size of the space program, the small rectangular parcel located south of Bennett is able to fulfill both the program requirements and location criteria. This parcel is currently available and unencumbered by any development constraints. In fact, redevelopment of the site is timely, because the completion of the subway and the expansion of the Schulich Business School have resulted in the need to reconfigure James Gillies St., the busway and the intersection of these two roads with The Pond Rd. Redevelopment of this parcel will result in improving access within this increasingly busy part of Keele Campus.

Also, the sponsor's desire to create a high profile building will assist in realizing certain urban design ambitions within the Master Plan as it pertains to the development of a gateway from Keele Street, and the enhancement of the streetscapes along The Pond Rd. and Ian Macdonald Blvd.

3.0 | Location and Use Evaluation of 3 Sites

Each of the three sites below has been evaluated against use specific criteria to help identify the best site for the new School of Continuing Studies

<p>Site 1: South of Bennett Master Plan Parcel 16 Size: 3,400 m²; 7-9 storeys</p>	<p>Site 2: Vanier Parking Lot Master Plan Parcel 9: Size: 4,500 m²; 11-14 storeys</p>	<p>Site 3: Founders North Master Plan Parcel 8: Size: 18,900 m²; 7-9 storeys</p>
<p>Access to Services: Excellent; easy walk to paths/cycle routes; a few minutes to subway, transit, residences, adjacent food & services.</p>	<p>Access to Services: Excellent; easy walk to paths/cycle routes; a few minutes to subway, transit, residences, adjacent food & services.</p>	<p>Access to Services: Good: close to transit, parking and easy walk to paths/cycle routes; longer walk to residences, adjacent food & services.</p>
<p>Outdoor Space: Good; potential for more outdoor space along east side using existing James Gilles R.O.W.</p>	<p>Outdoor Space: Excellent, centre of campus.</p>	<p>Outdoor Space: Excellent; easy access to TTFC, Stadium and landscape areas along paths.</p>
<p>Compatibility with Adjacent Uses: Yes.</p>	<p>Compatibility with Adjacent Uses: Immediate development poses conflict with parking and transit operations; impacted by need to resolve site issues unrelated to the program (i.e. access)</p>	<p>Compatibility with Adjacent Uses: Little to no uses immediately adjacent.</p>
<p>Infrastructure: Existing storm/sanitary sewers and water lines on north, east, & west sides of parcel; City services along The Pond Rd.</p>	<p>Infrastructure: Existing campus storm, sanitary and water mains available.</p>	<p>Infrastructure: Existing campus storm and water mains along Ottawa Rd.; sanitary sewer SE of Boyer Woodlot will require xpansion to reach site.</p>
<p>Catalyst: Yes; will result in planning resolution of transportation issues from Schulich Expansion, subway opening, end of transit use of busway; will contributeto define Master Plan Gateway 5.</p>	<p>Catalyst: Yes; would require resolution of PUADO/ appropriate start of Campus Walk, York Lanes service lane separation from local pedestrian routes.</p>	<p>Catalyst: Yes; would trigger lan Macdonald realignment/streetscape development; would help realize a view corridor along Founders Rd. and creation of Master Plan Gateway 9.</p>
<p>Approvals: Compliant; approval requirements related to final reconfiguration of James Gillies St. and the busway as well as the intersection with Pond Road; possible storm water management and restoration of natural area along woodlot.</p>	<p>Approvals: Compliant; unresolved short/medium term issues related to accommodation of transit stops, pedestrian crossings, parking; possible heritage considerations for new building given proximity to Vanier and Winters.</p>	<p>Approvals: Compliant. Likely City requirement for environmental assessment for realignment of lan Macdonald; could include evidence of active management program for Boyer Woodlot, and heritage considerations for new building given proximity to Complex 1.</p>
<p>Key Considerations: Ideal union of small site and small building program triggering resolution to important transportation and access issues along James Gillies/ Busway and at intersection with Pond Rd. Temporary impact on The Pond Road's traffic, site ideal for single use building; size and location ideal to explore extensive green building strategies.</p>	<p>Key Considerations: Not compatible with current need to maintain short term parking lot and accommodate transit along lan Macdonald; redevelopment would result in disruption to heavily used pedestrian routes with no easy alternatives for servicing York Lanes/Student Centre.</p>	<p>Key Considerations: Parcel is oversized for this program and is more suited for larger projects/multiple building development. Minor disruptions to north campus road/local paths.</p>



Context and Parcel Footprints

4.0 | Use Criteria Site Evaluation

Use specific criteria

	Site 1	Site 2	Site 3
Access to Services accessible by transit, walkways, cycling, vehicle, food services, etc.	●	●	●
Outdoor Space adjacent to outdoor space or may accommodate for it	◐	●	●
Compatibility with Adjacent Uses and other program strategies	◐	◑	◑
Infrastructure ability of the site to satisfy the demands of the building program	●	●	◑
Catalyst for change in the immediate area and spin-off benefits	●	◑	◑
Approvals compliance with current City Secondary Plan, zoning, Heritage, etc.	◑	◑	◑
Key Considerations benefits, site constraints and challenges	●	◑	◑



Context and Site Footprints

● Meets Criteria	4 points	16	12	8
◑ Mostly Meets Criteria	3 points	6	0	0
◐ Partially Meets Criteria	2 points	2	6	6
◑ Minimally Meets Criteria	1 points	0	1	2
○ Does not Meet Criteria / Not Applicable	0 points	0	0	0
		24	19	16

5.0 | Summary: Master Plan Lens Strategies Evaluation

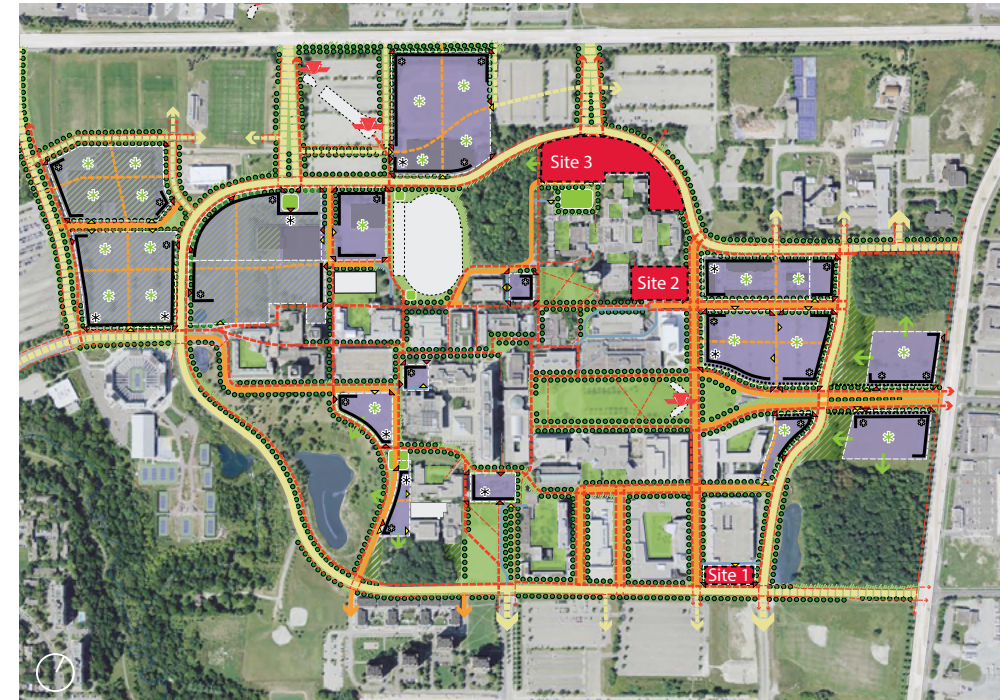
Use Criteria		Site 1	Site 2	Site 3
● Meets Criteria	4 points	16	12	8
◐ Mostly Meets Criteria	3 points	6	0	0
◑ Partially Meets Criteria	2 points	2	6	6
◒ Minimally Meets Criteria	1 points	0	1	2
○ Does not Meet Criteria / Not Applicable	0 points	0	0	0
Subtotal:		24	19	16

Pedestrians First		Site 1	Site 2	Site 3
● Meets Strategy	4 points	24	12	20
◐ Mostly Meets Strategy	3 points	0	3	0
◑ Partially Meets Strategy	2 points	6	8	8
◒ Minimally Meets Strategy	1 points	0	0	0
○ Does not Meet Strategy / Not Applicable	0 points	1	2	1
Subtotal:		30	23	28

Greening the Campus		Site 1	Site 2	Site 3
● Meets Strategy	4 points	12	12	16
◐ Mostly Meets Strategy	3 points	0	0	0
◑ Partially Meets Strategy	2 points	10	4	8
◒ Minimally Meets Strategy	1 points	0	0	0
○ Does not Meet Strategy / Not Applicable	0 points	2	5	2
Subtotal:		22	16	24

Infilling the Campus		Site 1	Site 2	Site 3
● Meets Strategy	4 points	12	0	0
◐ Mostly Meets Strategy	3 points	0	0	0
◑ Partially Meets Strategy	2 points	2	10	10
◒ Minimally Meets Strategy	1 points	0	0	0
○ Does not Meet Strategy / Not Applicable	0 points	2	1	1
Subtotal:		14	10	10

Project Requirements		Site 1	Site 2	Site 3
● Meets Criteria	4 points	20	12	8
◐ Mostly Meets Criteria	3 points	3	3	6
◑ Partially Meets Criteria	2 points	2	4	0
◒ Minimally Meets Criteria	1 points	0	0	3
○ Does not Meet Criteria / Not Applicable	0 points	0	1	0
Subtotal:		25	19	17
Grand Total:		115	87	95



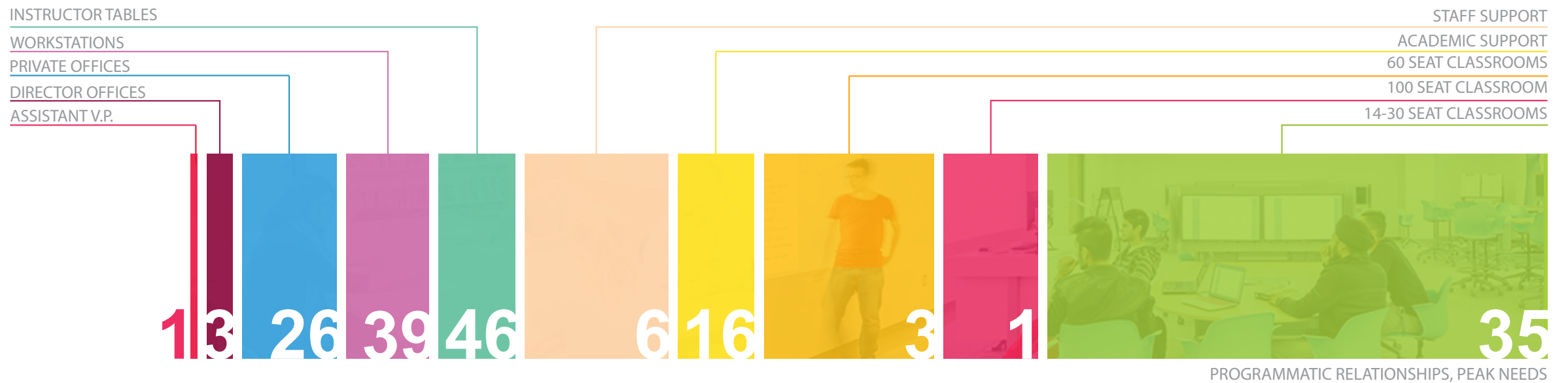
Master Plan - Reviewed Development Parcels

6.0 | Proposed Program Requirements



Atkinson College

- High profile design; visible from a public street
- Opportunity to become a “billboard” for the School of Continuing Studies and York University
- Close to public transit; subway and bus stops
 - 50% of students do not drive
- Sustainable design to maximize building efficiency, reduce operation costs
- Publicly visible, single-use, single program building
- Student focused, safe and accessible
- Occupancy Target: Summer 2020
- Target LEED Gold minimum
- GFA: +/- 8,300 sq.m / 90,000 sq.ft
 - Four storeys above grade + basement storey



York University Board of Governors - Minutes

Meeting: Open Session 27 June, 2017 at 1:30 pm
 5th Floor Kaneff Tower, Keele Campus

Present:	Regrets:	Others:
Rick Waugh, Chair Jacques Demers Laura Formusa Sheila Forshaw Bill Hatanaka John Hunkin Ozench Ibrahim Vijay Kanwar Julie Lassonde Andy Lennox David McFadden Earle Nestmann Jane Rowe (by phone) Lauren Sergio Mamdouh Shoukri Gregory Sorbara Paul Tsaparis Amanda Wassermuhl Bobbi-Jean White Randy Williamson Henry Wu Maureen Armstrong, Secretary Cheryl Underhill, Assistant Secretary	Elisa Alloul Konata Lake Bernie Lightman Dan O’Hara Honey Sherman Ajay Virmani Hana Zalzal	Vasiliki Belegrinis Michael Charles Richard Hornsey Guy Larocque Weiling Li Rhonda Lenton Ran Lewin Ijade Maxwell Rodrigues Paul McDonald David Mutimer Amal Naufer Jeff O’Hagan Lisa Philipps Alice Pitt Trudy Pound-Curtis Fahim Quadir Gunesh Sivanathan Liisa Stephenson Janice Walls Elaine MacRae, Board Coordinator

I. OPEN SESSION

1. Chair’s Items

Governors and community members were welcomed to the final Board meeting of the academic year and the 450th meeting of the Board of Governors of York University.

Thanks and appreciation were extended to Bernie Lightman, Dan O’Hara and Amanda Wassermuhl who are completing their two-year terms on the Board this month.

Recognition was also given to external members departing, John Hunkin and Ozench Ibrahim. Mr Hunkin’s contributions to the University over his 15 years as a governor have been considerable and influential. Through her work as Chair of the Finance & Audit Committee, Ms Ibrahim has been a leader on the Board, constructively supporting and guiding its work.

York University Board of Governors - Minutes

As an expression of thanks to all governors, a tree has been planted in the arboretum in honour of their commitment and contribution to the University this past year.

On the occasion of President Shoukri's last Board meeting as President, Mr Waugh recognized his exemplary accomplishments and leadership over the past decade in the increasingly complex and challenging post-secondary education milieu. Gratitude for all that he did for the University was extended to Dr Shoukri; governors expressed their concurrence with applause.

a. Report on Items Decided in the Closed Session

The Chair reported that the following items were decided in the Closed session:

- The re-appointment of Vijay Kanwar to the Board to serve a final four-year term from 1 July 2017 to 30 June 2021
- the appointment of Eugene Roman to the Board for a four-year term from 1 July 2017 to 30 June 2021
- the appointment of Debbie Jamieson as a non-academic nominee to the Board to serve a two-year term from 1 July 2017 to June 30, 2019
- the appointment of Paul Tsaparis as the Vice-Chair / Chair-Elect of the Board of Governors commencing 1 July 2017
- the re-naming of the York University Observatory the Alan I. Carswell Astronomical Observatory

b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 2 May 2017
- the appointment of Sonny Day (YUSA nominee); Melanie Cao (YUFA nominee); Amin Mawani (YUFA nominee); and the re-appointment of Walter Silva (CUPE 1356 nominee) to the Pension Fund Board of Trustees, each for a three-year term commencing 1 July 2017.
- updates to the Banking Resolution reflecting changes within the senior administration

2. Executive Committee

At its meeting the committee confirmed the Board and Committee Schedule for 2017-2018; it will be distributed and posted in the coming days. It also had a focused discussion about the University's Risk Management Framework and was briefed on recent provincial government initiatives involving executive compensation and the newly

York University Board of Governors - Minutes

introduced legislation, the Fair Workplaces, Better Jobs Act. In addition the Committee completed the performance and compensation reviews of the President and of the Vice-Presidents for fiscal 2016-2017.

3. President's Items

a. A Decade of Impact

The President reported on 2015-2016 priorities and achievements, touching on progress in each of the areas of academic excellence, student success, community engagement, sustainability & resource integration, and creating a stronger workplace. He provided reflections on the University's achievements towards its goals under his tenure, and the excellent stance of York to continue its successes and meet the challenges ahead with innovation and steadfast adherence to its commitment to social justice. A copy of the presentation slides is filed with these minutes. A video was also viewed highlighting the activities, achievements and impact of Dr Shoukri's 10 year presidency.

In also recognizing the work of the Senate, he commended York's strong collegial governance, observing its critical importance to universities, particularly amidst the transformative changes occurring in the sector. Sharing that he felt privileged and blessed to have served as York's President, he conveyed his gratitude to the Board for its unwavering support of him and the University.

b. Kudos Report

The report as distributed was noted.

c. Empower: Student Initiative

Ms Vasiliki Beleginis and Ms Amal Naufer provided an inspiring presentation on their social enterprise initiative *Empower: People Powered Connectivity*, and their bid with two other students from the Schulich School of Business – as one of six world-wide finalists - to win the prestigious \$1M Hult Prize, the world's largest student competition for producing the next wave of social entrepreneurs. A copy of the presentation is filed with these minutes. The students were commended for their excellent, exciting and innovative work; efforts will be made by the University to support their pursuit of the Hult Prize.

d. Student Representative Roundtable Annual Report

In the absence of both Ms Alloul and Mr O'Hara, no report was provided.

4. Academic Resources Committee

On behalf of the committee Mr Wu acknowledged the insightful contributions Ms Wassermuhl and Professor Lightman made during their terms on the committee. A summary of key items of business discussed by the committee was also provided, including among them the topics of research funding success and the upcoming renewal of the Strategic Research Plan, Markham campus planning and 2017-2018 enrolments.

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a. Report on Appointments, Tenure and Promotions

Documentation was noted. In reviewing the report the committee also discussed faculty complement trends and changes vis-à-vis enrolments. A year-end faculty complement report will be provided in the autumn. It was duly *agreed* **that the Board of Governors approve the President's June 2017 report on appointments, tenure and promotion.**

5. External Relations Committee

Ms Lassonde reported on the recent high profile, positive media coverage of York University in connection with its convocation ceremonies and the re-naming of Hart House with the Indigenous name of Skennen'kó:wa Gamig. She also highlighted the awards the University Advancement and Communications divisions received from the Canadian Council for the Advancement of Education for the IMPACT fundraising campaign.

a. Impact: The Campaign for York University

Referring to the documents and slides in the agenda the Vice-President Advancement provided a status report on *Impact – The Campaign for York University*. In sum, the University is enjoying considerable success towards its campaign goals, with \$350M of the \$500M target raised to date, and the annual target of \$45M exceeded for 2017. Additionally, over 44,000 alumni have been donors to the University. In alignment with York's expansion into Markham, alumni plans are being designed to encompass this new direction. The Board was thanked for its continuous fundraising support over the years.

6. Finance and Audit Committee

a. Budget Plan and Financial Statements

Budget Plan

Ms. Ibrahim highlighted the significantly improved financial status of the University over recent years. Planning and prudent decision-making has moved the University from a position of sizeable deficits to a small in-year surplus this year. Moreover, increased stability of the pension plan position has contributed to the improved financial standing.

Referring to the documentation and presentation slides distributed with the agenda, Ms Pound-Curtis spoke to the proposed updated budget plan. Among the key points emphasized were:

- the \$1.1M in-year surplus
- the in-year positive variance to the 2016-2017 budget of \$20.2M
- the very strong undergraduate and graduate enrolments for 2017-2018

York University Board of Governors - Minutes

While these indices are strong, uncertainty continues to be the context for budget planning. The Strategic Mandate Agreement 2 is awaiting approval by the Province, the revised funding formula for universities remains pending, and the Fair Workplaces, Better Jobs Act in progress has the potential to carry significant new costs for the University. With these initiatives not yet finalized by the province, approval for the 2017-2018 budget year only is being sought. It was duly *agreed* that **the Board of Governors approve the updated budget plan for 2017-2018.**

Financial Statements

The supporting documentation was noted. Ms Ibrahim highlighted the unqualified audit report from the external auditors on the financial statements. It was duly *agreed* that **the Board of Governors approve the Financial Statements for the year ended April 30, 2017.**

b. Appointment of External Auditors

Drawing on the material presented in the agenda, it was duly *agreed* that **the Board of Governors approve the reappointment of Ernst & Young LLP as the auditors for the University for the fiscal year 2017-2018 under terms and fees to be negotiated similar to prior years.**

c. Capital Projects

Execution of Lease Extension, Miles S. Nadal Management Centre

The supporting documentation was noted. It was duly *agreed*, that **the Board of Governors approve to extend and amend the agreement with Cadillac Fairview for the existing space in the Ernst & Young Tower at 222 Bay Street, Toronto, for the Miles S. Nadal Downtown Management Centre of the Schulich School of Business through July 31, 2027.**

Campus Washroom Renewal / Upgrade

Having acknowledged the material circulated with the agenda, it was duly *agreed*, that **the Board of Governors approve a capital project to upgrade public washrooms on the Keele and Glendon Campuses for a value of up to \$3.5 million.**

7. Governance & Human Resources

Mr McFadden reported that:

- the annual Board survey will be distributed to governors in the coming days; timely responses were encouraged
- planning to fill the current vacancies on the Board continues

York University Board of Governors - Minutes

- A new protocol governing the nomination of students to the Board was approved by the Committee and will come to the Board for approval at its next meeting
- the committee received an update on the ongoing provincial initiative to establish executive compensation frameworks at Ontario universities; a further update will be provided in the fall.
- the committee was briefed on the Fair Workplaces, Better Jobs Act being proposed by the Province, and its potential impact for York
- a report on increasing employee benefit costs was received, and mitigation measures discussed.

8. Investment Committee

Mr. Williamson reported on the investment performance of the endowment and pension funds; both funds continue to achieve very solid results. Additionally, there is a Pension Plan surplus of \$134M and a reduced solvency deficit of \$122M as at December 2016.

The Investment Committee and the Pension Fund Board of Trustees have engaged the services of an external firm to provide a carbon footprint analysis of the Funds' equity holdings; the individual footprint reports were received and discussed at their respective meetings in early June. The discussions will continue at their next meetings aided by the additional information.

a. Endowment Distribute Rate 2017-2018

Mr Williamson spoke to the supporting documentation. The proposed distribution rate represents a 1.5% increase over the 2016-2017 rate due to the strength of the investment performance of the endowment fund. It was duly *agreed*, **that the Board of Governors approve a 2017-18 distribution accrual rate of \$4.02 per unit, representing an increase of \$0.06 per unit (1.52%) over the 2016-17 distribution accrual rate of \$3.96 per unit.**

9. Other Business

There was none.

10. In Camera Session

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

Rick Waugh, Chair _____

M. Armstrong, Secretary _____

Board of Governors

Memorandum

To: Board of Governors

From: Rick Waugh, Chair

Date: October 3, 2017

Subject: Pension Fund Board of Trustees Re-appointments

Recommendation:

The Executive Committee recommends that the Board of Governors approve the re-appointments below effective October 1, 2017 for a three-year term.

Nominees:

Mr. Randy Williamson as the Board of Governor's Nominee and as Chair

Mr. Williamson has been a member of the Pension Fund Board of Trustees since 2014 as a Pension Trustee and Chair of the Pension Fund Board of Trustees. He has considerable experience as a lawyer, CPA, CA, public company senior executive and independent business owner-operator.

Christine Silversides as the President's Nominee

Ms. Silversides is Director of Legal Services in the Office of the Counsel. She advises on an array of matters in areas including real estate, litigation, corporate and commercial matters, employment, regulatory matters, administrative law, and legal matters affecting students. She has prior experience in the area of pensions and pension investments, having served as legal counsel responsible for the legal aspects of a \$7 billion public company defined benefit pension plan. This will be Ms. Silverside's final three-year term.

Background:

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

Board of Governors

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

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

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: October 3, 2017

Subject: Annual Report on York University Pension Plan and Pension Fund

Report

2016 was another positive year for the York University Pension Plan. The Pension Plan continued to provide benefits for its beneficiaries with over \$90M paid out in 2016 in monthly pensions, termination benefits, and death benefits. The phase in of previously approved changes to the contribution levels was completed in March 2016.

The actuarial valuation again showed an improvement in the funded status of the plan. The valuation results at December 31, 2016 show that the funded status of the plan improved with an increase in the surplus to \$139.5M at the end of 2016, up from \$115.9M at the end of 2015. The improvement in the going concern financial position of the plan was due primarily to positive investment experience, as well as changes to some of the assumptions used in the valuation calculations. York's employer contribution requirements for 2017 are expected to be \$42.9M (2016 \$46.4 million).

The Pension Fund earned a net investment return of 7.6% for the year, and 11.6% over the last 5 years. The long-term returns continue to be healthy, at 6.0% net p.a. over the last 10 years, ending December 31, 2016. The market value of the Pension Fund was \$2.3 Billion at the end of 2016.

The Fund's investment policies have been successful over the years and the Fund has met its objectives over the long term. With the changes in global markets, the investment policies continue to evolve to ensure risk is appropriately managed and the Fund remains well diversified as it grows. In 2016 a project began to restructure the Equity portfolio into a Global Core / Satellites manager structure, to allow more flexibility for the best managers to invest in the best opportunities, without regional restrictions. New investments also continue in Real Estate and Infrastructure.

Board of Governors

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

Included in this report are the following documents:

- Annual Report from the Vice-President Finance and Administration, including
 - Funding Valuation Summary as at December 31, 2016, prepared by the actuary
- Annual Report from the Pension Fund Board of Trustees, including
 - Signing Authority Register
 - Statement of Investment Policies and Procedures

YORK UNIVERSITY

PENSION PLAN

2016 Annual Report

from the

Vice-President Finance & Administration

for the

Board of Governors

September 2017

Board of Governors

Introduction

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

Annual Report Requirements

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

Achievement of Plan Mission

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

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

This objective has been achieved in accordance with the Plan Mission. In 2016 the pension plan provided \$90.6 million in pension, death, and termination benefits (\$87.8 in 2015). The University contributions into the pension fund totaled \$46.4 million in 2016 (\$42.1 million in 2015). The University continues to make additional payments to fund a solvency deficiency.

As of the end of 2016, the Plan had 4,484 active members, 2,418 retirees, and 1,621 terminated members with deferred pensions.

At the end of 2016, the market value of the York University Pension Fund was \$2.31 billion.

Board of Governors

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

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every three years. The December 31, 2016 valuation report was filed with the regulators in July 2017.

Due to a favourable return for the Pension Fund in 2016 (7.6% net), the funded status of the plan improved, with a surplus of \$139.5 million at the end of 2016 (2015 surplus \$115.9 million). The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent and the pension plan is wound up) also improved to a deficit of \$116.7 million (2015 \$170.9 million).

For more details, see the attached Funding Valuation Summary as at December 31, 2016 prepared by the Plan actuary, Aon Hewitt.

Summary of Contributions

The table below shows the actual contributions that were made into the Pension Fund for 2016 and 2015, and the estimated expected contributions for 2017:

	2017 (\$ millions est.)	2016	2015
Employer:			
Money purchase component contributions	\$ 31.4	\$ 32,263,503	\$ 28,080,300
Minimum guarantee contributions	\$ 6.4	\$ 10,097,110	\$ 9,941,822
Special payments to fund deficit	\$ 4.1	\$ 4,080,000	\$ 4,080,000
Employees:			
Regular contributions	\$ 31.4	\$ 31,251,971	\$ 27,432,308
Additional voluntary contributions		\$ 366,949	\$ 541,656
Transfers in from other plans		<u>\$ 2,514,033</u>	<u>\$ 795,001</u>
Total		\$ 80,573,567	\$ 70,871,087

Board of Governors

Changes to the Plan Text and Funding Policy

In 2014, the University in conjunction with the York University Pension Group (YUPG), made plan changes that were approved. For the Money Purchase component of the Pension Plan, the required contributions for Plan members and the University were increased in five equal increments to 6.75% of earnings up to the YMPE (year's maximum pensionable earnings) (up from 4.5%), plus 9.15% of earnings above the YMPE (up from 6%). The last incremental increase took place March 1, 2016.

Legal and Regulatory Requirements

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

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

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

The legislation requires that the following documents be filed with the regulators: Annual Information Return, audited financial statements, and income tax return on an annual basis; actuarial report at least every three years; plan registration, plan amendments, and notice of plan termination or wind-up, as applicable. The required documents, as applicable, have been filed in accordance with legislative requirements, including the required information and payments, as applicable, and within the specified time frames.

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

Appropriateness of Plan Mission and Effectiveness of the Pension Benefit, Funding, and Investment Policies

Benefit Policies

Pension legislation reforms announced by the Ontario government over the past few years included temporary solvency relief for plans in the broader public sector, including universities. The reform measures were meant to assist Plan Sponsors by allowing reduced contribution requirements for the valuations filed on or after September 30,

Board of Governors

2008. The relief included two stages; the first during which the employers, members, and their representatives had three years to negotiate plan changes. Pension plans that demonstrated sufficient progress towards sustainability following this first stage would then have up to ten years to implement the changes and liquidate solvency deficits during the second phase.

York University was successful in its application for stage one solvency relief, and in 2014 applied for and received approval from the Government for stage two of the solvency funding relief measures. These relief measures reduced the total contributions by York University. The University, along with the York University Pension Group (YUPG), successfully amended the pension plan which provided significant increases in contribution rates going forward. In addition, a change has been made for moderating risk associated with the post-retirement indexation provision.

As a result of the changes noted above, as well as continued strong investment returns, the funded status of the Plan improved in 2016. It is important to note that the most significant factor contributing to this improvement was the strong financial returns. Volatility in financial markets remains a significant risk factor to the long-term sustainability of the Plan.

The Ontario government has provided funds to the Council of Universities (COU) to explore the opportunity to establish an Ontario wide University pension plan. This initiative is on-going with York University administration closely monitoring the progress of this initiative.

Investment Policies

The investment policies are continually being reviewed to ensure they are effective in achieving the objectives of the Plan. See the Annual Report from the Pension Fund Board of Trustees (attached) for further details.



YORK UNIVERSITY PENSION FUND

2016 Annual Report

from the

Pension Fund Board of Trustees

for the

Board of Governors

September 2017



2016 Annual Report from Pension Fund Board of Trustees to Board of Governors

Introduction

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

Annual Report Requirements

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

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

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

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

Achievement of Fund Objectives

	<u>2016</u>	<u>4 years</u>	<u>5 years</u>	<u>10 years</u>
Gross Fund Return	8.0%	12.3%	12.3%	6.5%
Net Fund Return	7.6%	11.8%	11.9%	6.0%
Benchmark Return	4.3%	11.1%	10.8%	6.0%
CPI	1.5 %	1.5%	1.3%	1.6%

2016 Annual Report from Pension Fund Board of Trustees to Board of Governors

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

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

This objective has been achieved; the Fund out-performed the benchmark return over the four and five-year periods ending December 31, 2016 (on a gross of fees basis, which is most appropriate for comparisons against the benchmark). A net added value of 0.7% p.a. was achieved over the past 4 years, and 1.1% over the past 5 years.

Pension Fund Board of Trustees

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

Membership

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment, to a maximum term of 9 years. In 2016, the following people were re-appointed to the Pension Fund Board of Trustees:

<u>Re-appointed Trustee</u>	<u>Nominated by</u>
Dale Domian	President
Aldo DiMarcantonio	President, CPM
Robert Wai	OHFA

The membership of the Pension Fund Board of Trustees at the end of 2016 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Randy Williamson, Chair	Board of Governors
Jacques Demers	Board of Governors
Bill Hatanaka	Board of Governors
Christine Silversides	President
Dale Domian	President
Aldo DiMarcantonio	President, CPM
Michael Belanger	YUSA
Ron Gernat	YUSA
Robert MacDermid	YUFA
Ed Furman	YUFA

2016 Annual Report from Pension Fund Board of Trustees to Board of Governors

Robert Wai	OHFA
Walter Silva	CUPE 1356
Sean Taylor	CUPE 1356-01
Sylvia Peacock	CUPE 3903
Vacant	IUOE
Colin Deschamps	YURA

Officers

Randy Williamson continued as Chair throughout 2016.

Vice-Chair position remained vacant throughout 2016.

Leona Fields, Director, Pension Fund continued as Secretary throughout 2016.

Meetings

The Pension Fund Board of Trustees met 4 times in 2016 on April 6, June 14, September 20 and December 6. A quorum was present at all meetings. An attendance summary is below. Minutes were recorded for all meetings and are available for viewing in the Office of the Vice President Finance & Administration.

Trustees	Meeting Attendance	
	No.	%
Randy Williamson, Chair	4 of 4	100
Michael Belanger	3 of 4	75
Jacques Demers	3 of 4	75
Colin Deschamps	4 of 4	100
Aldo DiMarcantonio	4 of 4	100
Dale Domian	3 of 4	75
Ed Furman	0 of 4	0
Ron Gernat	0 of 4	0
Bill Hatanaka	2 of 4	50
Robert MacDermid	3 of 4	75
Sylvia Peacock	4 of 4	100
Walter Silva	2 of 4	50
Christine Silversides	4 of 4	100
Sean Taylor	3 of 4	75
Robert Wai	4 of 4	100

Changes to the Membership of the Sub Committee on Investment Performance (SCIP)

At the end of 2016, SCIP membership was as follows:

Guy Burry, Chair	External expert
Karen Coll	External expert
Mary Condon	York University Law Professor
Jacques Demers	External expert, Pension Fund Board of Trustees, Board of Governors
George Klar	External expert, York University Contract Faculty
Robert MacDermid	York University Political Science Professor, Pension Fund Board of Trustees
John Poos	External expert
Pauline Shum-Nolan	York University Finance Professor
Don Walcot	External expert

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

SIP&P

No change in SIP&P was made in 2016.

Other Approvals

Infrastructure: In April 2016, the BoT approved an investment of EUR 15 million to Meridiam Europe Fund III.

Global Equity: In April 2016, a global equity portfolio with Aberdeen Asset Management was terminated. Aberdeen's allocation is temporarily invested in the TD Emerald Global Equity Pooled Fund Trust until such time as time as the current Equity Structure Review project is complete and a new equity manager structure has been approved.

Currency Overlay: In June 2016, Mesirow was terminated as the Currency Overlay manager and was replaced by TDAM.

Signing Authority Register: In September 2016, the BoT approved the Signing Authority Register with no changes.

2016 Annual Report from Pension Fund Board of Trustees to Board of Governors

Real Estate: In December 2016, the BoT approved an investment of US\$50 million to Morgan Stanley Prime Property Fund and an investment of US\$35 million to Landmark Real Estate Partners Fund VIII.

Equity Manager Structure: In December 2016, the BoT approved a Core/Satellites equity manager structure to replace the current geographically based structure.

Carbon Footprint: In December 2016, the BoT directed the staff to develop a suggestion for what the measurement of carbon assets is and to identify one or more consultants to define what that will be and what the timelines are for the first level report and what the likely costs are for doing that.

Pension Fund Financial Statements: In April 2016 the BoT approved the audited financial statements for the Pension Fund at December 31, 2015 and reappointed Ernst & Young as the auditor for the Pension Fund.

SCIP Appointments: Robert MacDermid and Mary Condon were reappointed to SCIP in 2016. Harry Gibbs resigned from SCIP in May 2016 after 15 years of service.

Pension Fund Operating Budget: In December 2016 the BoT approved the 2017 Pension Fund operating budget for investment expenses.

Monitoring

During 2016, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2015 Annual Report from SCIP for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

Audited Financial Statements

The Financial Statements for the Pension Fund at December 31, 2016, audited by Ernst & Young, are attached.

Attachments

Signing Authority Register

Statement of Investment Policies and Procedures

Audited Financial Statements for the Pension Fund as at December 31, 2016

York University Pension Fund Signing Authority Register

September 2015

	Description	Approval Authority	Execution Signatories ¹
Payments from the Pension Fund			
Reimbursement to York University for pension expenses ²	Fees for investment management, custodial, consulting, legal, audit, and pension administration services; salaries and benefits for pension staff, annual regulatory filing fees, and other misc expenses	As per the Pension Fund Operating Budget approved annually by the Pension Fund Board of Trustees	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Investment Instructions ³	Capital calls, rebalancing, currency hedging settlements, global markets documentation	As per the Statement of Investment Policies & Procedures and/or Manager Mandates	Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>and</u> Director, Pension Fund <u>or</u> Assistant Vice-President, Finance & CFO <u>or</u> Treasurer <u>or</u> Comptroller <u>or</u> Vice-President, Finance & Administration
Benefit Payments ⁴	Initial pension payment, lump sum payments	As per the terms in the Pension Plan text	Associate Director, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>and</u> Associate Director, Pension & Benefits <u>or</u> Pension Administration Specialist <u>or</u> Pension & Benefits Support Specialist <u>or</u> Director, Pension Fund <u>or</u> Treasurer
Documents and Agreements⁵			
Investment Policy Documents	Statement of Investment Policies and Procedures, Investment Beliefs	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Director, Pension Fund
Pension Fund Financial Statements	Audited Financial Statements	Pension Fund Board of Trustees	Chair, Pension Fund Board of Trustees <u>and</u> Vice President, Finance & Administration
Manager Mandates	Includes investment guidelines and constraints, performance expectations, reporting requirements	Sub Committee on Investment Performance	Chair, Sub-Committee on Investment Performance <u>and</u> Director, Pension Fund
New third party agreements with York University for pension investment services, under jurisdiction of Pension Fund Board of Trustees ⁶	Investment Management Agreements, other contracts	Pension Fund Board of Trustees	Director, Pension Fund <u>and</u> Assistant Vice-President, Finance & CFO
			cont'd...

York University Pension Fund Signing Authority Register

September 2015

Contracts related to investments in private Limited Partnerships	Limited Partnership Agreements, Subscription Agreements, Side Letter Agreements, other related contracts	Pension Fund Board of Trustees	Director, Pension Fund <u>and</u> Assistant Vice-President, Finance & CFO
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- ¹ Two different signatories are required for everything
 - ² Expenses paid out of CIBC Mellon operating account
 - ³ Transfers between CIBC Mellon investment manager accounts
 - ⁴ Paid from CIBC Mellon operating account
 - ⁵ Does not involve any payments out of the Pension Fund
 - ⁶ Pursuant to Supply of Services Agreement between York University and the Pension Fund Board of Trustees (June 2010)



YORK UNIVERSITY PENSION FUND
Ontario PBA Reg. No. 0329763

**STATEMENT OF INVESTMENT POLICIES
AND PROCEDURES**

December 2015

Approved and adopted by York University Pension Fund Board of
Trustees on December 9, 2015.

A handwritten signature in blue ink, appearing to read "R. Williamson", written over a horizontal line.

Randy Williamson
Chair, Pension Fund Board
Of Trustees

A handwritten signature in blue ink, appearing to read "L. Fields", written over a horizontal line.

Leona Fields
Director, Pension Fund

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Section I – Introduction

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

Section II – Overview of the Fund

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

Section III – Governance and Administration

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

Section IV – Asset Classes Eligible for Investment

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

(a) **“Equity”**

- Securities publicly traded and listed on recognised Canadian, foreign, and emerging markets stock exchanges including, but not limited to, common shares, convertibles, instalment receipts, depositary receipts, exchangeable shares, share purchase warrants, limited partnership units, income trusts, and preferred shares;
- Units in real estate investment trusts.

(b) **“Fixed Income”**

- Bonds, real return bonds, debentures, notes, or other debt instruments of domestic, and foreign issuers;
- Asset-backed securities;
- Mortgage-backed securities;
- Convertible or other hybrid debt instruments;
- Term deposits or similar instruments of licensed trust companies and banks.

(c) **“Real Assets (Real Estate or Infrastructure)”**

- Open or closed-end pooled funds structured as participating debentures, or shares of corporations or limited partnerships formed to invest in real assets
- Investments in securities of publicly traded real estate companies and publicly traded real estate investment trusts (“REITs”) or Infrastructure are considered Equity and not Real Assets.

(d) **“Cash and Cash Equivalentents”**

- Deposits with banks or trust companies with a term to maturity of one year or less;
- Money market securities with a term to maturity of one year or less;
- Floating rate notes.

(e) **“Derivatives”**

- May be used to hedge (i.e., reduce), fully or partly, any investment risk, including market, interest rate, credit, liquidity, and currency risk; or
- To replicate direct investments in the underlying assets or groups of assets (e.g., indices) so as to achieve some advantage of lower cost, transactional ease, or market exposure.

Section V – Return Considerations

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

Section VI – Asset Allocation Guidelines

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

Asset Class	Investment Policy Portfolio (% of total fund)	Minimum	Maximum
Equity	50%	45%	65%
Total Equity¹	50%	45%	65%
Global Fixed Income ²	10%	0%	15%
Canadian Fixed Income	20%	15%	25%
Cash	0%	0%	10%
Total Debt	30%	25%	35%
Real Estate	10%	0%	15%
Infrastructure	10%	0%	15%
Total Real Assets³	20%	0%	30%

¹ Equity may include Canadian, US, International, and/or Global mandates

² Global Fixed Income funds valued in foreign currency will be 100% hedged to Canadian dollars

³ Real Asset funds valued in foreign currency will be 50% hedged to Canadian dollars

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

Section VII – Portfolio Diversification and Constraints

- 7.1 The Committee shall ensure that the diversification requirements in each Manager’s Mandate or Investment Policy, in combination with the amount of assets allocated to each Manager or Pooled Fund, are consistent with the limits outlined in this Section.
- (a) Unless otherwise indicated, all percentages used in this Section shall be calculated by
 - (i) using market values at the time, and
 - (ii) including any exposure gained through the use of Derivatives.
- 7.2 The Fund shall comply with all quantitative constraints documented in the Act, and all investments shall be made in accordance with the Code of Ethics and Standards of Practice of the CFA Institute.
- 7.3 In respect of the Equity portfolios of the Fund:
- (a) All holdings shall be listed on a public exchange or convertible or exchangeable into such securities;
 - (b) Holdings shall be diversified by company, region, industry, currency and country; however, consideration may be given to the relative sizes of economic activity and stock market capitalization.
- 7.4 In respect of the Fixed Income portfolios of the Fund:
- (a) The duration of the Fixed Income allocation shall be maintained between 12 years and 18 years.
 - (b) The government Fixed Income allocation will be invested in issues of the Government of Canada, one of the provinces of Canada, or a high quality foreign government rated paper.
 - (c) The corporate Fixed Income allocation will be diversified by company, regions, industry and country: however, consideration may be given to the relative size of the opportunity set in different countries. To ensure liquidity, the corporate Fixed Income allocation will maintain an overall average credit quality of at least “A” with the underlying issues rated by a recognized agency or agencies.

7.5 In respect of the Real Asset portfolios of the Fund:

- (a) No direct holdings in real assets are permitted.
- (b) The portfolio will be diversified by industry, company, region and country; however, due to the illiquid nature of these asset classes it may take time to build out this diversification.

7.6 In respect of Cash and Cash Equivalents of the Fund or any Pooled Fund, deposits with banks or trust companies must be rated “A” or better or be with institutions that have a long-term rating of “A” or better.

7.7 In respect of Derivatives:

- (a) Any use of Derivatives must be in accordance with a policy that has been specifically considered and approved by the Trustees, whether done directly in a Segregated Fund or in a Pooled Fund.
- (b) Derivatives may be used only to:
 - (i) create an asset mix position within the ranges and among the asset classes set out in this Policy;
 - (ii) adjust the duration and/or credit exposure of the Fixed Income portfolio within the ranges set out in this Policy;
 - (iii) replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
 - (iv) create an exposure to securities that are otherwise permitted under this Policy;
 - (v) manage the currency exposure of foreign assets; or
 - (vi) reduce risk as part of a hedging strategy.
- (c) Derivatives may not be used to create exposures that would not otherwise be permitted under this Policy or which would be outside the limits under this Policy had the exposure been obtained in the cash markets.
- (d) All collateral held in connection with any Derivative shall comply with the requirements of this Policy for Cash and Cash Equivalents.
- (e) Any Manager investing in Derivatives must determine the market value of that Manager’s exposures on a daily basis.

- 7.8 Environmental, Social, and Governance (“ESG”) factors are incorporated into the investment policies.
- (a) The Fund’s Sustainable Investing Principle states: “Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that the Fund shall provide sustainable investment performance over the long term. The Fund will continue to monitor sustainable investing practices and evaluate whether an allocation or specific criteria are worthy of inclusion, considering potential return enhancement, cost, resource requirements and other relevant factors”.
 - (b) ESG factors encompass a broad range of issues in addition to traditional financial and risk analysis. ESG factors are applied within the Manager portfolios, however, the particular factors and risks assessed differ depending on the Mandate. The determination and evaluation of relevant ESG factors is delegated to the Fund’s Managers, to be used in the risk assessment and investment decision making process as deemed appropriate, considering their particular Manager Mandate. A description of each Manager’s approach to the integration of ESG factors has been documented and is contained under separate cover.

Section VIII – Loans and Borrowing

- 8.1 No part of the Fund assets shall be loaned to any party, with the exception of Security Lending as implemented within a Pooled Fund held by the Fund.
- 8.2 Money shall not be borrowed on behalf of the Fund and the Fund assets shall not be pledged or otherwise encumbered in respect thereof.
- 8.3 The Fund's Managers may use short-selling from time to time.

Section IX – Valuation of Investments

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

Section X – Conflicts of Interest & Related Parties

10.1 Conflicts of Interest

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

10.2 Related Party Transactions

- (a) Any transactions with a Related Party as defined by the Act, other than an investment in securities issued by the Related Party must be required for the operation or administration of the Fund and be on terms and conditions that are not less favourable to the Fund than market terms and conditions at the time of the transaction.
- (b) Securities issued by Related Parties may only be held if
 - (i) selected by a Manager acting independently within a Pooled Fund that complies with applicable requirements in the Act; and
 - (ii) such investments will be considered nominal or immaterial and constitute in the aggregate less than 5% of the market value of that Pooled Fund. In assessing whether the value of a transaction is nominal

or immaterial, two or more transactions with the same Related Party shall be considered as a single transaction.

- (c) Managers shall provide their internal policies and guidelines on Conflict of Interest and personal trading.

Section XI – Voting Rights

- 11.1 With the exception of the Canadian equity portfolios, the responsibility of exercising and directing voting rights acquired through the Fund’s investments shall normally be delegated to the Manager, who shall be required at all times act prudently and in the best interests of the beneficiaries. For the Canadian Equity portfolios, the responsibility to vote proxies is delegated to an independent professional proxy voting service provider (“Voting Agency”).
- 11.2 The Managers and the Voting Agency shall maintain a record of how the Fund’s voting rights have been exercised and provide a copy of such record annually.
- 11.3 The Managers shall be required to advise the Committee and provide details in advance of the vote when the Manager has acquired on behalf of himself and his clients securities to which are attached 10% or more of the voting rights of that class of securities.
- 11.4 The Committee reserves the right to direct, or override, the voting decisions of a Manager or the Voting Agency, if in its view such action is in the best interests of the Fund and its beneficiaries.
- 11.5 It is recognized, however, that the above constraints and policy on voting rights may not be enforceable to the extent that part of the Fund assets is invested in Pooled Funds. Nonetheless, the Manager of a Pooled Fund shall be required to act prudently and in the interests of such Pooled Fund and its investors, and shall be required to provide a copy of that Pooled Fund’s voting rights policy to the Committee.

Section XII – Monitoring

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

Section XIII – Policy Review

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

York University Pension Plan

Funding Valuation Summary as at December 31, 2016 and Related Developments

Valuation Highlights

- York University was approved for Stage 2 Solvency Funding Relief for Certain Public Sector Pension Plans.
 - On October 31, 2016, the Ontario government provided additional solvency relief for Certain Public Sector Pension Plans. The actuarial valuation report prepared and filed as at December 31, 2016 reflects the subsequent solvency funding relief to stage two.
 - Actual minimum contribution requirements for 2017 to 2019 are based on this report until a new valuation report is filed.
 - The next actuarial valuation required to be filed with the regulators is as at December 31, 2019.
- Valuation results as at December 31, 2016 show improvement in the going-concern funded position due to another year with a favorable fund return (7.56% for 2016). The solvency position also improved as at December 31, 2016 primarily due to an increase in the annuity purchase proxy rate since December 31, 2015.
- Going concern funded status improved from an excess of \$115.9 million at December 31, 2015 to an excess of \$139.5 million at December 31, 2016.
- Solvency deficiency declined from \$170.9 million at December 31, 2015 to \$116.7 million at December 31, 2016. This is still higher than the solvency deficiency in the last filed valuation report as at December 31, 2013 of \$109.3 million.
- Based on the December 31, 2016 valuation results, the 2017 actuarial cost of benefits (excluding employee contributions) amount to \$38.8 million or 123% of employee contributions vs. 133% of employee contributions for 2016 as per the last filed valuation as at December 31, 2013.
- The December 31, 2016 valuation establishes York's funding obligation for 2017 to 2019. An annual special payment of \$4.08 million is required for 2017 and \$7.86 million is required for 2018 and 2019. This amount will continue into 2020 until the valuation as at December 31, 2019 is filed after which this new valuation will dictate York's ongoing funding obligation going forward.
- The going concern assumptions as at December 31, 2016 remain the same as those used in the December 31, 2015 valuation.
- For members who retired prior to January 1, 2015, the pensions payable were adjusted by 5.5043% effective January 1, 2017 based on a 4-year moving average of 11.8346%.
- For members retiring on or after January 1, 2015, the pensions payable were adjusted effective January 1, 2017 reflecting a 5-year moving average fund return incorporating backfill at 6% and, so, actual increases vary by cohorts of retirees and beneficiaries. As at January 1, 2017, there are 2 such cohorts with the increases ranging up to 0.2924% (there is no increase for retirees during the 2016 plan year).



Empower Results®

- The active membership in the plan decreased from 4,507 as at December 31, 2015 to 4,484 as at December 31, 2016.
- The number of retirees receiving pension benefits from the Plan increased by 106 to 2,410.
- The Pension Benefits Guarantee Fund (“PBGF”) Annual Assessment fee for 2016 is estimated to be \$662,900 based on the December 31, 2016 valuation report.

Developments

Broader Public Sector Solvency Relief

- On October 31, 2016, the government amended Ontario Regulation 178/11 under the Pension Benefits Act (i.e., Regulation 350/16) to implement additional solvency funding relief to stage two for certain broader public sector pension plans. The regulation requires:
 - 1) The amortization of the 25% of the difference between the solvency ratio and 100% over 7 years; and
 - 2) Interest on the 75% of the solvency deficiency not funded.
- The December 31, 2016 actuarial valuation reflects the additional solvency funding relief to stage two for certain broader public sector pension plans.

Solvency Funding Framework

- On May 19, 2017, the Ontario Ministry of Finance introduced substantial changes to pension funding rules in Ontario. The changes will reduce the solvency funding requirement to 85% of the solvency liability, with the trade-off being additional reserves required for the going concern funding valuation. This new solvency framework proposed by the government would, however, require changes to the Pension Benefits Act and its accompanying regulations before it can be enacted.
- On June 29, 2017, transitional measures were introduced through Regulation 225/17 to provide solvency relief until the new funding framework is finalized later in 2018.
 - These transitional measures provide that for valuations dated on or after December 31, 2016 and before December 31, 2017, plan administrators have the option to defer the start of any new solvency deficiency payments for up to 24 months (this new option is Option 8 under the regulations).
- Note that broader public sector plans that qualified for Stage 1 or Stage 2 relief, and certain named plans are excluded from being eligible for Option 8 solvency relief. Therefore, York University can only defer the start of any new solvency deficiency payments for up to 12 months not 24 months.
- How the new rules will impact pension plans in the broader public sectors, such as York University, remains to be seen but the effect would be tangible and likely favourable.

Employer's Actuarial Cost of Future Benefits

	2017		2018		2019	
	(000's)	% of Member Required Contributions	(000's)	% of Member Required Contributions	(000's)	% of Member Required Contributions
Money Purchase	\$ 31,390	100%	\$ 32,646	100%	\$ 33,952	100%
Minimum Guarantee	\$ 6,378	20%	\$ 6,633	20%	\$ 6,898	20%
Expense Loading	\$ 1,000	3%	\$ 1,000	3%	\$ 1,000	3%
Grand Total	\$38,768	123%	\$ 40,279	123%	\$ 41,850	123%

Financial Position on Going Concern basis (000's)

	December 31, 2016	December 31, 2015 ¹	December 31, 2014 ²
Market Value of Assets	\$ 2,314,158	\$ 2,162,355	\$ 1,992,443
Money Purchase Accounts	\$ 1,090,091	\$ 1,036,951	\$ 978,420
Defined Benefit Assets	\$ 1,224,067	\$ 1,125,404	\$ 1,014,023
Pensioner Liability	\$ 991,338	\$ 920,144	\$ 856,600
Other Member Minimum Guarantee Liability	\$ 93,262	\$ 89,377	\$ 99,800
Excess/(Unfunded Liability)	\$ 139,467	\$ 115,883	\$ 57,623

¹ For information purposes only based on results of the December 31, 2015 valuation; minimum required contributions for 2016 were based on the December 31, 2013 actuarial valuation report.

² For information purposes only based on results of the December 31, 2014 valuation; minimum required contributions for 2015 were based on the December 31, 2013 actuarial valuation report.

Significant Actuarial Assumptions on Going-Concern Basis

Interest Rate	5.75% per year (net of investment expenses only)
Salary Scale	Active Members: 4.00% per year Disabled Members: 2.00% per year Suspended Members: 0.00% per year
Increase in YMPE	3.00% per year
Increase in Maximum Pension Limits	Limits prescribed up to 2017 and indexed at 3.00% per year starting in 2018
Mortality	90% of the 2014 Canadian Public Sector Pensioners Mortality Table (CPM2014Publ) with improvement scale CPM-B
Retirement Age	Retirement rates for each age from 55 to 70 based on plan experience
Termination Rate	Based on 2004-2006 liability-weighted plan experience
Conversion Factors	Same table as mortality assumption above (unisex 55% male and 45% female) with 6% interest rate
Non-Investment Expenses	\$1,000,000
Non-reduction Reserve	Post January 1, 1992 special non-reduction reserve contribution account plus further levy against money purchase accounts at retirement reduced by subsidized “excess interest” pension benefits
Deferred Indexing Reserve	Reflects projected future changes in pensions related to past fund returns and future anticipated returns of 5.75% per annum for those retired prior to January 1, 2016

Board of Governors

Memorandum

To: Board of Governors

From: David McFadden, Chair, Governance and Human Resources Committee

Date: October 3, 2017

Subject: 2016 Annual Employment Equity Statistical Report

Report

The following is an overview of York University's 2016 Annual Statistical Employment Equity Report.

This report highlights representation at York University for the four designated groups – women, aboriginal (indigenous) persons, visible minorities (racialized) and persons with disabilities, under the Employment Equity Act. The report also speaks to anticipated diversity and inclusion related initiatives at York, for 2017 and beyond.

When the academic and non-academic employee groups are examined separately, pockets of under-representation are found at the Employment Equity Occupational Group (EEOG) level, across various parts of the University. As of December 31, 2016, as per previous years, the major area of under-representation is visible minorities (racialized) among non-academic employees, and women in areas that include skilled crafts, trades, and supervisors. These significant gaps will be looked at during York's employment systems review (ESR) in 2017/2018. The employment systems review (ESR) was an organizational requirement in the Federal Contractors Program (FCP). It continues to be adopted by many Universities in Canada. It is a review of each area within an employment life cycle i.e. recruitment, selection, training & development, promotion, retention, accommodation and termination, of non-academic staff, to determine if there are barriers to attracting and retaining the best qualified diverse talent.

The next Workforce Analysis conducted will have an effective date of December 31, 2017. The Workforce Analysis (required by the FCP), is an analysis of each designated group pan university. The results of the analysis are reported annually in the Employment Equity Statistical report.

Board of Governors

The survey return rate for CUPE 3903 continues to be low. The survey is conducted bi-annually via email to approximately 3400 CUPE 3903 employees. The return rates by Unit ranged from 6% to 67%, well below 80%. As a result, CUPE 3903 continues to be excluded from the University's overall statistics. Faculty Relations, with support from the Human Resources, will continue to work in partnership with CUPE 3903 on initiatives aimed at increasing the return rates of the Self-Identification Survey.

The report also refers to key accomplishments in 2016 and initiatives and activities planned for 2017 and beyond. To have an enhanced picture of York's demographics, efforts will continue to focus on collection and analysis of LGBTQ2 employment equity data and the collection and analysis of segregated Visible Minority (Racialized) data for all employee groups. There will be an increased focus on outreach activities for all equity seeking groups with a specific focus on Aboriginal (Indigenous) applicants. York University employees will also experience more educational opportunities with respect to diversity related topics, such as, selection committee training on the potential for bias in the selection, interview and hire process, and training on cultural competencies.

2016 Annual Employment Equity Statistical Report

1. Executive Summary

The 2016 Annual Employment Equity Report is a statistical summary of our progress to achieve representation of the four equity seeking groups under the Employment Equity Act: Women, Visible Minorities (Racialized), Aboriginal (Indigenous) Persons, and Persons with Disabilities. We look forward to providing representation data for the LGBTQ2 community in the 2017 annual report. The representation data used within the report continues to be compared to the 2011 external availability data provided by Statistics Canada. Representation rates for Employment Equity Occupational Groups (EEOG) institutionally, as well as, Divisions and Faculties at York University (“York”) are analyzed.

Trends for the past 3 years suggest Aboriginal (Indigenous) Persons continue to fall below the availability data institutionally, as well as Middle and Other Managers, Professionals and Semi-Professionals and Technicians categories. An employment systems review is in place to identify factors that may present barriers to hiring or advancement, at York University.

CUPE 3903 Units have again been excluded from this report as return rates for this group continue to be low. The return rates by CUPE Units range from 6% to 67%, above the 63% reported in the 2015 annual employment equity report but still well below the University’s goal of 80%. York continues to work with CUPE 3903 to increase survey return rates.

Key accomplishments aimed at advancing employment equity, diversity and inclusion in 2016 included:

- **Collection and preliminary analysis of LGBTQ2 Employment Equity data** for CUPE 3903 to have an enhanced picture of York’s demographics for CUPE 3903
- **Strengthening outreach to diverse communities** – continued relationship with local community organizations/resources to increase the number of diverse applications to York’s non-academic job postings
- **Continued networking** on a quarterly basis with equity professionals at other Canadian Universities to share best practices
- **Implementation** of, and/or support to, key human rights and employment equity events for York staff, faculty and students:
 - **Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE)** conference
 - **Anti-Racism** Talk Shops: during the fall of 2016 (4 sessions)
 - **Employment Equity and Retention** for Managers and Employees
- **Recruitment of Aboriginal (Indigenous) candidates** – first of two recruitment exercises specifically aimed at Indigenous candidates

The main areas of focus for 2017 and beyond include:

- **Collection and Analysis of LGBTQ2 Employment Equity data for all groups** to have an enhanced picture of York’s demographics

- **Collection and Analysis of segregated Visible Minority (Racialized) data for all groups** to have an enhanced picture of Visible Minority (Racialized) groups on campus
- **Continue implementation of an applicant tracking system** for non-academic hires to allow for a more robust method of tracking diverse applicants from point of application to hire/onboarding
- **Employment Systems Review** – through a partnership with Centre for Human Rights, Equity and Inclusion and Human Resources, will create a new position in the Centre for Human Rights, Equity & Inclusion, to focus on continued review of non-academic recruitment practices and policies to identify possible barriers to employment
- **Maintain Strategic Relationships** with professional networks and candidate communities to build and enhance the diversity of the talent pool at York with top priority being Persons with Disabilities and Aboriginal (Indigenous) applicants
- **Continued Collaboration** with CUPE 3903 to increase self-id survey rates
- **University Employment Equity Strategies** – continue to strengthen employment equity strategies for academic and non-academic employees; continue to raise community awareness; establish employment equity goals for individual units; leverage broader inclusion & diversity
- **Recruitment Training** – to remove the potential for bias in the selection, interview and hire process; addition of training programs on unconscious bias to existing training for academic and non-academic employee recruitment
- **Continued review of established written policies** to ensure written documents are inclusive
- **Review of current return rates**, particularly for VP Research and Innovation (Return Rate – 44%) and VP Advancement (Return Rate 58%); analysis of new updated survey data
- **Recruitment of Aboriginal (Indigenous) candidates** – second of two recruitment exercises specifically aimed at Indigenous candidates
- **Affirmative Action plan for the Vision: Science to Applications (VISTA) project** – funded by the Canada-First Research Excellence Fund, to assist in meeting government mandated and university equity objectives for the Grant. Will be applicable to appointments going forward
- **Tri-Agency Institutional Programs** – Secretariat developing Canada Research Chair (CRC) equity action plan which will set mandated equity requirements for CRC program. Final version of equity, diversity & inclusion action plan expected in 2017

2. 2016 Employment Equity Figures

2.1 Employment Equity Survey Return Rate

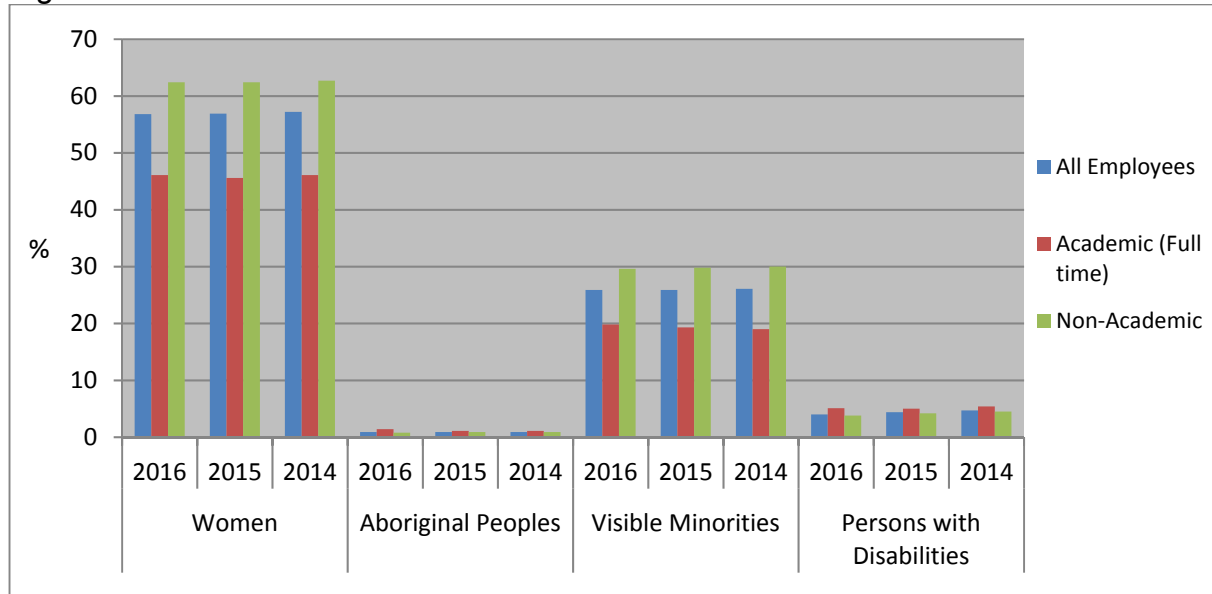
The average survey return rate in 2016 for employees across all Divisions is 72.5%¹ (see Appendix C for further details). Most divisions had return rates of over 80%, which is the

Federal Contractor’s Program (“FCP”) recommended minimum return rate with the exception of VP Research and Innovation and VP Advancement. Return rates for these two divisions will be reviewed and next steps will be established to increase return rates.

2.2 Overall Representation Rates

Summary of Representation Rates for Designated Groups, 2016², 2015, 2014

Figure 1:



2.3 Women

Similarly to December 31, 2015, over 56% of the employees at York were women (**Table 1**). This compares to an aggregated external availability figure of 53.0%. Internal representation figures continue to be relatively stable when compared to figures from 2015.

Within both the Academic and Non-Academic groups, the overall internal representation of women exceeded the external availability figures. The internal representation of women for the Academic group was 46.1% and the external availability was 44.7%. Within the Non-Academic group, the internal representation of women was 62.4% and the external availability was 56.7%.

¹ For the purpose of this report, the Canadian Union of Public Employees 3903 (“CUPE 3903”) and CUPE Exempt are excluded from the overall survey return rate calculation. CUPE 3903 Units had return rates below 67% (for further details see [Appendix H](#)).

² For the purpose of this report the total employee count in 2016 is 3940. Employees in CUPE 3903 and CUPE Exempt have not been included in this chart or subsequent charts and counts.

Figure 2a): York University: Representation of Women by Employment Equity Occupational Group (“EEOG”) on December 31, 2016

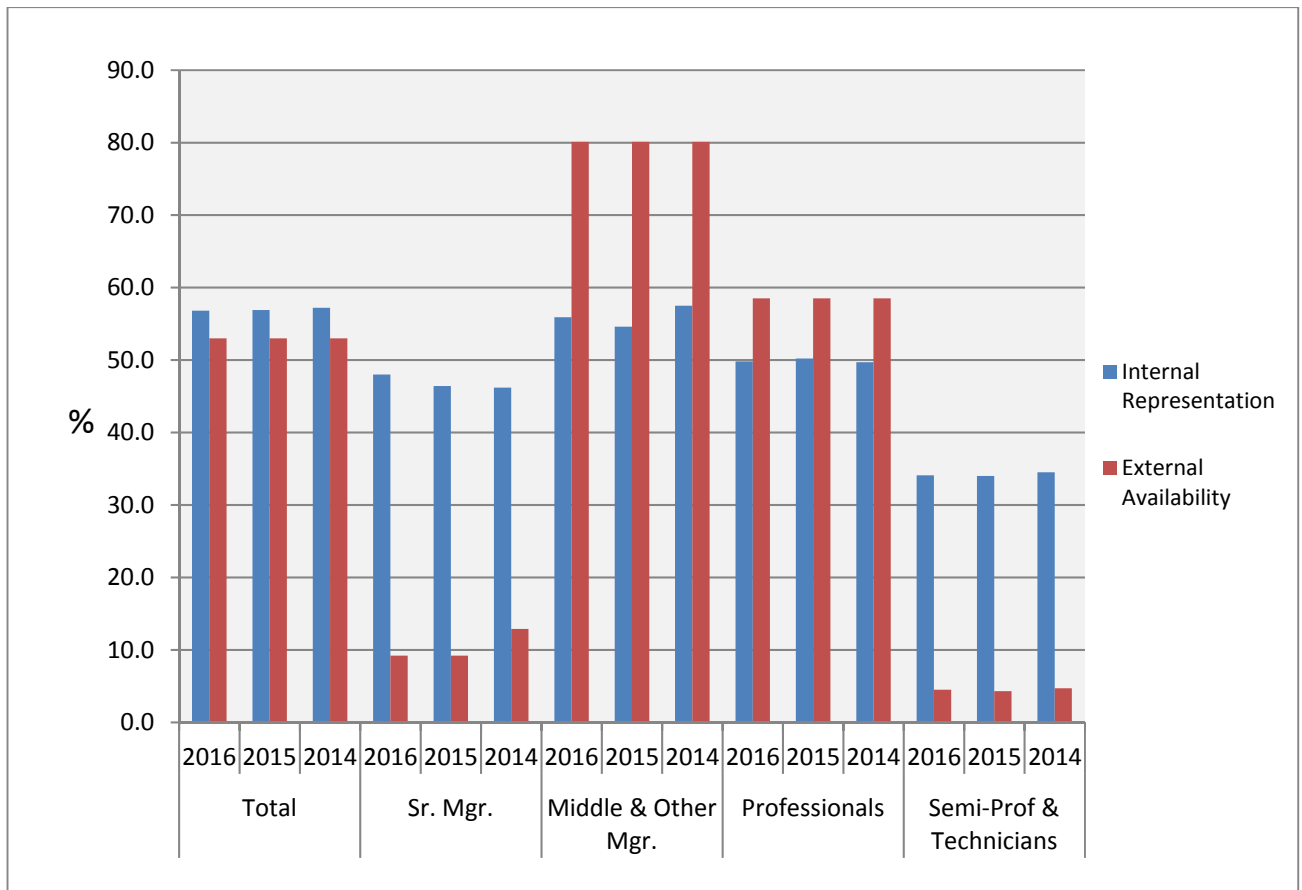


Figure 2b): York University: Representation of Women by EEOG on December 31, 2016 continued

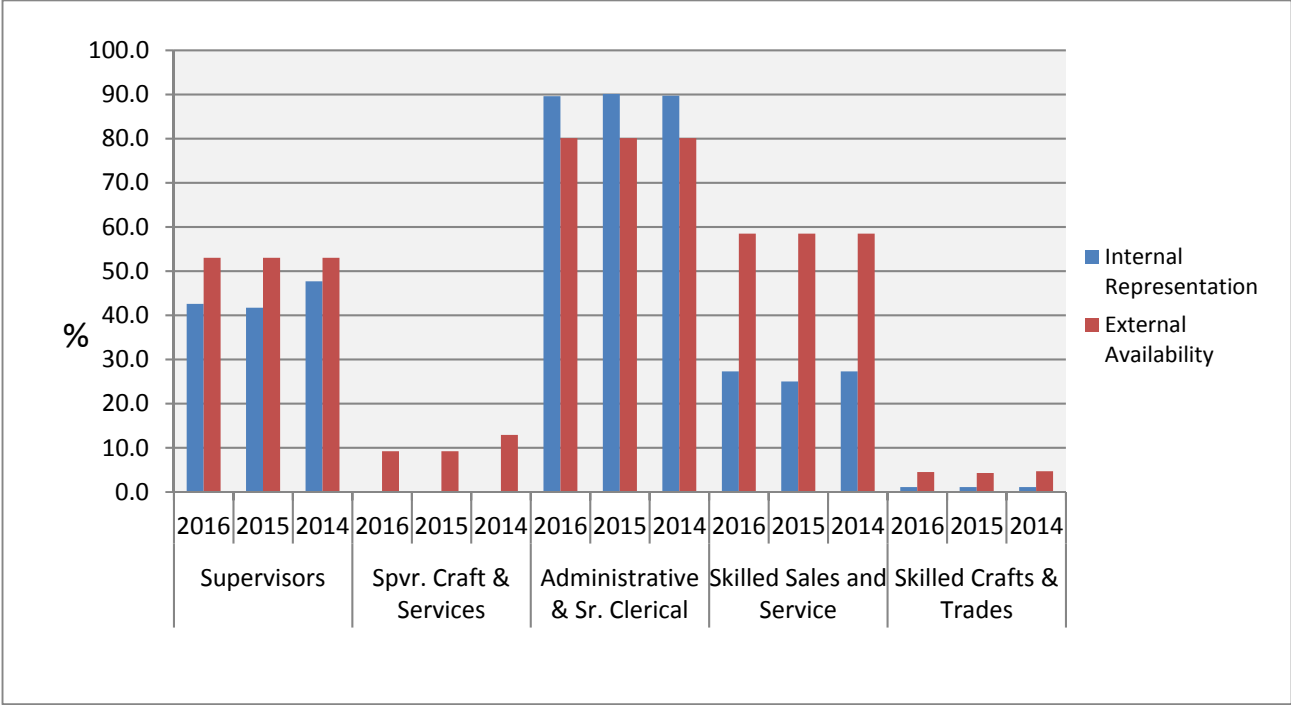
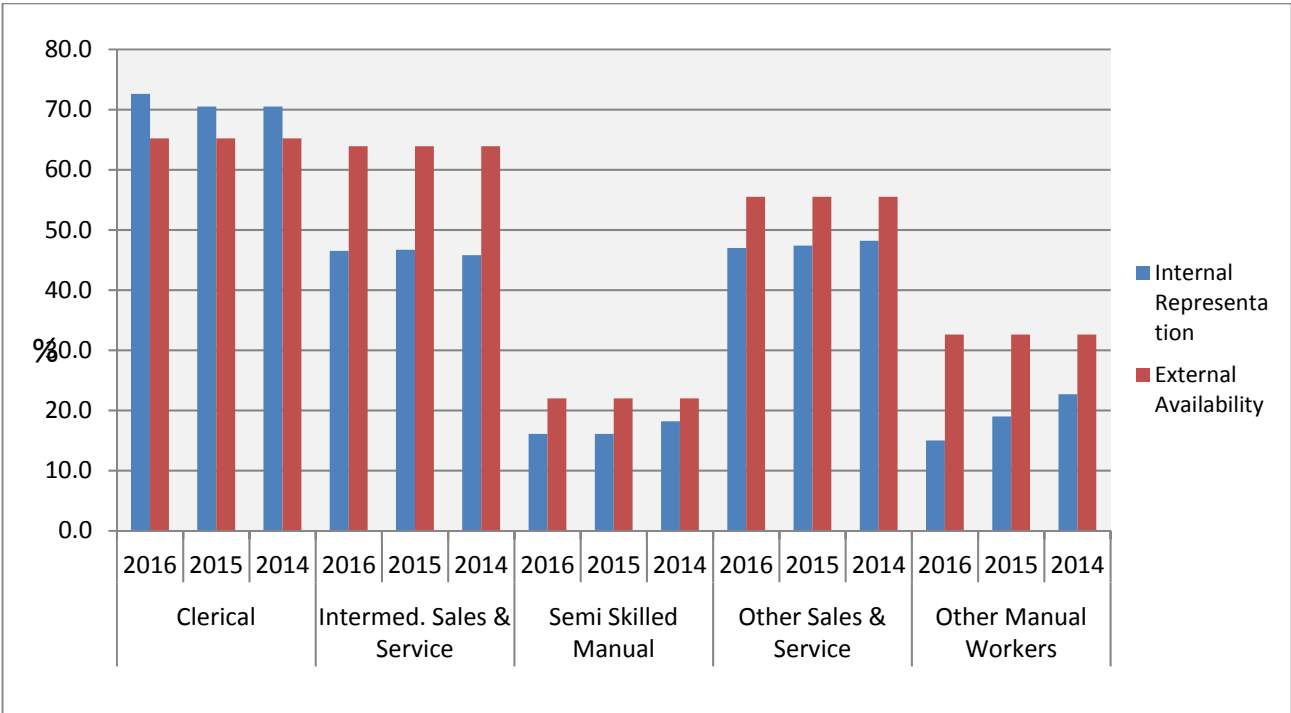


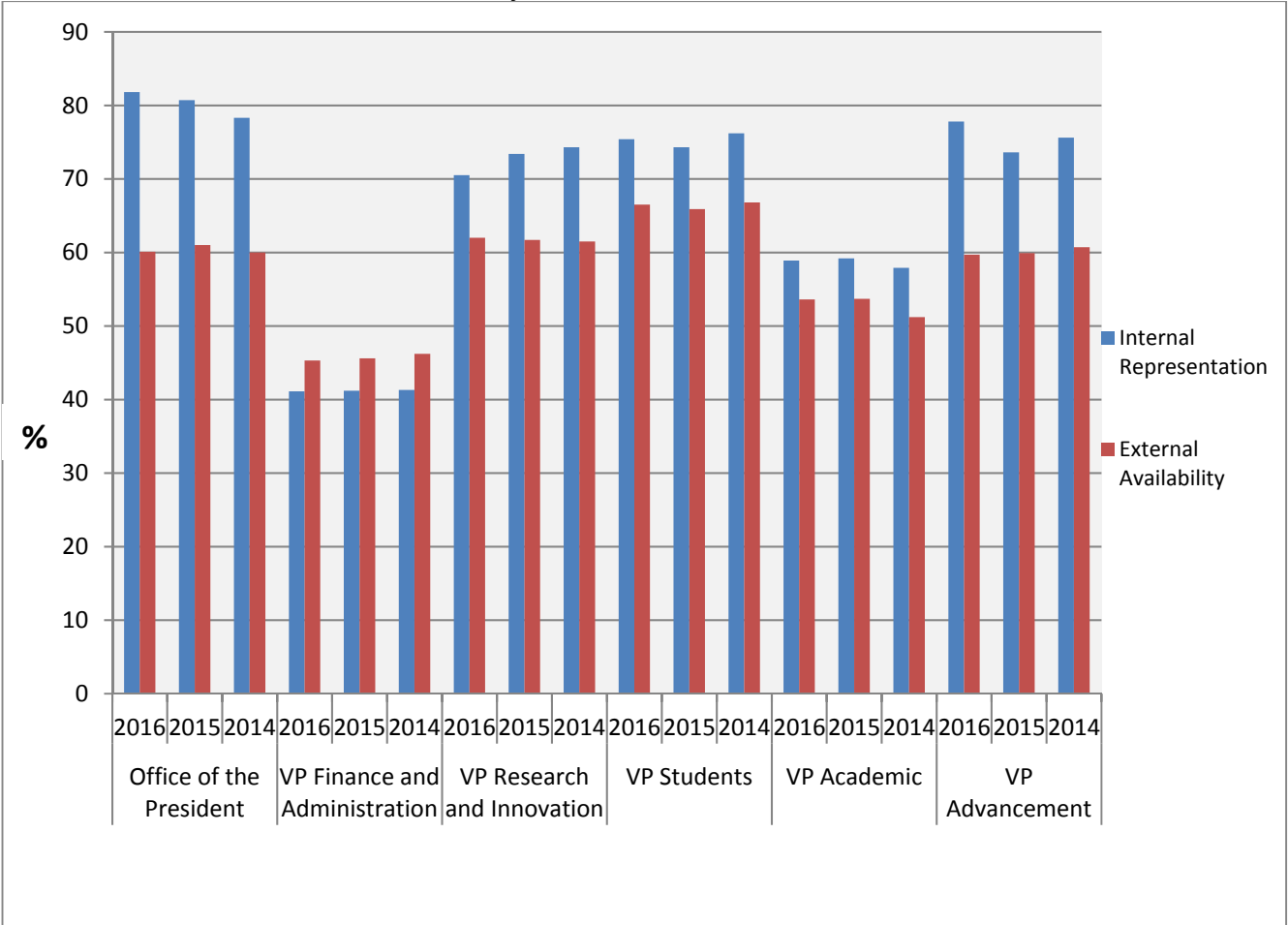
Figure 2c): York University: Representation of Women by EEOG on December 31, 2016 continued



2.3.1 Division and Faculty Representation of Women Analysis

There are six divisions within the University. Figure 3 illustrates the representation of women on December 31, 2016 for the six divisions. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Women continue to exceed the external availability in five out of six divisions.

Figure 3: York University: Representation of Women by Division at York University on December 31, 2016



Ten Faculties and the Libraries are included in the academic division. Representation for women for each of the Faculties and the Libraries has been provided in Figures 4 a) b) below. The figures include all academic and non-academic employee groups who work within the divisions, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for women exceed in eight out of 11 Faculties. Three year trend analysis for Liberal Arts and Professional Studies indicates a steady increase.

Figure 4a): York University: Representation of Women by Faculty at York University on December 31, 2016

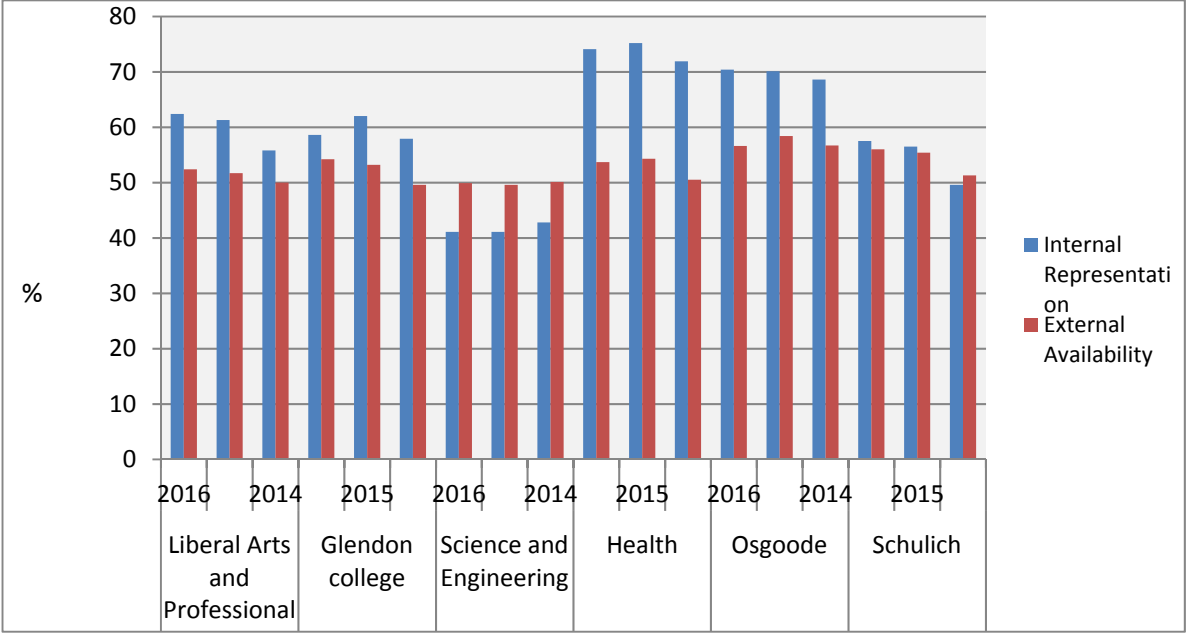
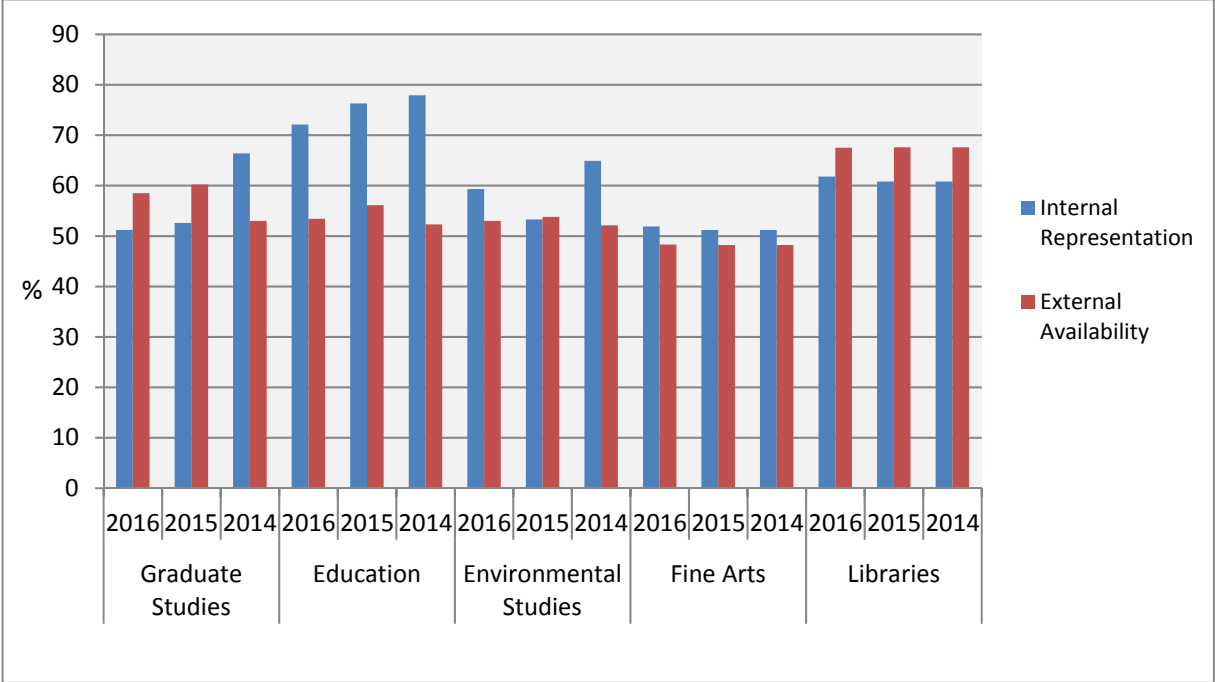


Figure 4b): York University: Representation of Women by Faculty at York University on December 31, 2016



2.3.2³ Hires, Promotions⁴ and Terminations⁵ Analysis

In 2016, women represented 59% of new hires, 47% of total promotions and 56% of total terminations. In comparison to 2015, total new hires for women increased by 2%, promotions for Women decreased by 3% and terminations remain unchanged.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

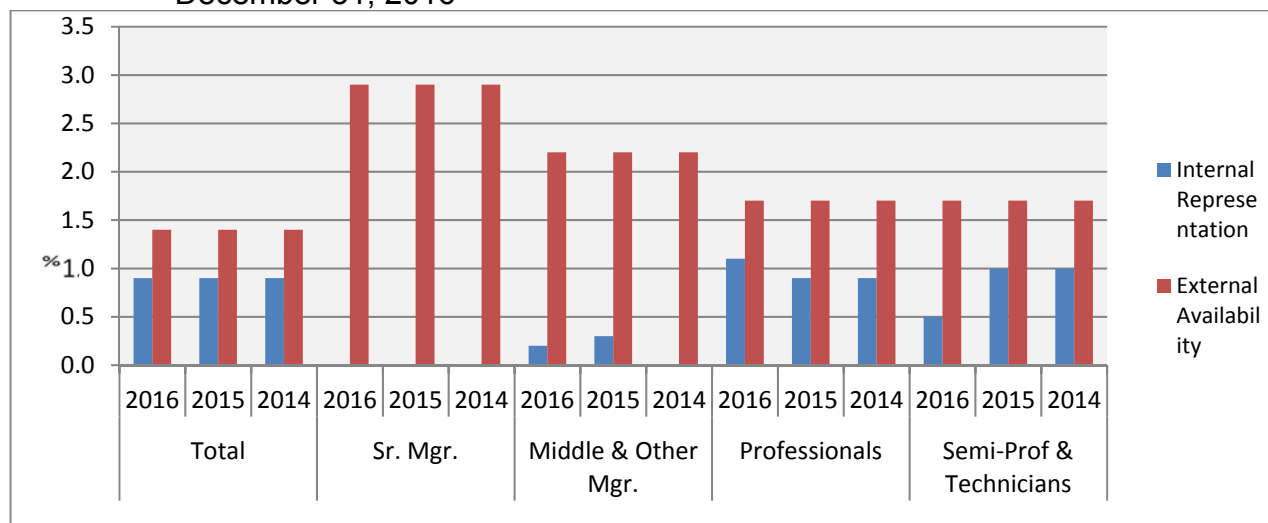
2.4 Aboriginal (Indigenous) Persons

As of December 31, 2016, 1.4% of the employee base identified themselves as Aboriginal (Indigenous) Persons (Figure 1). This compares to an external availability figure of 1.4%.

The Academic group has an internal Indigenous representation figure of 1.4% versus an external availability figure of 1.3%.

The Non-Academic group has an internal representation rate of 0.8% compared to the external availability rate of 1.5%.

Figure 5a) York University: Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2016



³ For fulltime Faculty, promotion indicates promotion in rank.

⁴ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁵ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Figure 5b) York University: Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2016

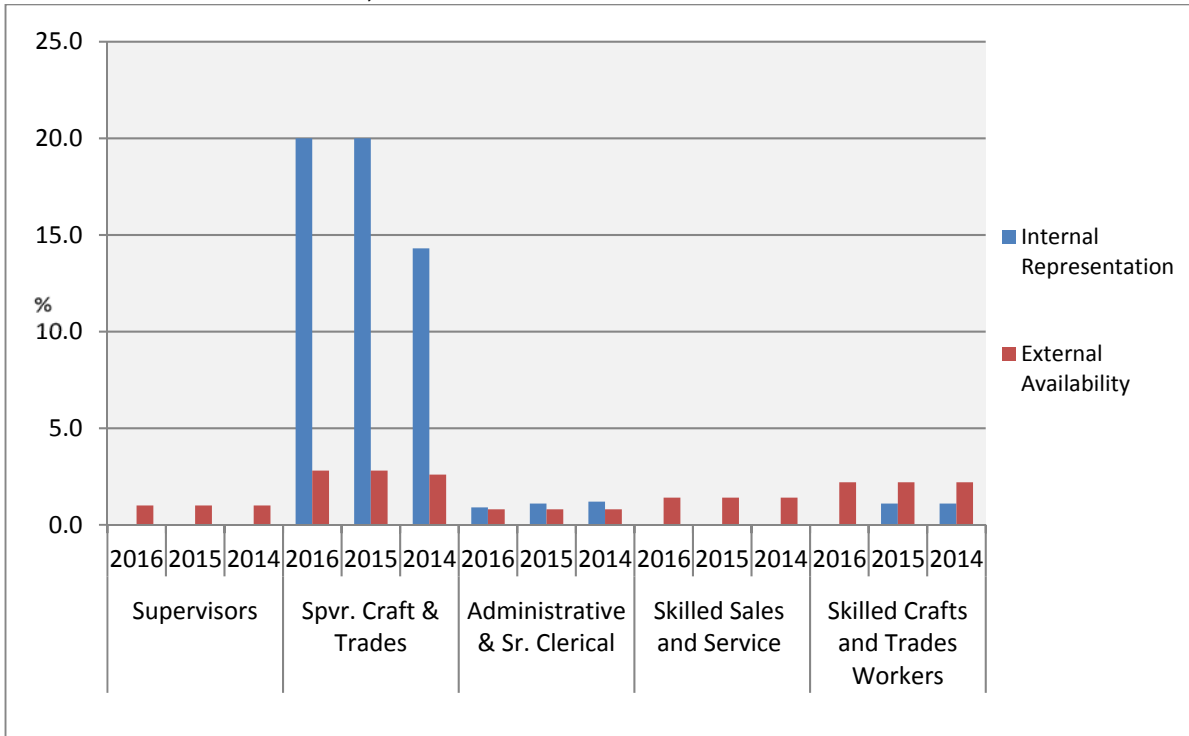
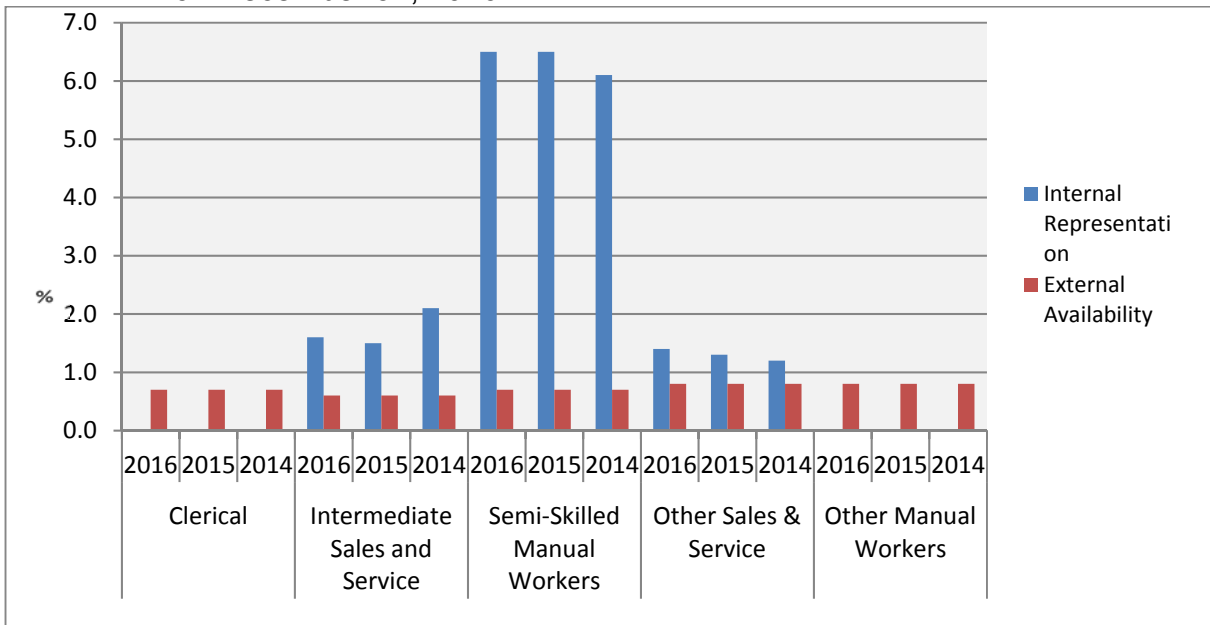


Figure 5c): York University: Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2016



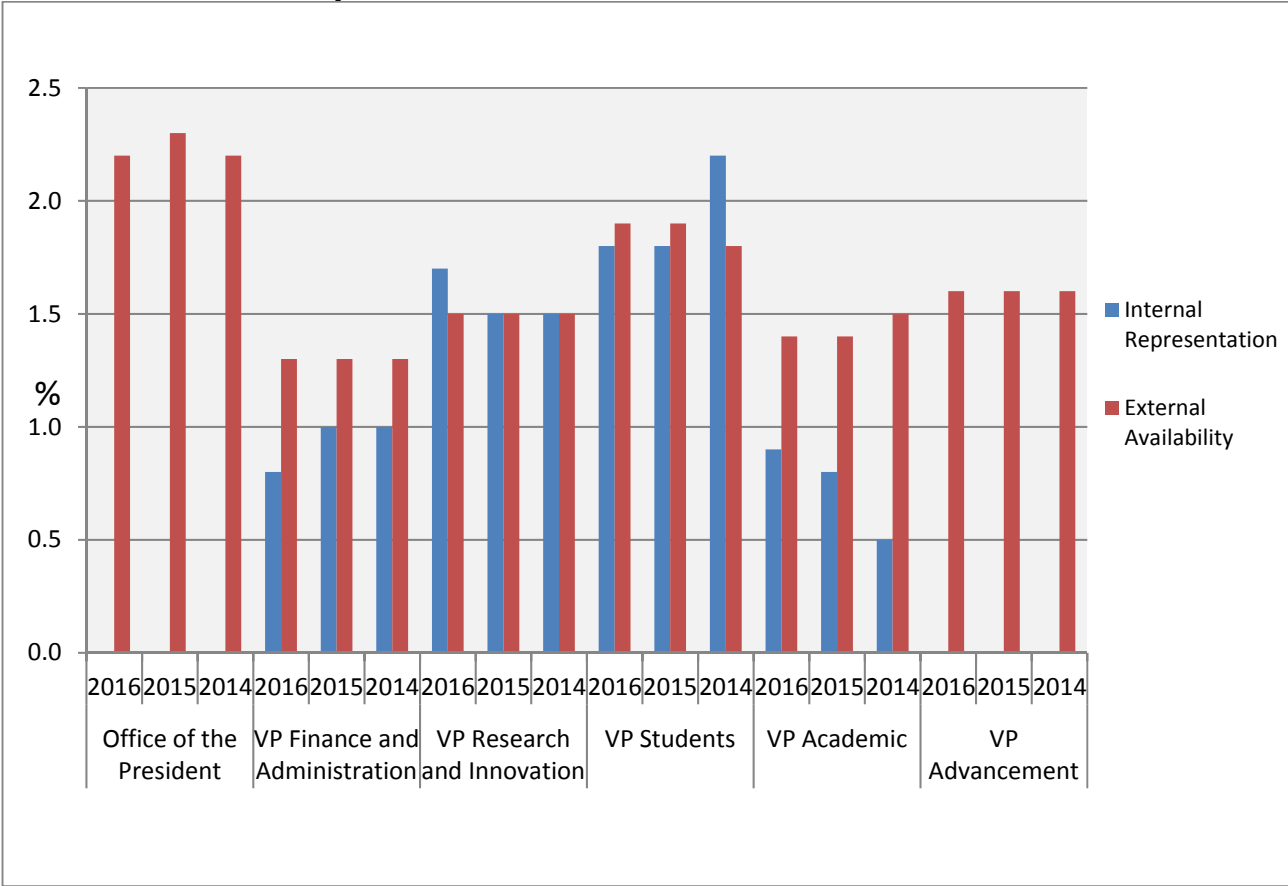
Aboriginal (Indigenous) Persons are not well represented within several EEOGs. There is significant underrepresentation from a University-wide perspective. In particular, there continues to be significant underrepresentation of Aboriginal (Indigenous) Persons in the Middle and other Managers Professionals and Semi-Professionals and Technicians EEOGs (see [Appendix D](#)). When the Academic and Non-Academic areas are split apart the Non-Academic

group has significant gaps in the Middle and Other Manager, Professional and Semi-Professionals and Technicians EEOGs. The Academic group has no significant gaps. Engagement strategies are being explored in partnership with the Centre for Aboriginal Services on campus i.e. outreach to external communities to increase applications and retention strategies

2.4.1 Division and Faculty Representation of Aboriginal (Indigenous) Persons Analysis

The following chart shows the representation of Aboriginal (Indigenous) Persons on December 31, 2016 for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 6: Summary of Representation Rates of Aboriginal (Indigenous) Persons by Division at York University



Ten Faculties and the Libraries are included in the academic Division. Representation for Aboriginals for each of the Faculties and the Libraries has been provided in Figures 7a) and b) on the following pages. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure7a): Summary of Representation Rates of Aboriginal (Indigenous) Persons by Faculty at York University

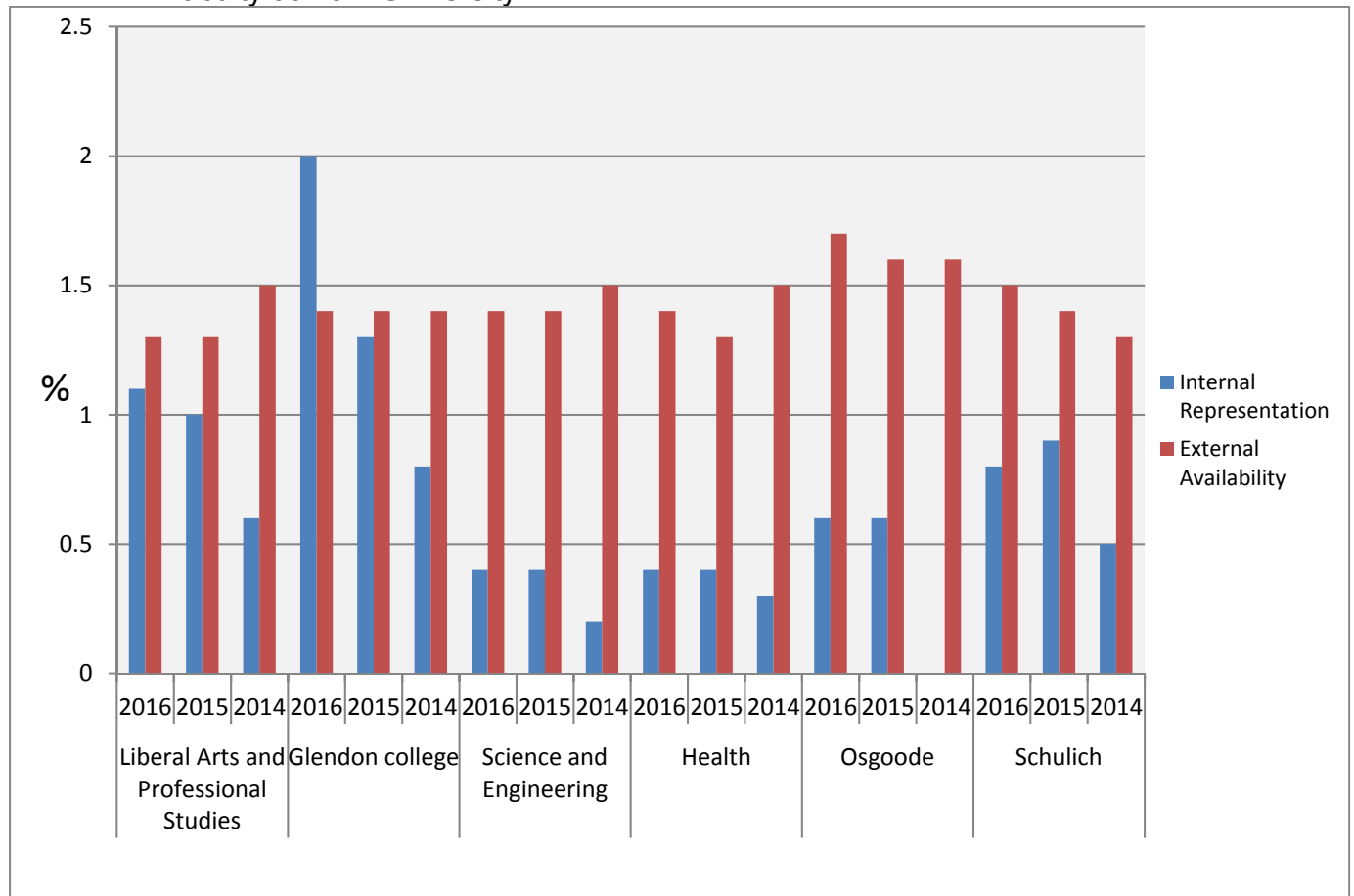
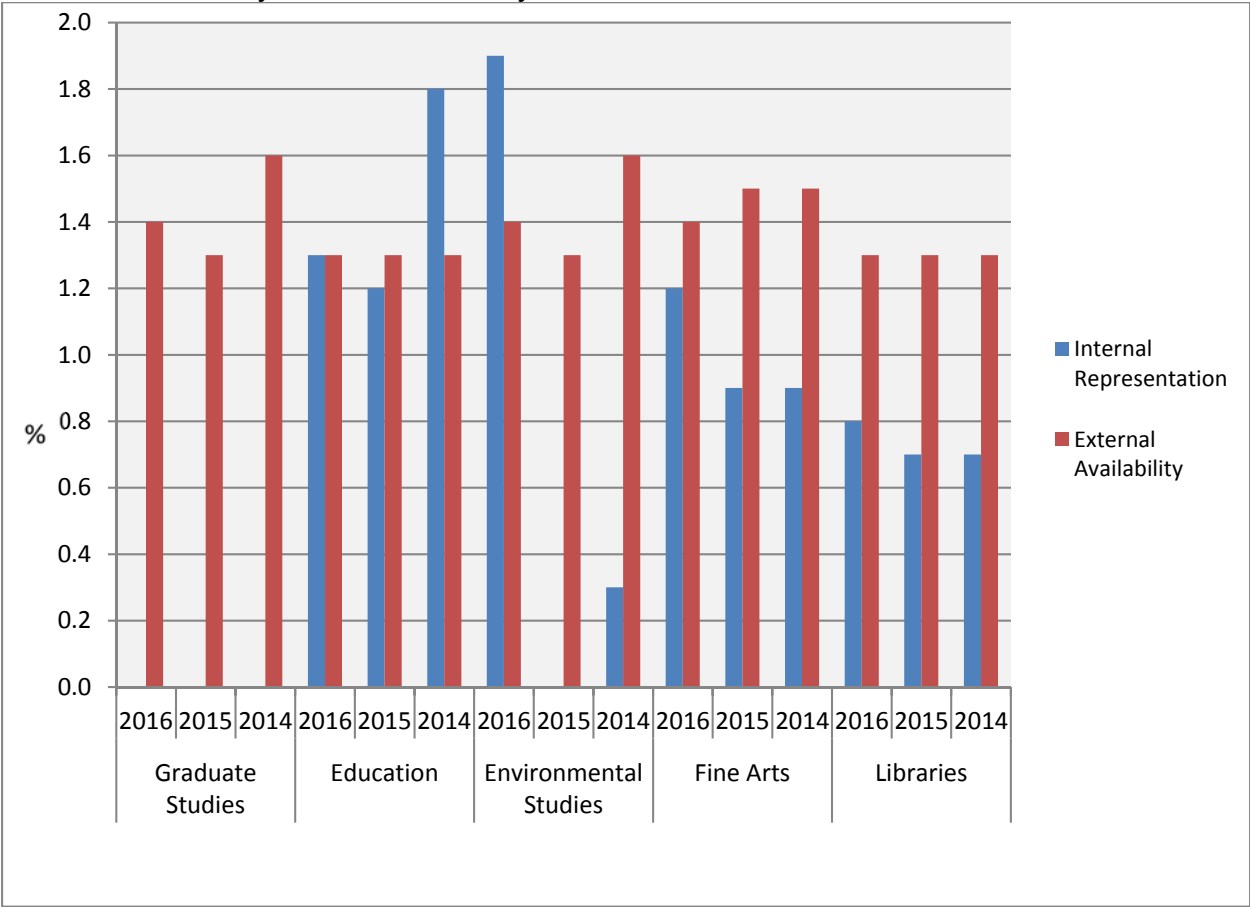


Figure 7b): Summary of Representation Rates of Aboriginal (Indigenous) Peoples by Faculty at York University



2.4.2 Hires, Promotions⁶ and Terminations⁷

Similarly to 2015, Aboriginal (Indigenous) Persons represented 1% of new hires, 3% of total promotions and 1% of total terminations. In comparison to 2015, total new hires for Aboriginals remained the same, promotions for Aboriginal (Indigenous) Persons decreased by 5% and terminations for Aboriginal (Indigenous) Persons remained the same.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G

⁶ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁷ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

2.5 Visible Minorities (Racialized)

At the end of 2016, the University had an internal representation for Visible Minorities (Racialized) of 25.9%, compared to an external availability of 28.2%. The Academic group had an internal representation of 19.8% (Figure 1) versus an external availability of 18.8%. The Non-Academic group had an internal representation of 29.6% versus an external availability of 32.2%.

Although trends for the past 3 years demonstrate Visible Minorities (Racialized) are highly represented as middle & other managers, professionals and semi-professionals & technicians positions at York, similarly to 2015, many of the EEOGs have significant underrepresentation for Visible Minorities (Racialized) on a University-wide level (see Appendix D) in Supervisors, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. The collection and analysis of desegregated Visible Minority (Racialized) data may provide different results.

Figure 8a): York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2016

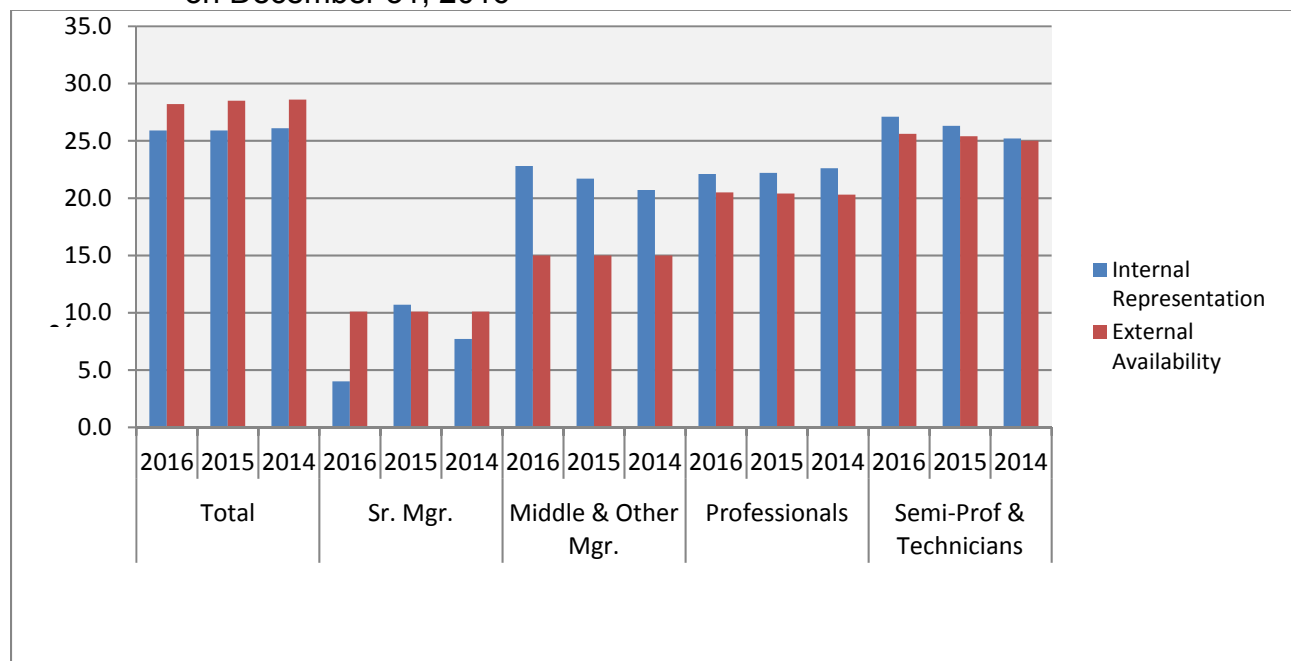


Figure 8b): York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2016

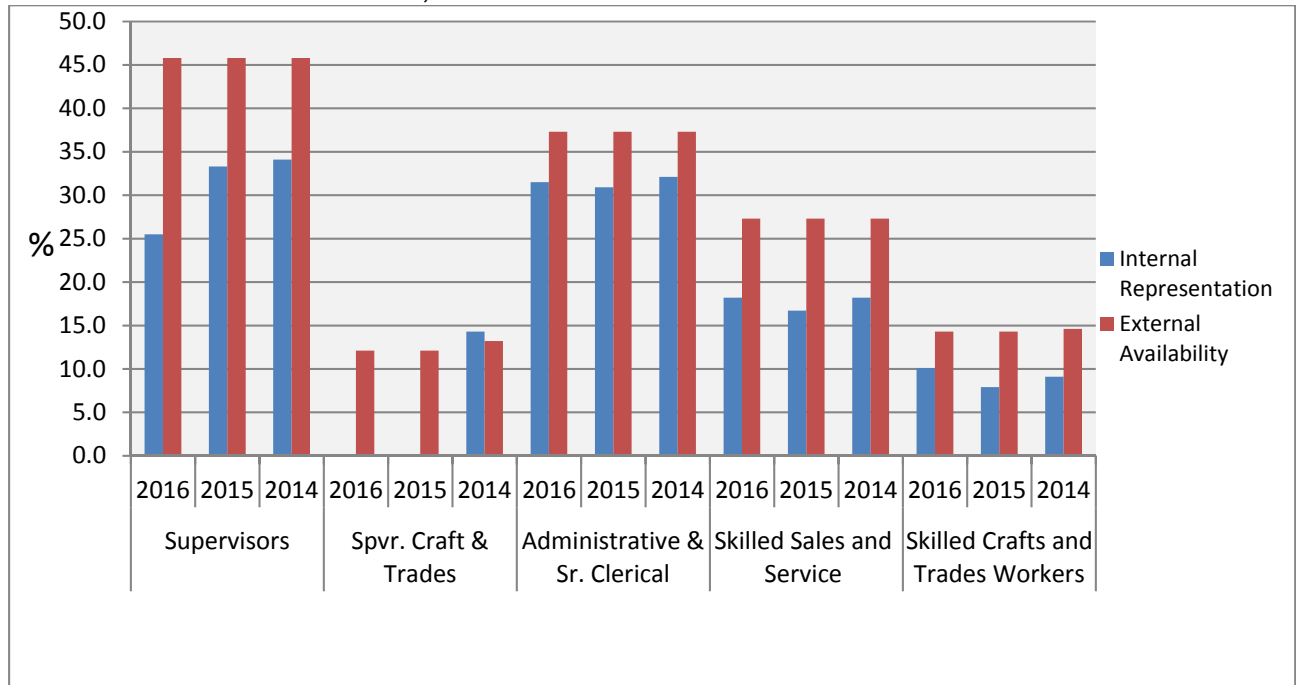
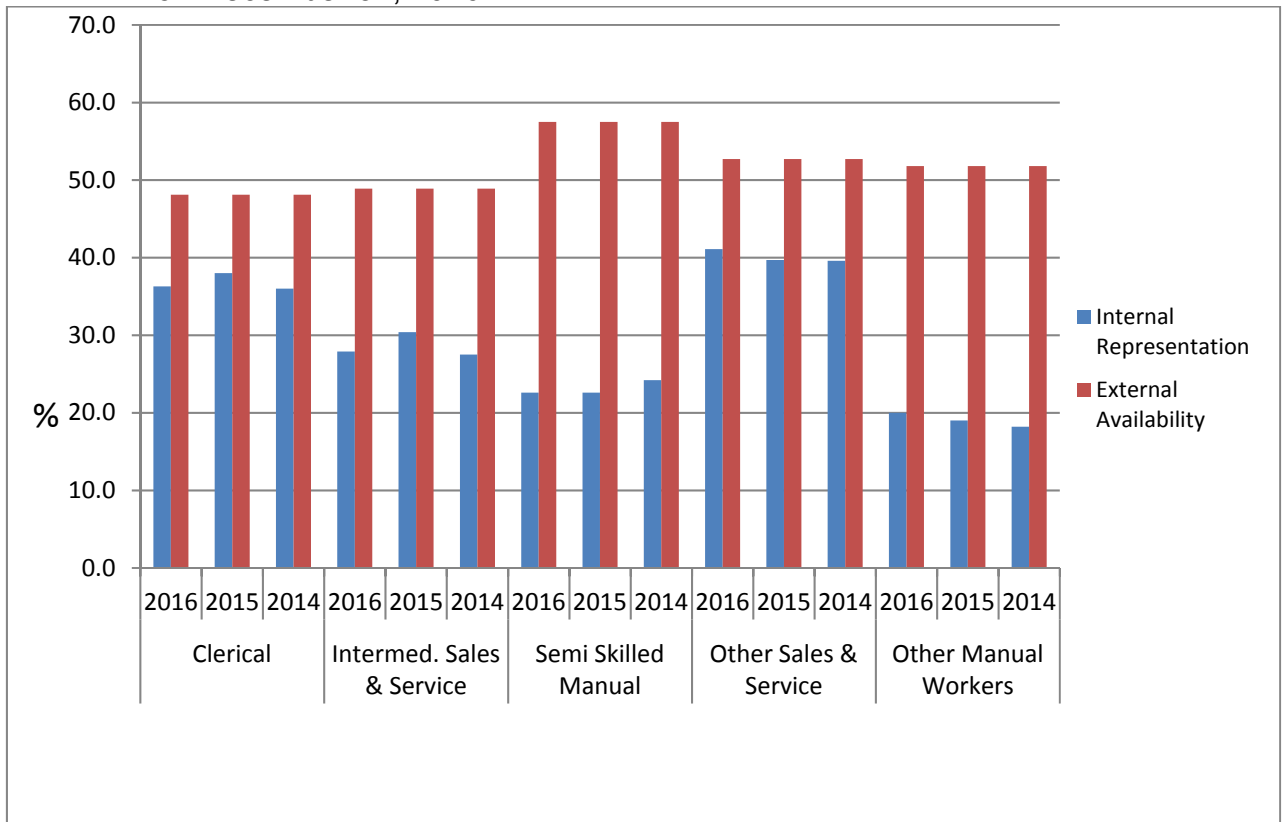


Figure 8c): York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2016

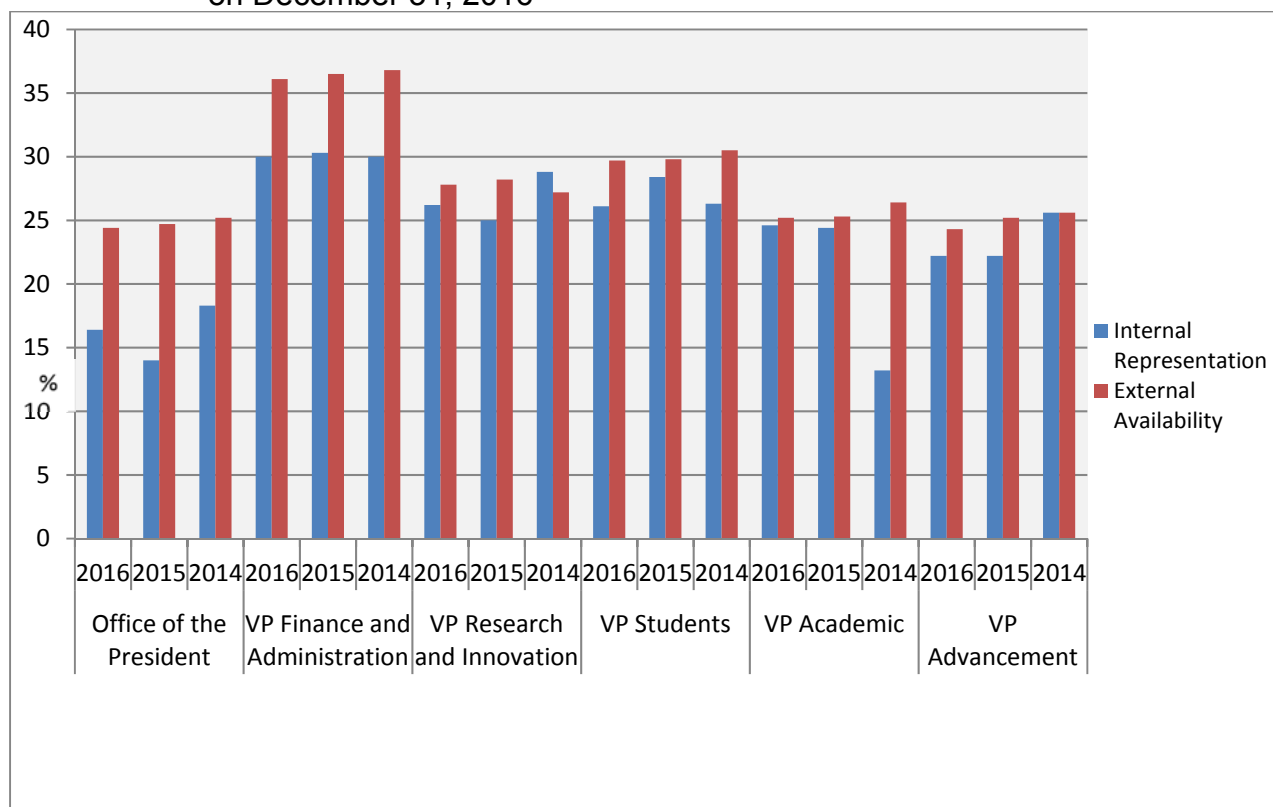


When the Academic and Non-Academic areas are split apart, the Non-Academic group has the following areas of significant underrepresentation: Supervisors, Administrative and Senior Clerical Personnel, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. The Academic group has no significant underrepresentation.

2.5.1 Division and Faculty Representation or Visible Minorities (Racialized)

The following chart shows the representation of Visible Minorities (Racialized) on December 31, 2016, for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 9): York University: Representation of Visible Minorities (Racialized) by Division on December 31, 2016



Ten Faculties and the Libraries are included in the Academic Division. Representation for Visible Minorities (Racialized) for each of the Faculties and the Libraries has been provided in Figure 10a) and 10b). The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 10a): York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2016

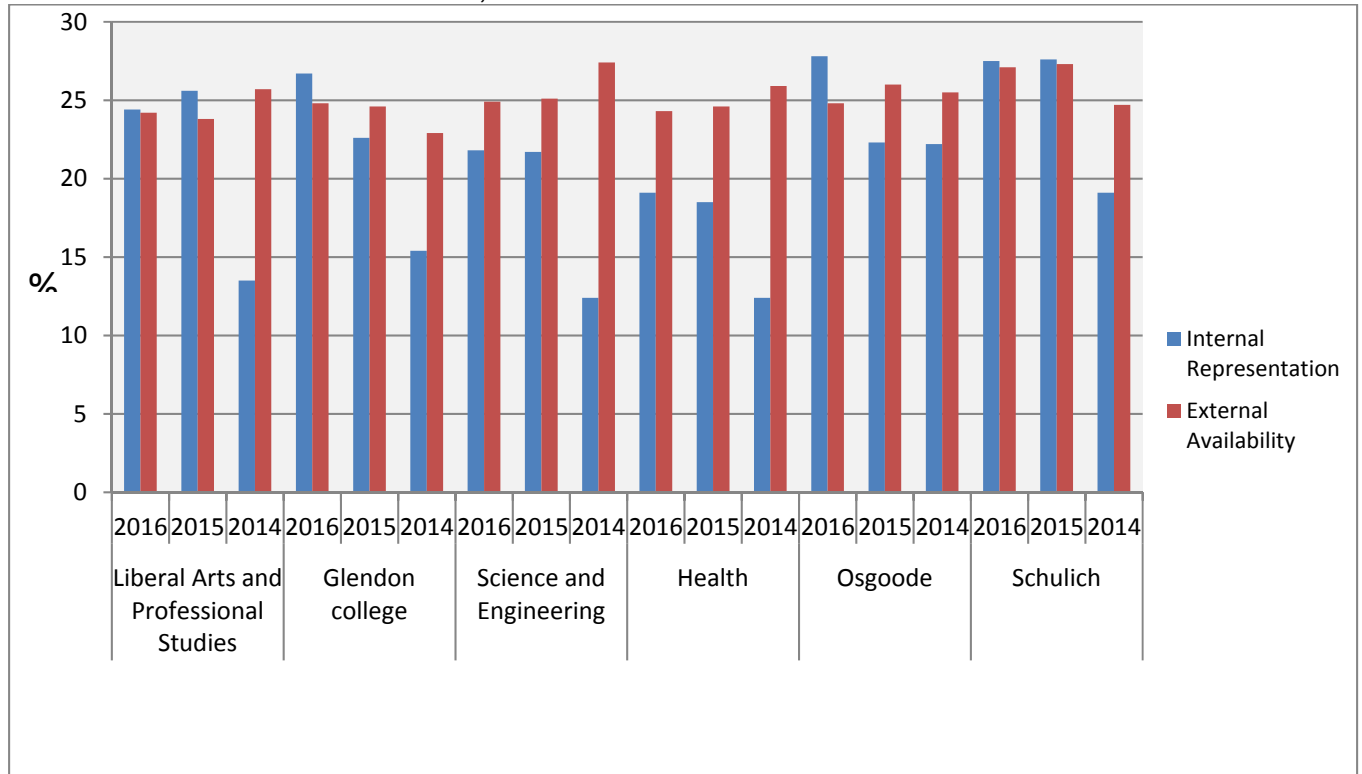
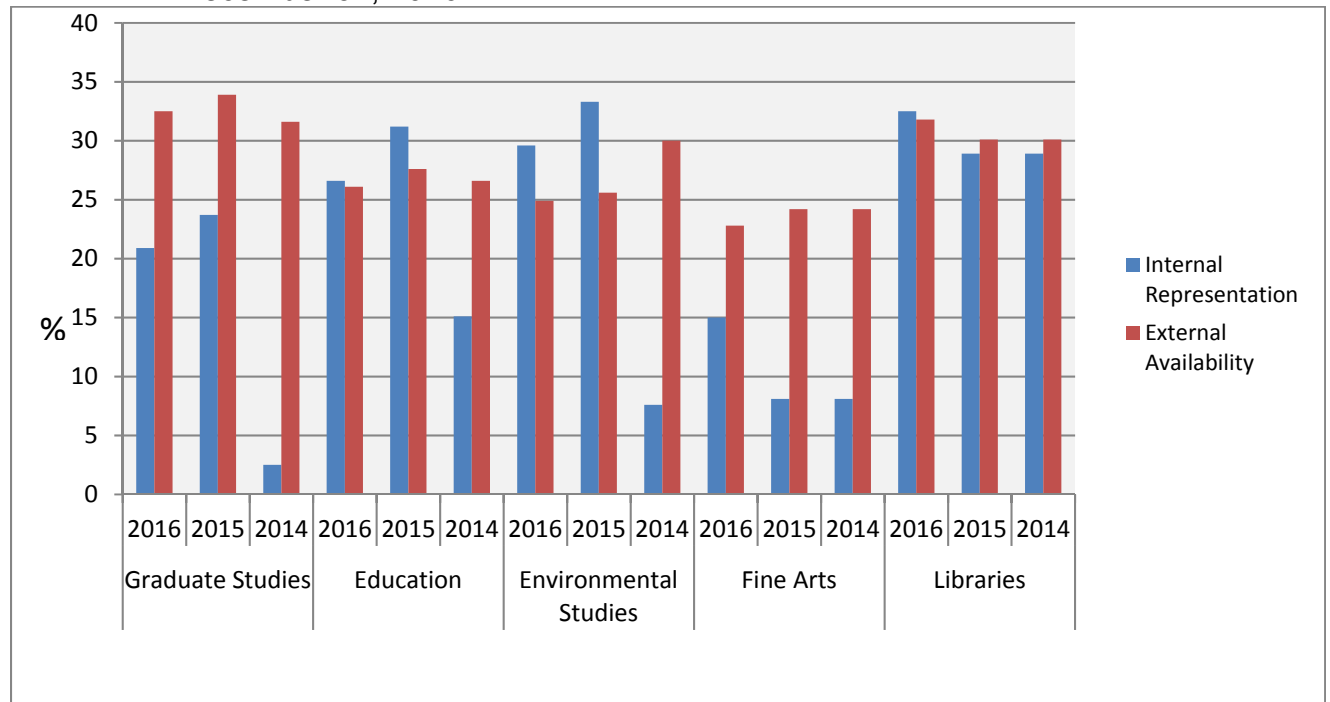


Figure 10b): York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2016



2.5.2. Hires, Promotions⁸ and Terminations⁹

In 2016, Visible Minorities (Racialized) represented 16% of new hires, 28% of total promotions were for Visible Minorities (Racialized) and 20% of total terminations. For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

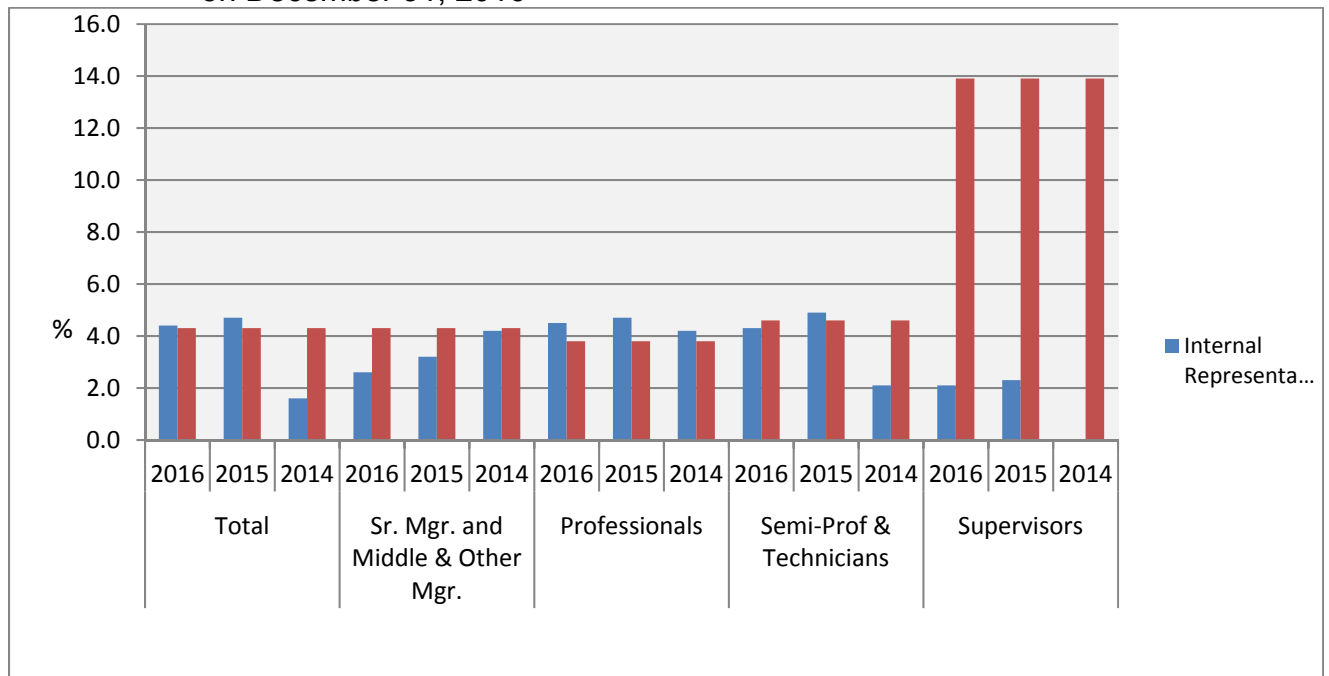
2.6 Persons with Disabilities

As of December 31, 2016, 4.0% of the employee base identified themselves as Persons with Disabilities (Figure 1). This compares to an external availability figure of 4.3%.

Trends for the past 3 years indicate a gap of -3 or representation is below 80% (significant gap) for Persons with Disabilities in Senior Managers/Middle and other Managers, Supervisors and Clerical and Other Sales and Service Personnel.

Internal representation of Persons with Disabilities for the Academic group is 5.1% versus an external availability of 3.8%. The Non-Academic group has an internal representation of 3.8% versus an external availability of 4.6%

Figure11a): York University: Representation of Persons with Disabilities by EEOG on December 31, 2016



⁸ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁹ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Figure 11b): York University: Representation of Persons with Disabilities by EEOG on December 31, 2016

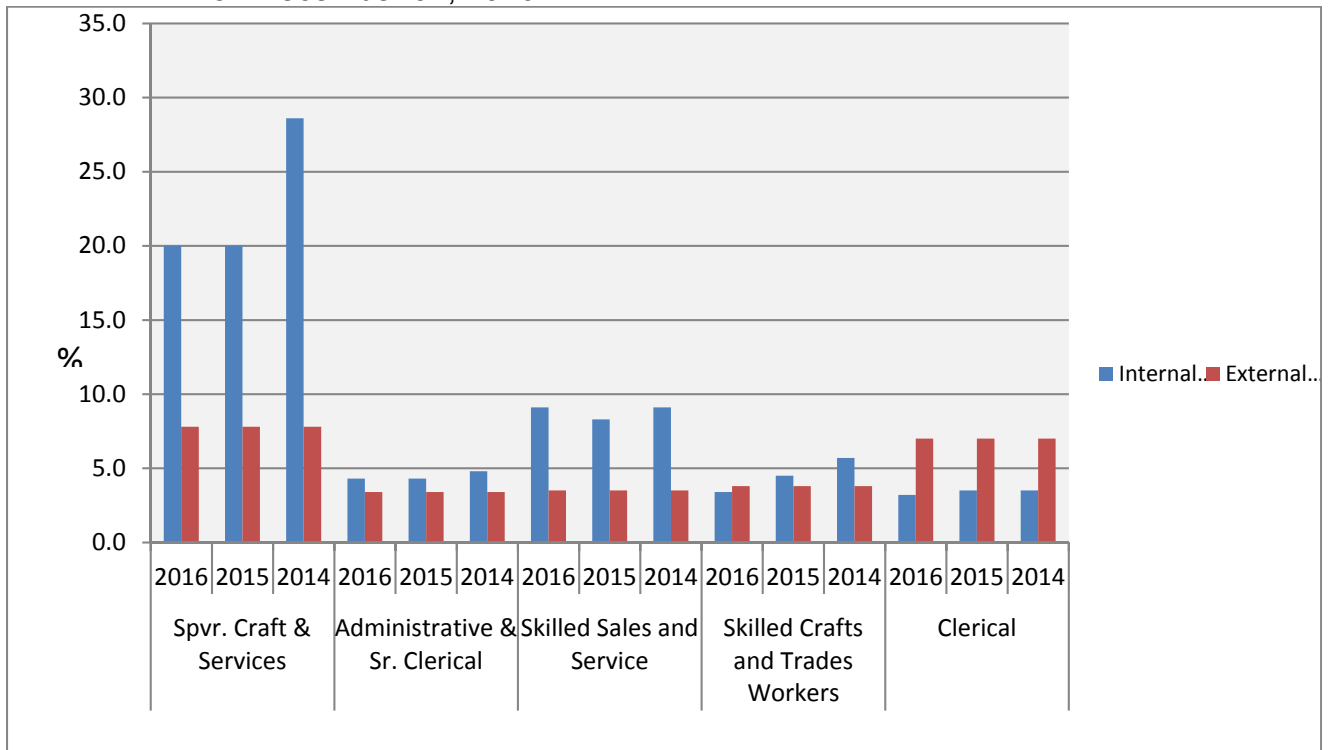
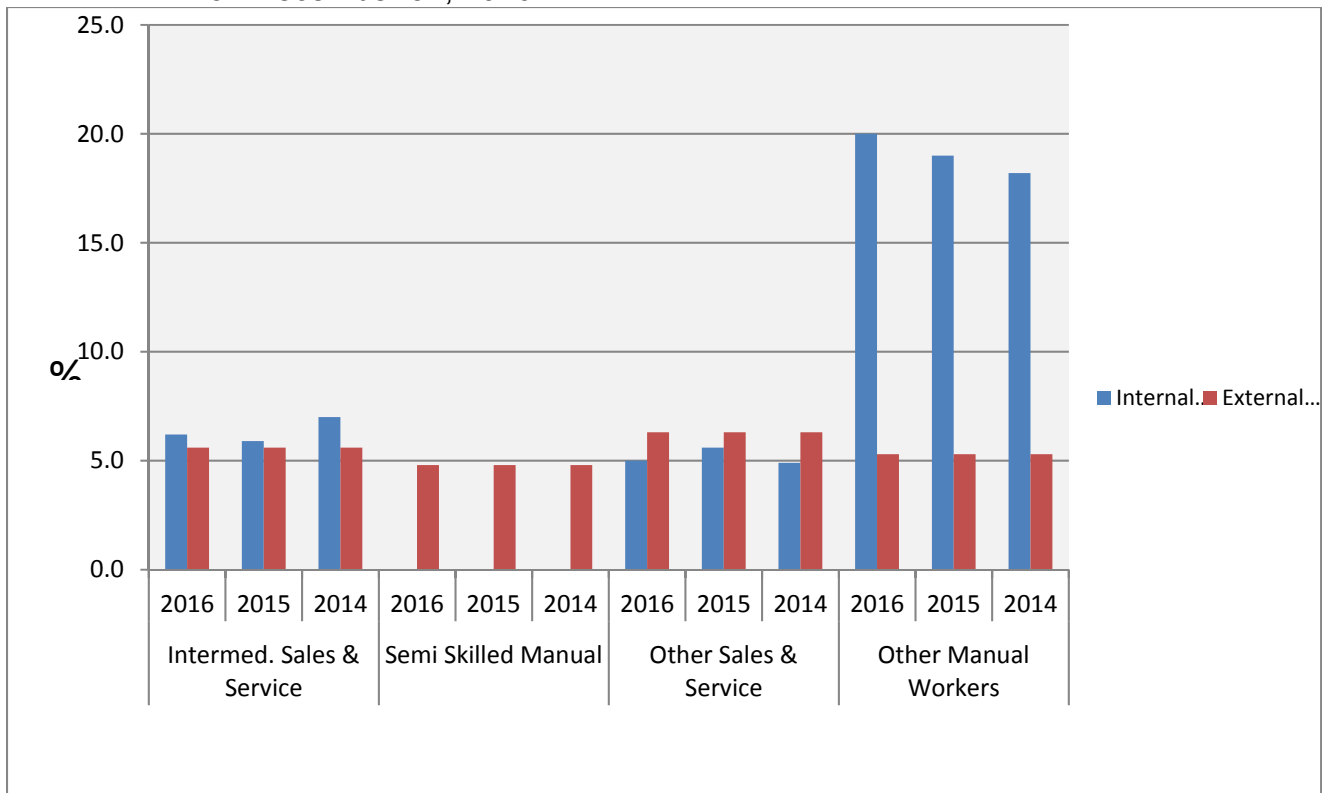


Figure 11c): York University: Representation of Persons with Disabilities by EEOG on December 31, 2016

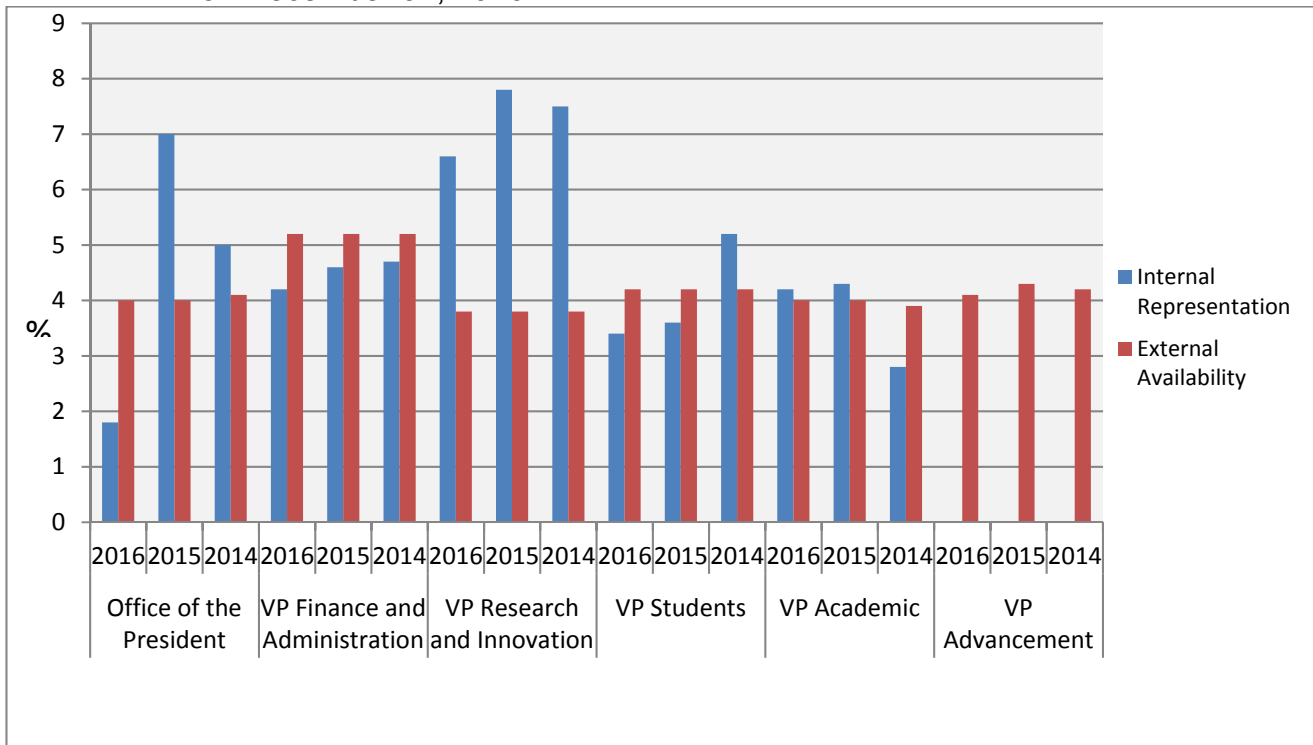


On a University-wide level, there is significant underrepresentation (see [Appendix C](#)) of Persons with Disabilities in the Managers, Supervisors, Clerical and Other Sales and Service Personnel EEOGs. When the Academic and Non-Academic groups are split apart, the Non-Academic group has significant underrepresentation in the Managers, Supervisors, Clerical and Other Sales and Service Personnel EEOG. The Academic group has no significant underrepresentation.

2.6.1 Division and Faculty Representation of Persons with Disabilities

The following chart shows the representation of Persons with Disabilities on December 31, 2016 for the six Divisions within the University. The figures include all Academic and Non-Academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 12): York University: Representation of Persons with Disabilities by Division on December 31, 2016



Ten Faculties and the Libraries are included in the Academic Division. Representation for Persons with Disabilities for each of the Faculties and the Libraries has been provided in Figure 13a) and 13 b). The figures include all employees supporting the business of that Faculty, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units.

Figure 13a): York University: Representation of Persons with Disabilities by Faculty on December 31, 2016

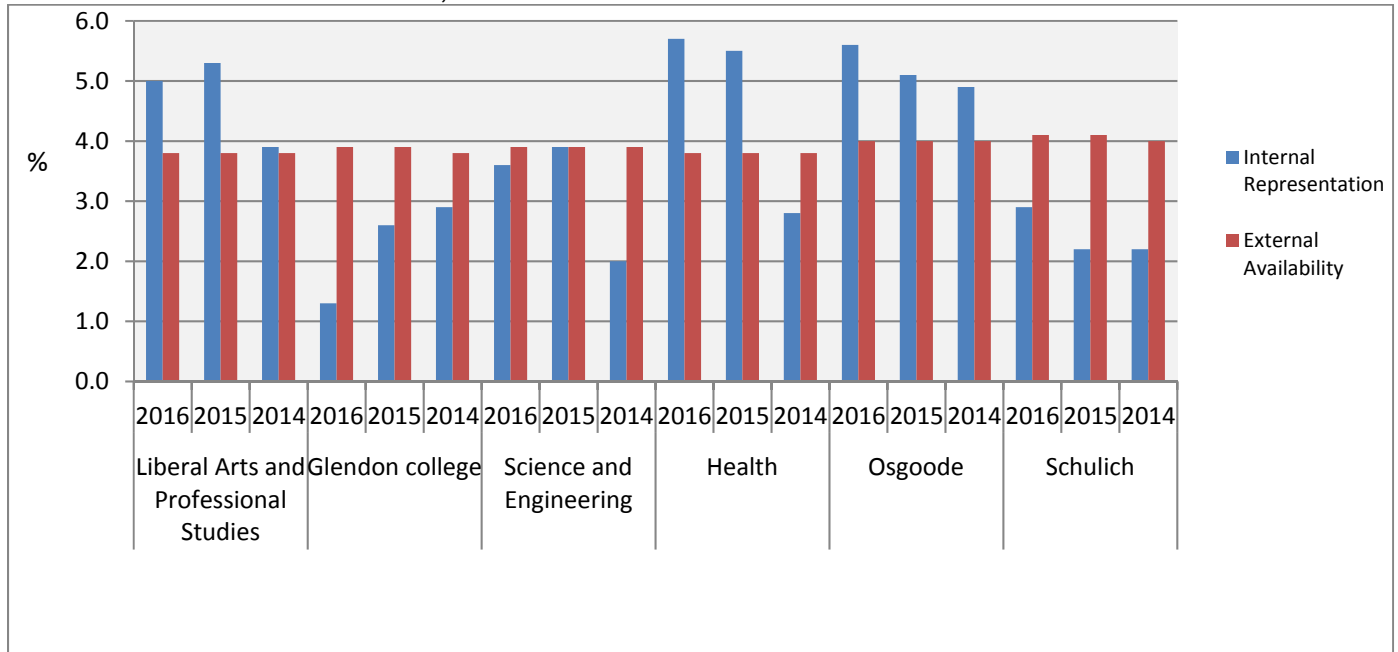
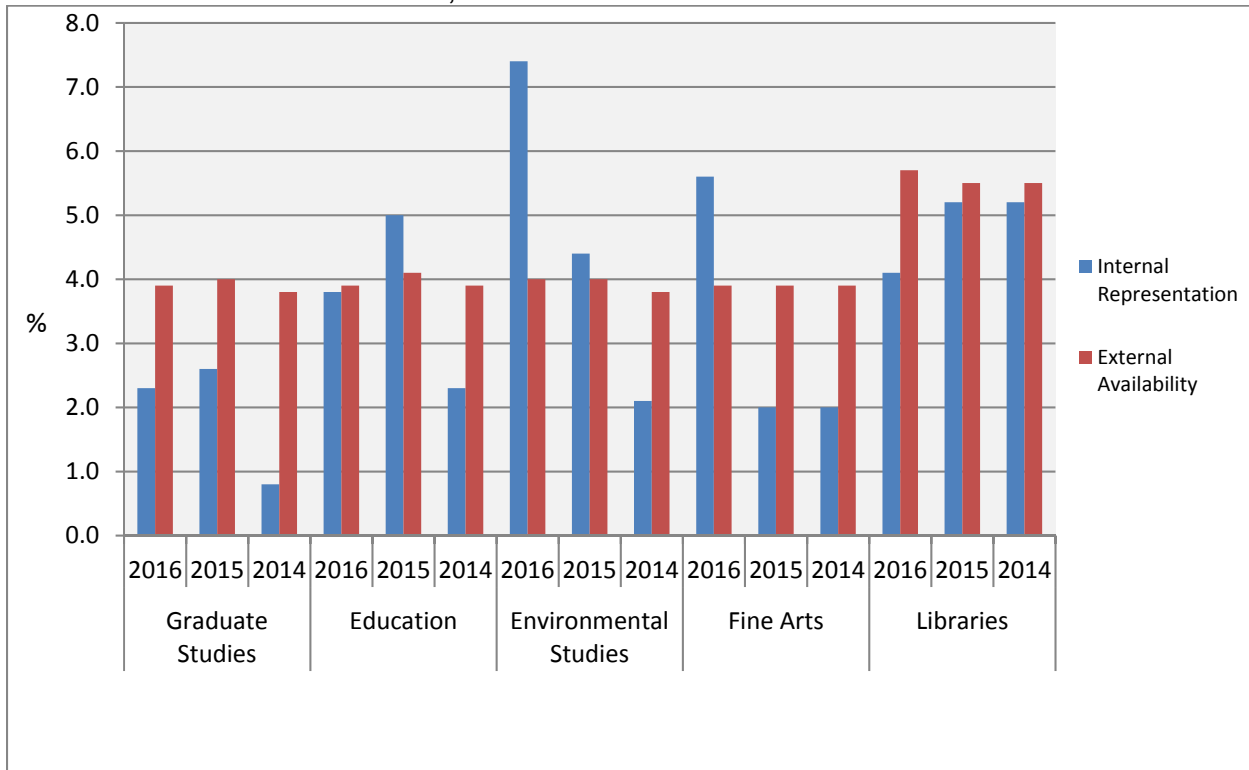


Figure 13b): York University: Representation of Persons with Disabilities by Faculty on December 31, 2016



2.6.2 Hires, Promotions¹⁰ and Terminations¹¹

In 2016, Persons with Disabilities represented 1% of new hires, 6% of total promotions were for Persons with Disabilities and Persons with Disabilities represented 5% of terminations. In comparison to 2015, total new hires for Persons with Disabilities decreased by 1%, promotions increased by 1% and terminations for Persons with Disabilities remained unchanged.

For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

3. Plans for 2017 / 2018

In 2017/2018 and going forward, there are various activities and events planned which will further the aims of employment equity, diversity and inclusion.

Some of the planned activities and initiatives are listed below:

- Collection and Analysis of LGBTQ2 Employment Equity data for all groups to have an enhanced picture of York's demographics
- Collection and Analysis of segregated Visible Minority (Racialized) data for all groups (except CUPE 3903) to have an enhanced picture of Visible Minority (Racialized) groups on campus
- Continue implementation of an applicant tracking system for non-academic hires to allow for a more robust method of tracking diverse applicants from point of application to hire/onboarding
- Employment Systems Review – through a partnership with Centre for Human Rights, Equity and Inclusion and Human Resources, will hire a new position in the Centre for Human Rights, Equity & Inclusion to focus on continued review of non-academic recruitment practices and policies to identify possible barriers to employment
- Maintain strategic relationships with candidate communities to build and enhance the diversity of the talent pool at York with top priority being Persons with Disabilities and Aboriginal (Indigenous) applicants
- Continued Participation in Canada's Top 100 Employers, Top Greenest and Top Diversity Employers competitions
- Continued partnership with CUPE 3903 to increase self-id survey rates
- University Wide Employment Equity Strategy – continue to raise community awareness; establishing employment equity goals for individual units; leveraging broader inclusion & diversity

¹⁰ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

¹¹ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

- Non-Academic Selection Committee Training – to remove the potential for bias in the selection, interview and hire process
- Continued review of established written policies to ensure written documents are inclusive
- Review of current return rates, particularly for VP Research and Innovation (Return Rate - %44) and VP Advancement (Return Rate 58%) and analysis of new updated survey data

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For Additional Readings:

York's 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 Policy](#)
- [Gender-Free Language Policy](#)
- [Hate Propaganda Guidelines](#)
- [Physical Accessibility of University Facilities](#)
- [Policy Concerning Racism](#)
- [Sexual Harassment](#)
- [Workplace Harassment Policy](#)
- [Workplace Violence Policy](#)

[York's Employment Equity website:](#)

- Employment Equity

Glossary of Terms

Academic:

This group includes full time and contract employees in the YUFA, OHFA, CUPE 3903 and OPSEU 578 bargaining units.

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 A](#) 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 goods or services from the federal government of Canada of over \$200,000 and have over 100 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 particular group in several EEOG’s 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.

NOC:

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. There are 522 NOC codes (2006) which are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at <http://www5.hrsdc.gc.ca/noc/english/noc/2016/AboutNOC.aspx>

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 A –

A brief description of Employment Equity at York University

York's employment equity framework spans 7 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 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, Aboriginal (Indigenous) Persons with Disabilities and Visible Minorities (Racialized).

Workforce Analysis

Understanding the current composition of the designated groups at York allows the University to focus its employment equity initiatives towards designated groups with significant underrepresentation, with the aim of removing employment barriers that may be preventing them from entering a particular occupation group.

Employment Systems Review

Review of University policies and practices for potential employment barriers to the four designated groups under the Employment Equity Act.

Identification and Removal of Barriers

To remove barriers that have a negative impact on designated group members.

Implementation

Implement changes to barriers that have been identified.

Monitoring

Establishment of mechanisms to monitor the effectiveness of the University's employment equity program.

APPENDIX B – Employment Equity Occupation Group 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 have to be members of a professional organization.

Examples: Diversity & Inclusion Consultant; Information Specialist; New Student Advisor

4. Semi-Professionals and Technicians

Workers in these occupations have to 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; Grounds 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 have received an extensive period of training involving some post-secondary education, part or all of 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 journeywomen 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

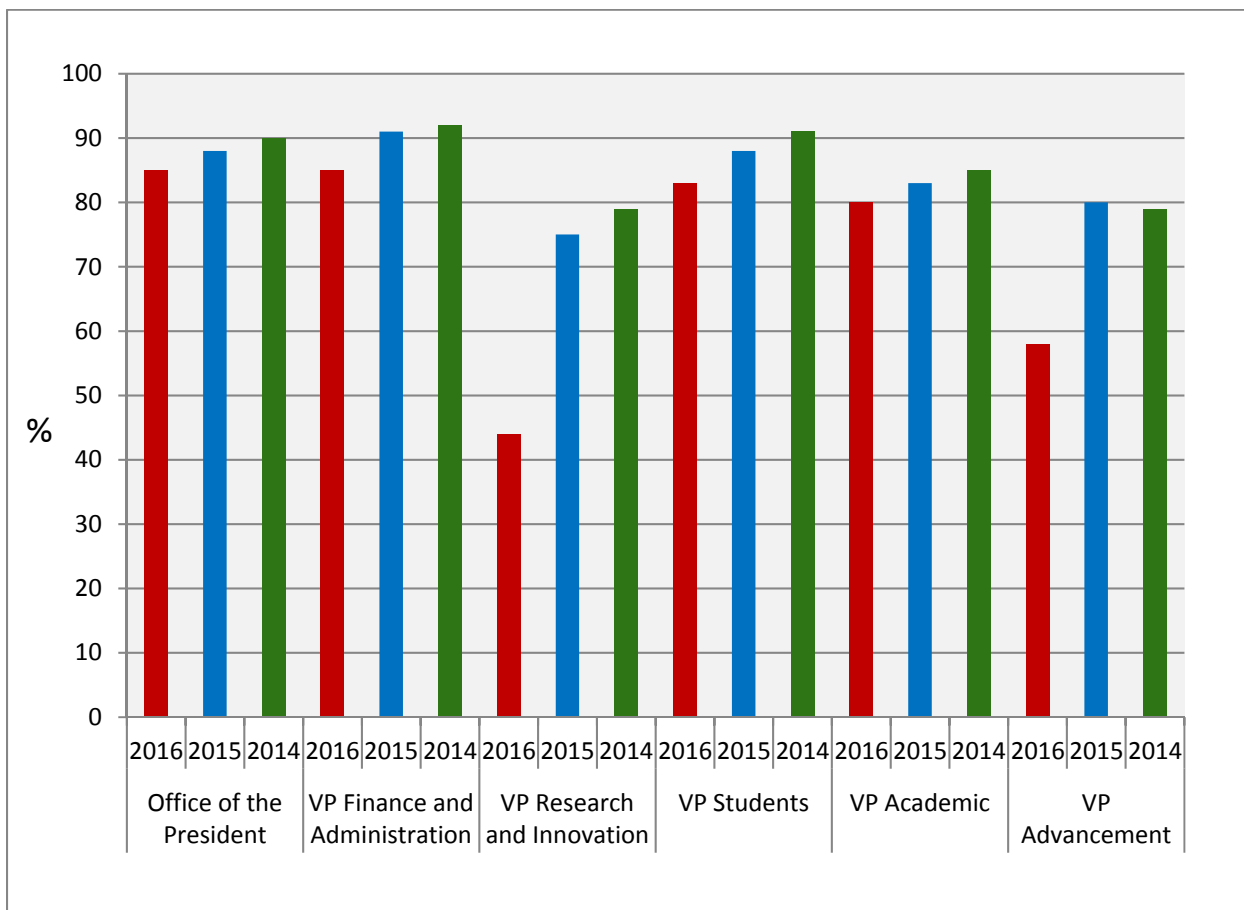
Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

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 C – Employment Equity Survey Return Rate, by Division¹²



¹² Total number of completed surveys by divisional head count based on the 2016 organizational structure. Excludes results of CUPE 3903 Units and CUPE Exempt, which are included separately in [Appendix H.](#) Further steps will be taken to increase return rates for VP, Research and Innovation and VP Advancement.

APPENDIX D – Significant Gaps

The concept and calculations related to significant gaps will be described, followed by a chart which outlined the significant gaps at York University.

If a gap is “significant”, then an employment systems review must be undertaken to understand what employment barriers may be present to cause the underrepresentation. A significant gap is determined by utilizing the three filter test¹³:

To determine if a gap in representation is significant apply filters 1 and 2 (in combination), and filter 3. Gaps that are identified as significant will become the focus of the employment systems review.

First filter: If the number gap is -3 or greater (note that while the gap is referred to as -3 or greater, the actual numerical value is -3 or less, i.e., -3, -4, -5, etc.), then the gap may be significant; must be recorded; and the second filter must be applied.

Second filter: If the percentage representation is 80 percent or less, then the organization must investigate the underrepresentation further.

For example, if your organization has 7 accountants who are women, but the expected availability indicates that you should have 10, then your organization has only 70 percent of what is expected and a numerical gap of -3, and thus a significant gap exists.

Calculating the percentage representation:

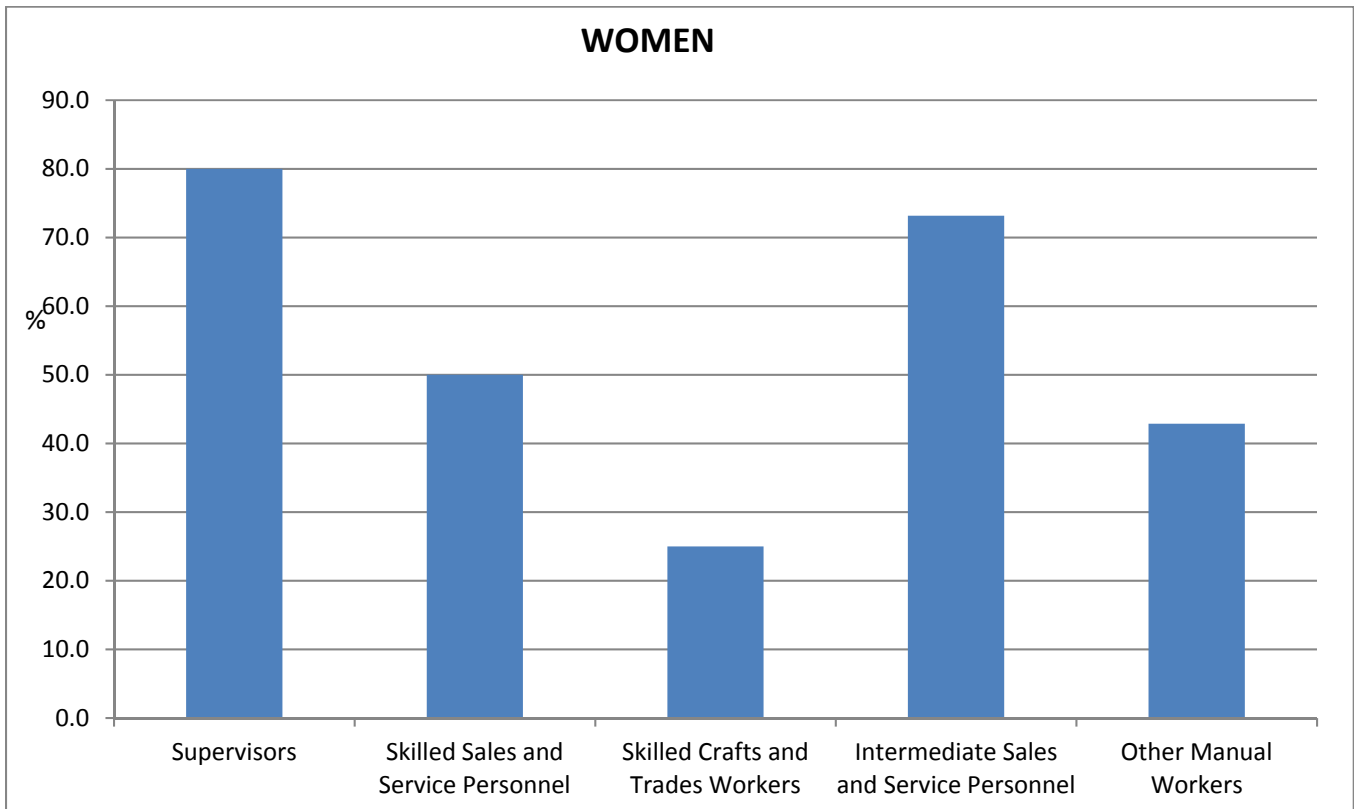
$$\frac{\text{Internal representation}}{\text{external availability}} \times 100 = \text{percentage representation}$$

Third filter¹⁴: If there are gaps of -3 or less (note that while the gap is referred to as -3 or less, the actual numerical value is -3 up to and including -1, i.e., -3, -2, -1) for a particular designated group in several EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

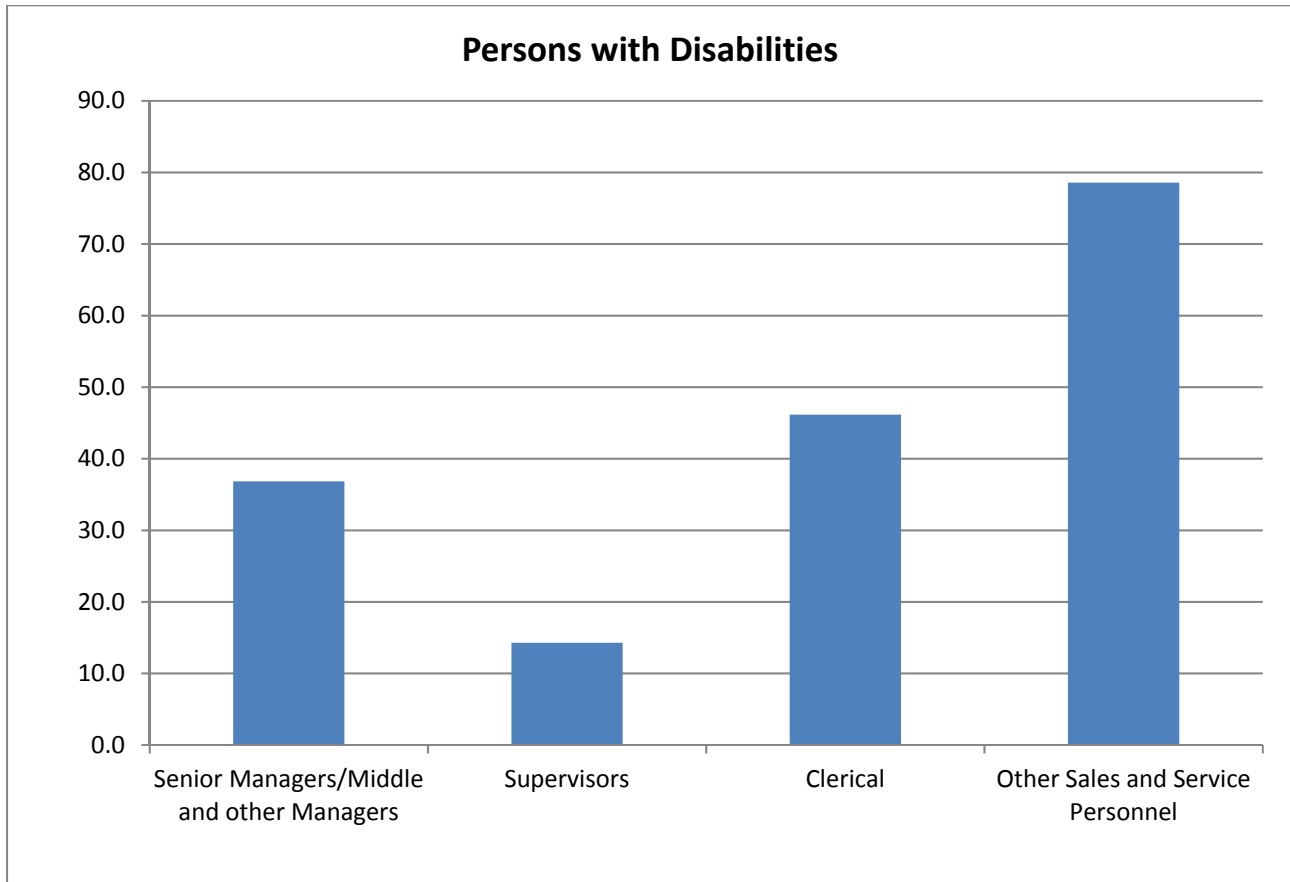
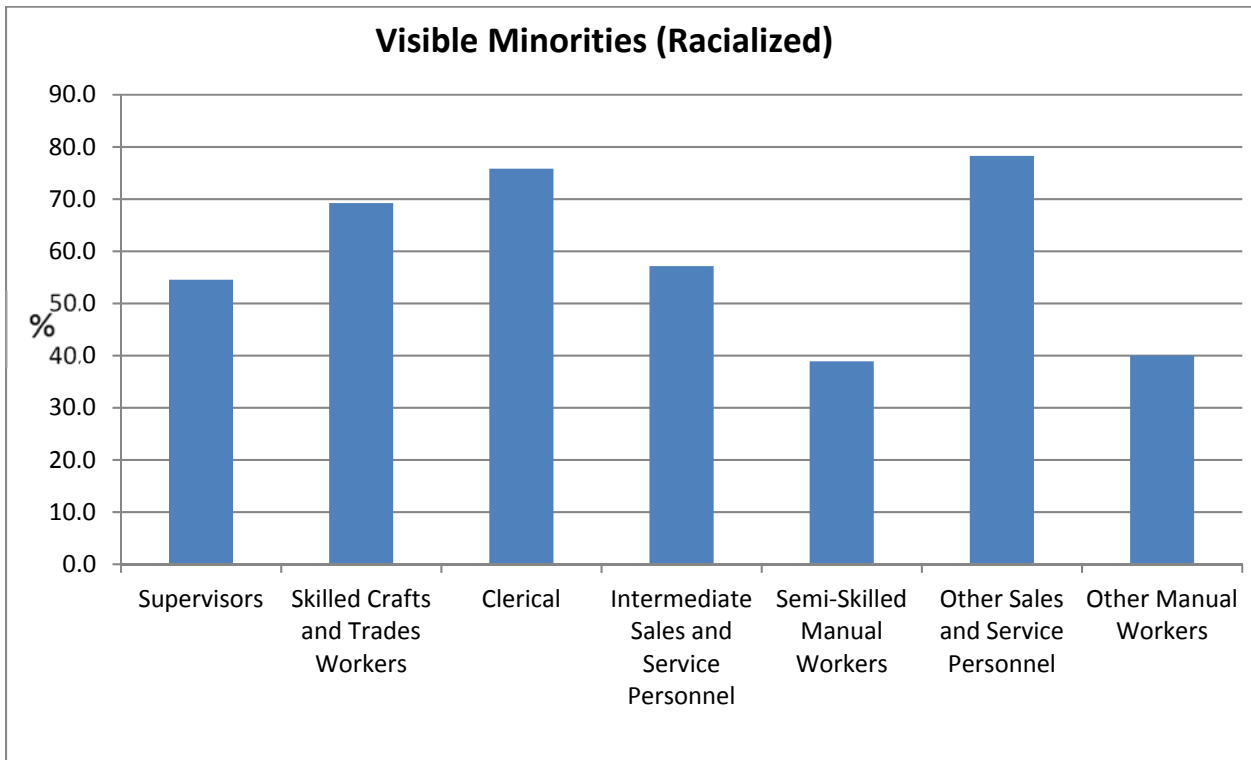
¹³ http://www.hrsdc.gc.ca/eng/labour/equality/fcp/employer_tool/step2/page00.shtml

¹⁴ **50% Rule for Women:** This rule applies only to EEOG 07 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel. If there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for gaps in EEOGs where women are represented at 50% regardless of availability. (<http://www.hrsdc.gc.ca/eng/labour/equality/fcp/pdf/Step2.pdf>)

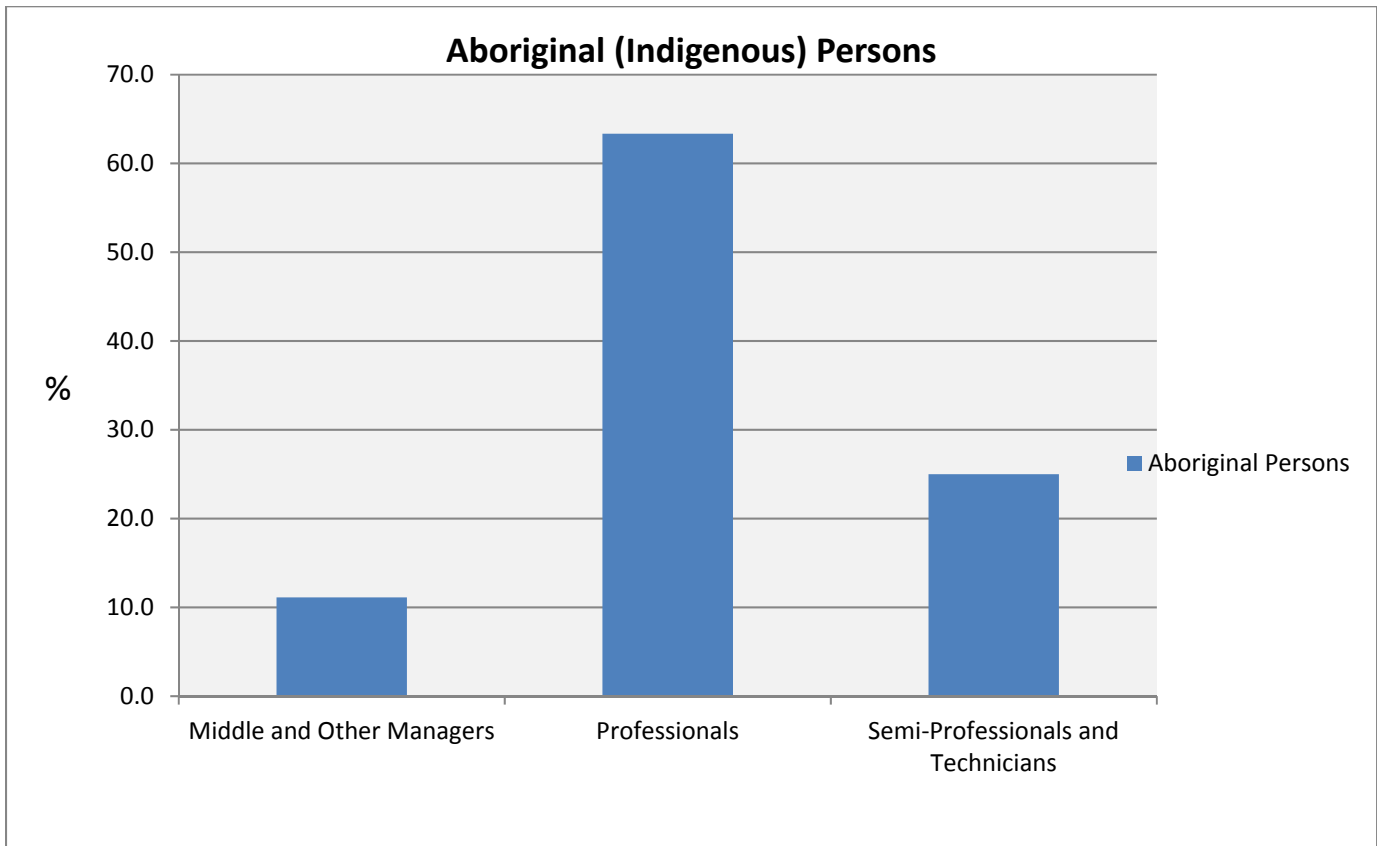
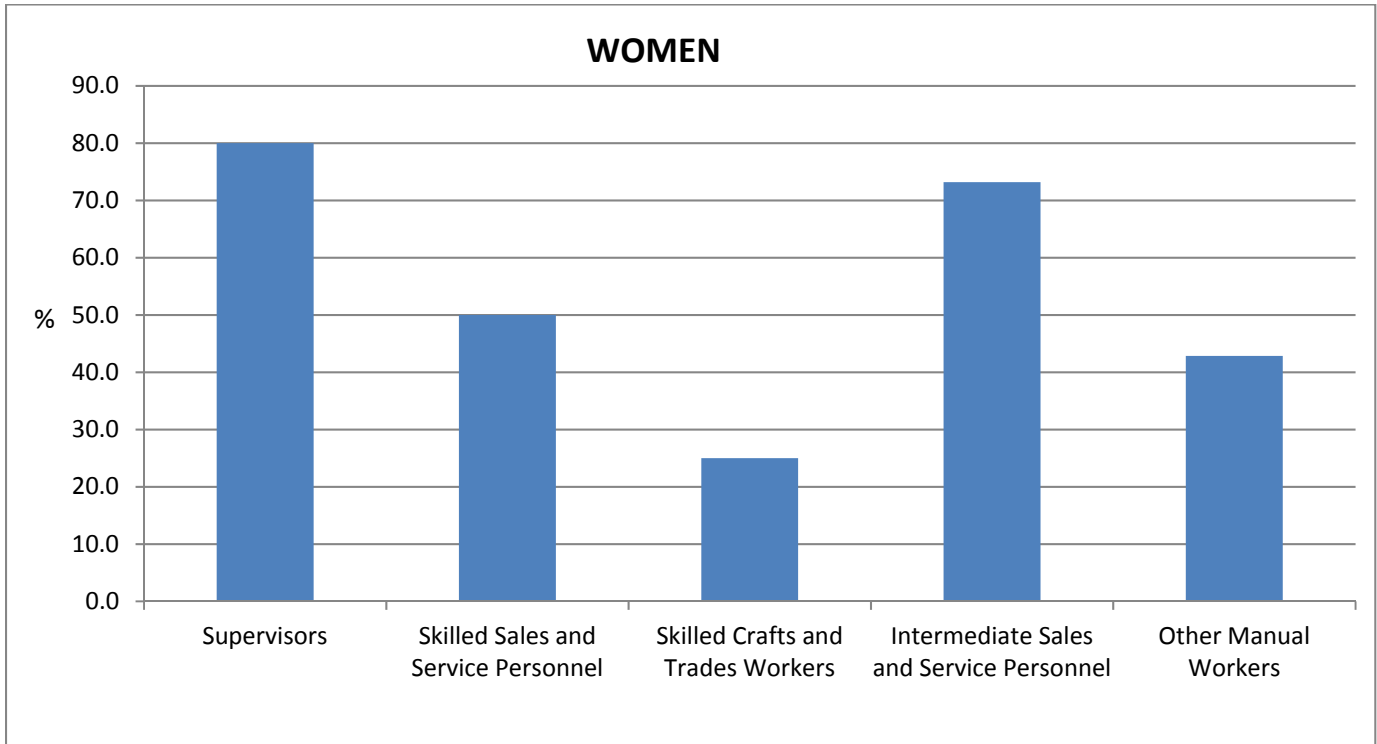
TOTAL UNIVERSITY



TOTAL UNIVERSITY

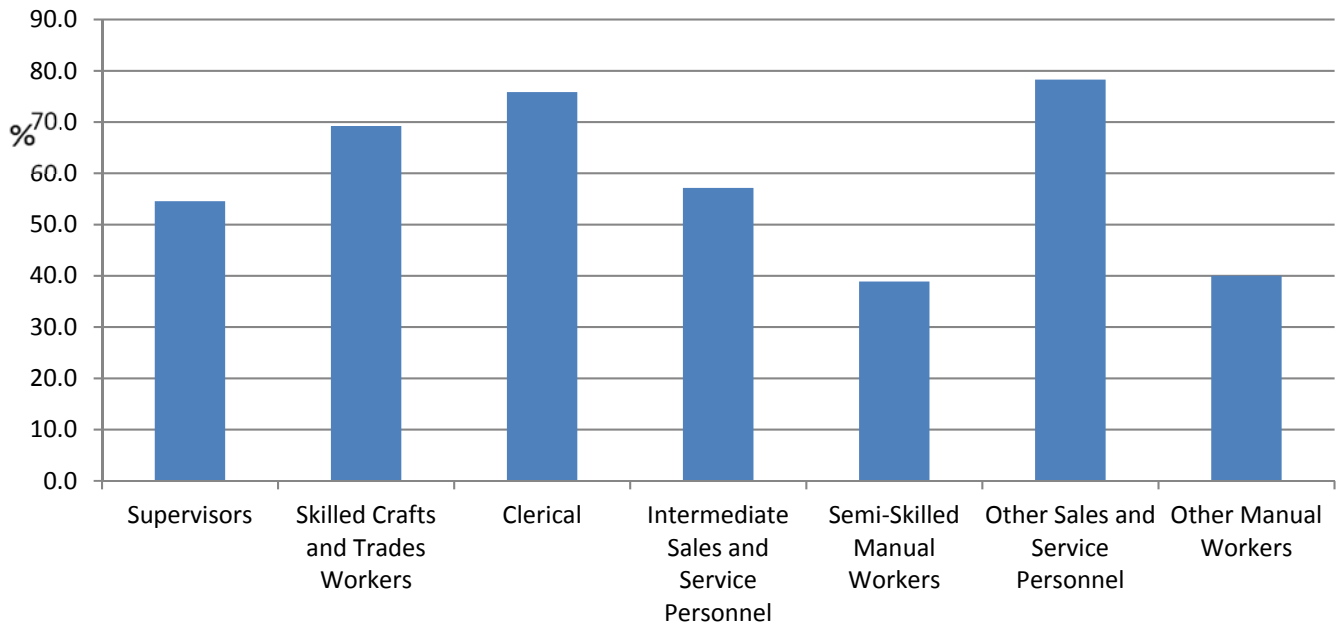


NON-ACADEMIC

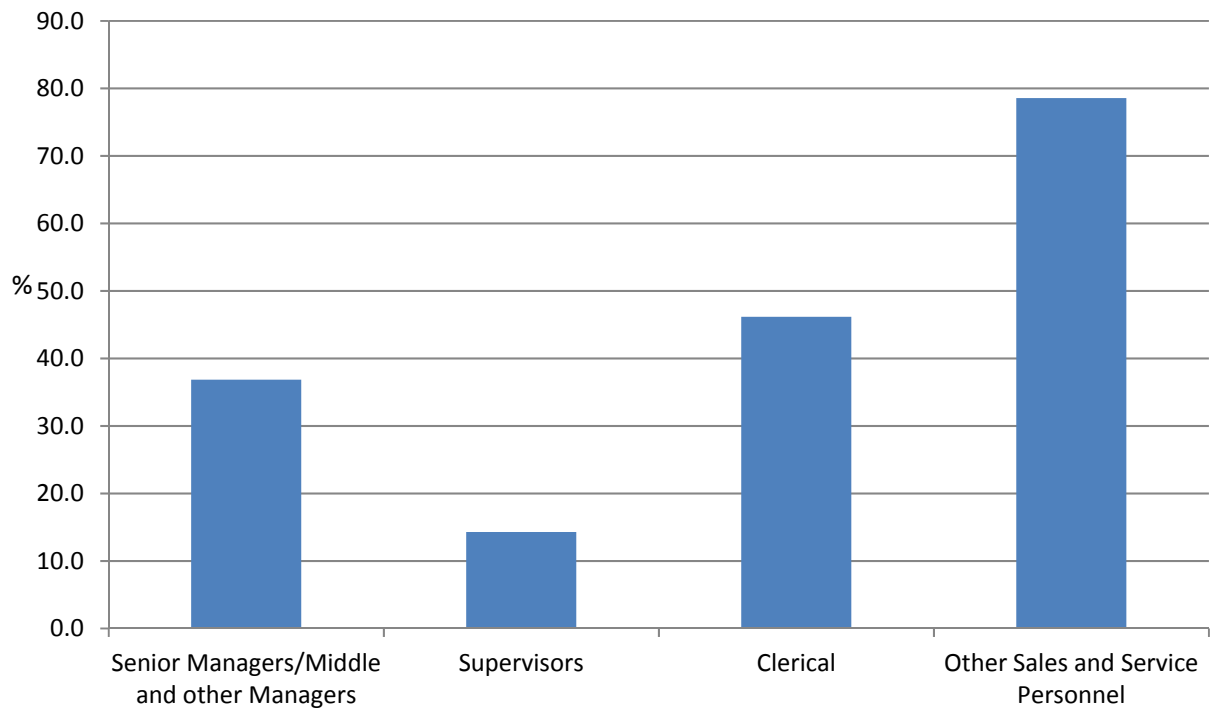


NON-ACADEMIC

Visible Minorities (Racialized)

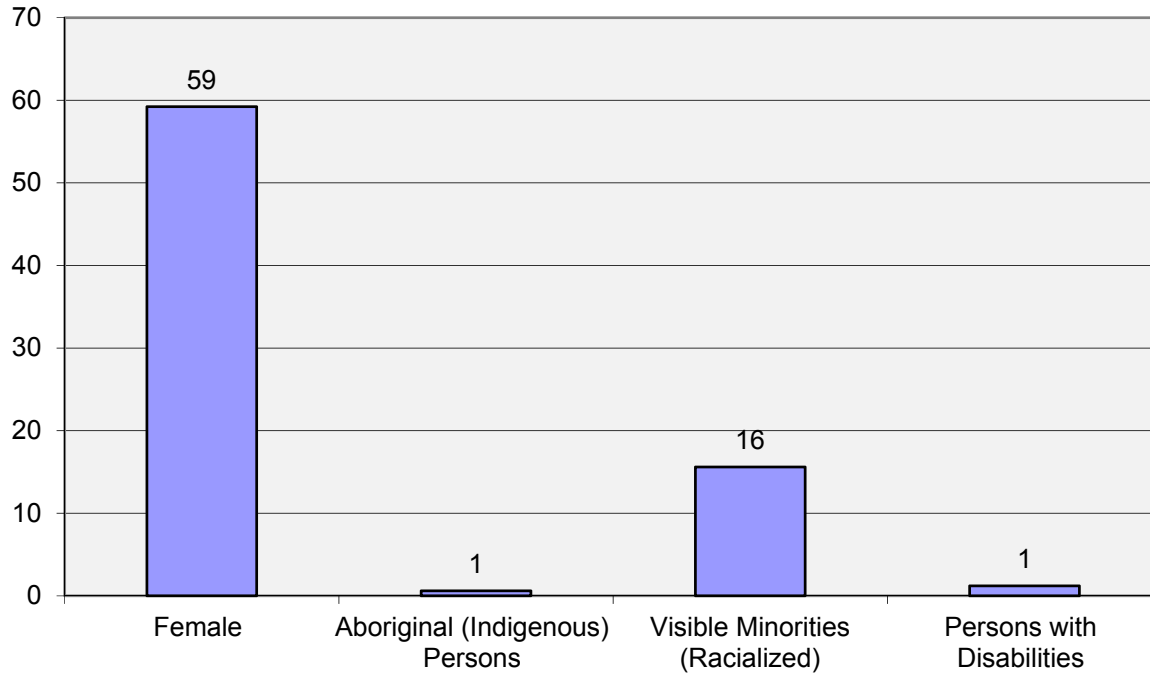


Persons with Disabilities



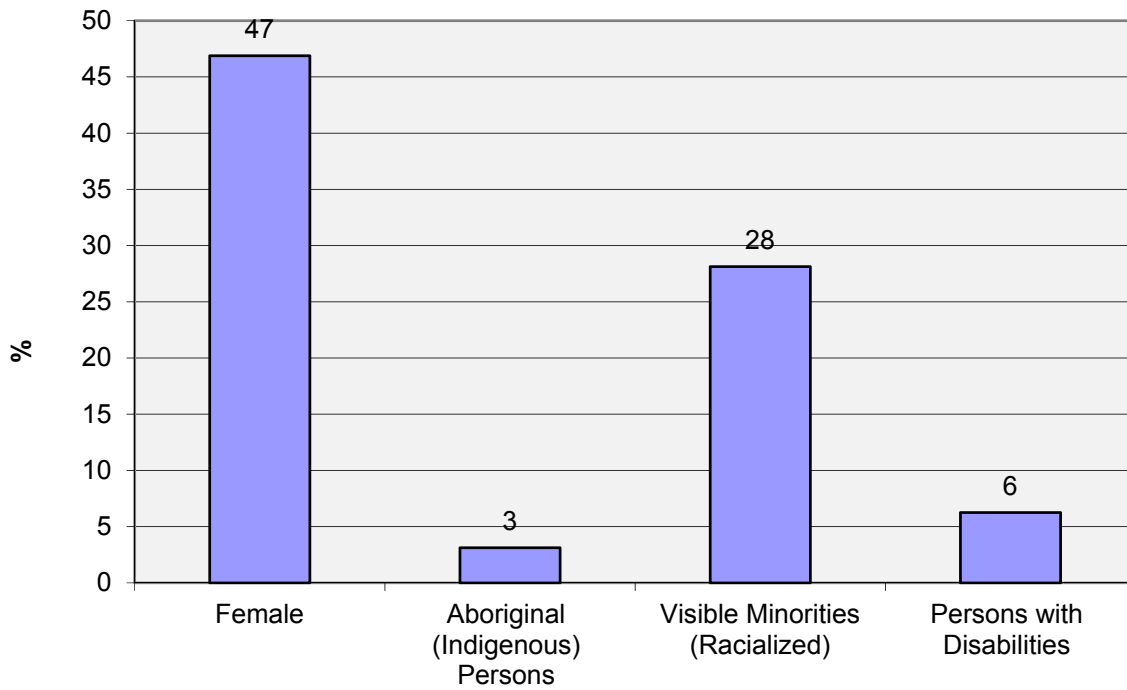
APPENDIX E – Hires

**2016 HIRES OF DESIGNATED GROUP MEMBERS,
AS A PROPORTION OF
TOTAL UNIVERSITY HIRES**



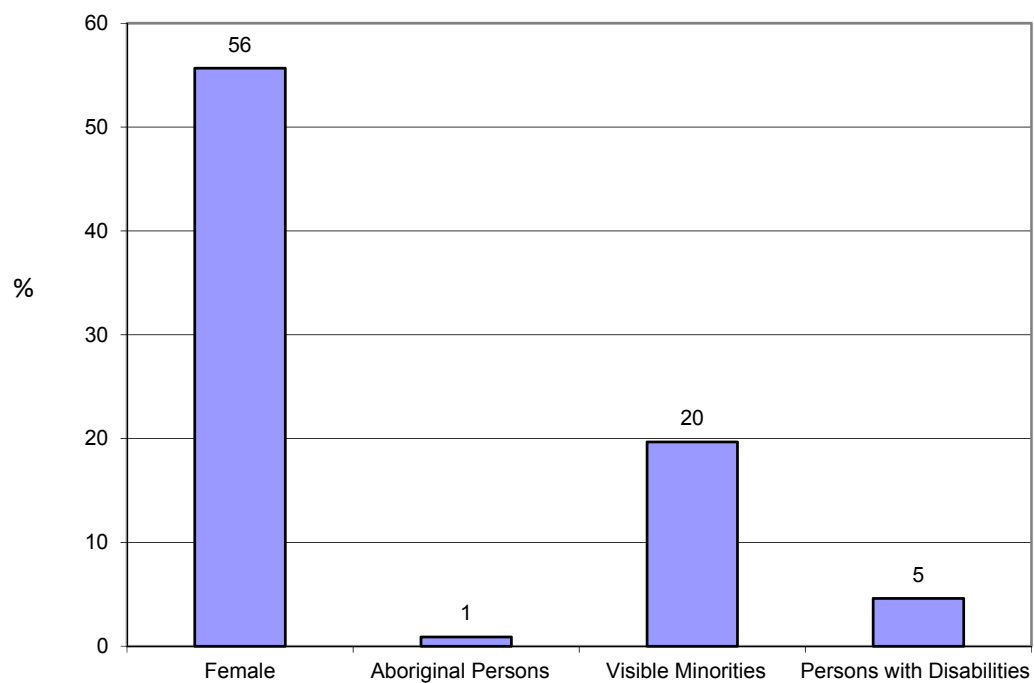
APPENDIX F – Promotions

**2016 PROMOTIONS OF DESIGNATED GROUP MEMBERS,
AS A PROPORTION OF
TOTAL UNIVERSITY PROMOTIONS**



APPENDIX G – Terminations

2016 TERMINATIONS OF DESIGNATED GROUP MEMBERS, AS A PROPORTION OF TOTAL UNIVERSITY TERMINATIONS



APPENDIX H – Return Rate for CUPE 3903 Units¹⁵

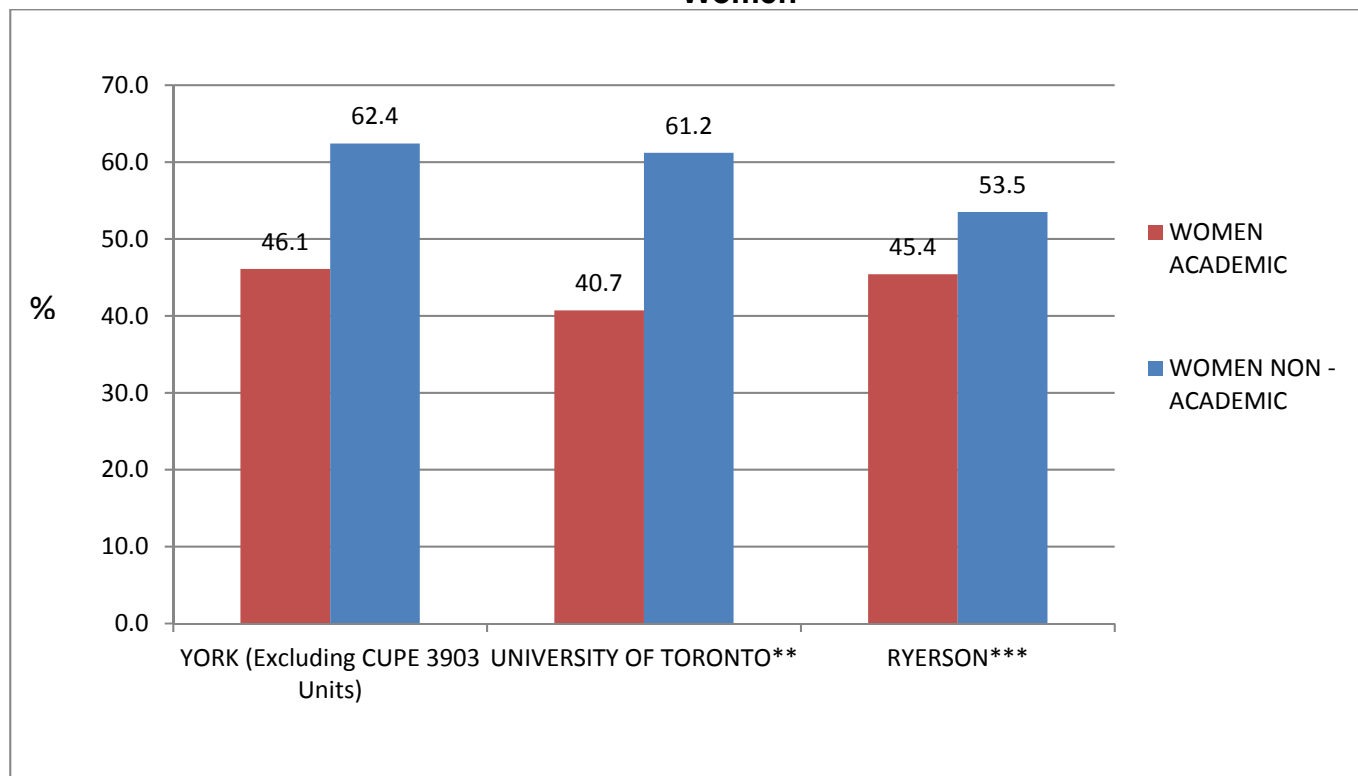
CUPE Units	Employment Equity Survey Return Rate per Unit %
Cdn. Union of Public Employees 3903 - 1	25
Cdn. Union of Public Employees 3903 - 2	67
Cdn. Union of Public Employees 3903 - 3	6

CUPE Exempt	Employment Equity Survey Return Rate per Unit %
CUPE Exempt	12

¹⁵ Efforts will continue in 2014 to increase the response rate for CUPE 3903 and CUPE Exempt.

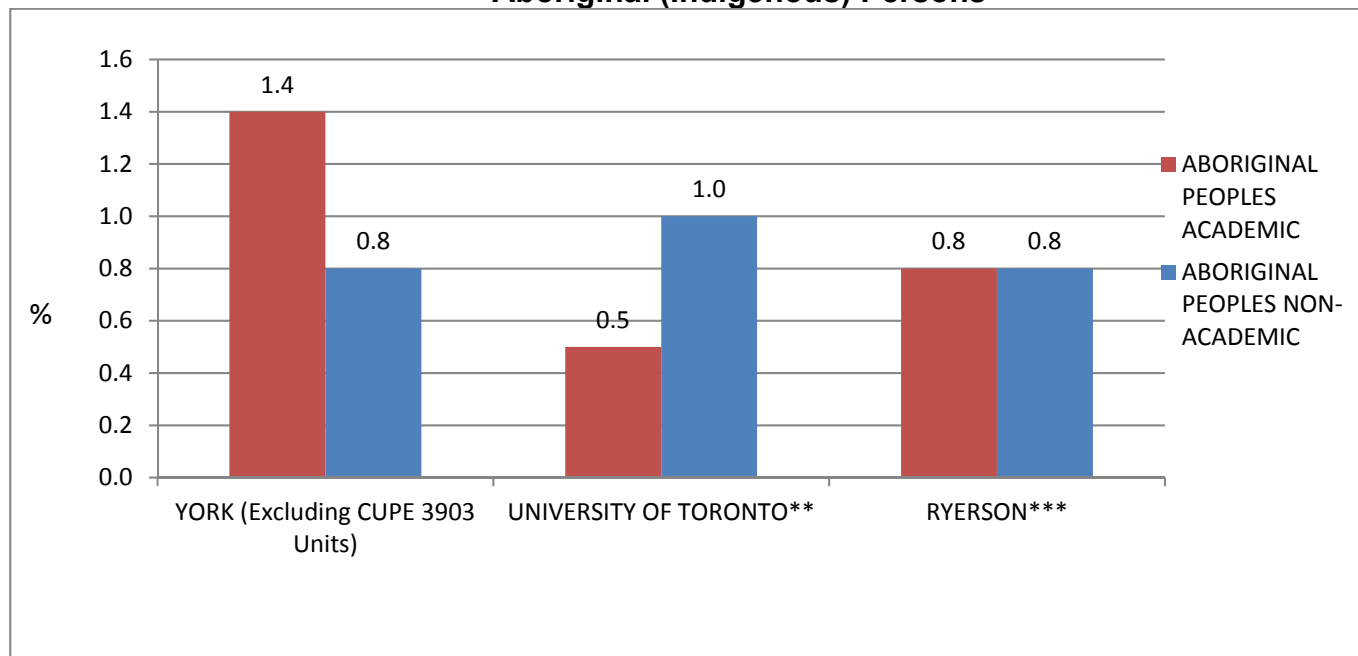
APPENDIX I – Ontario University Comparison

Women



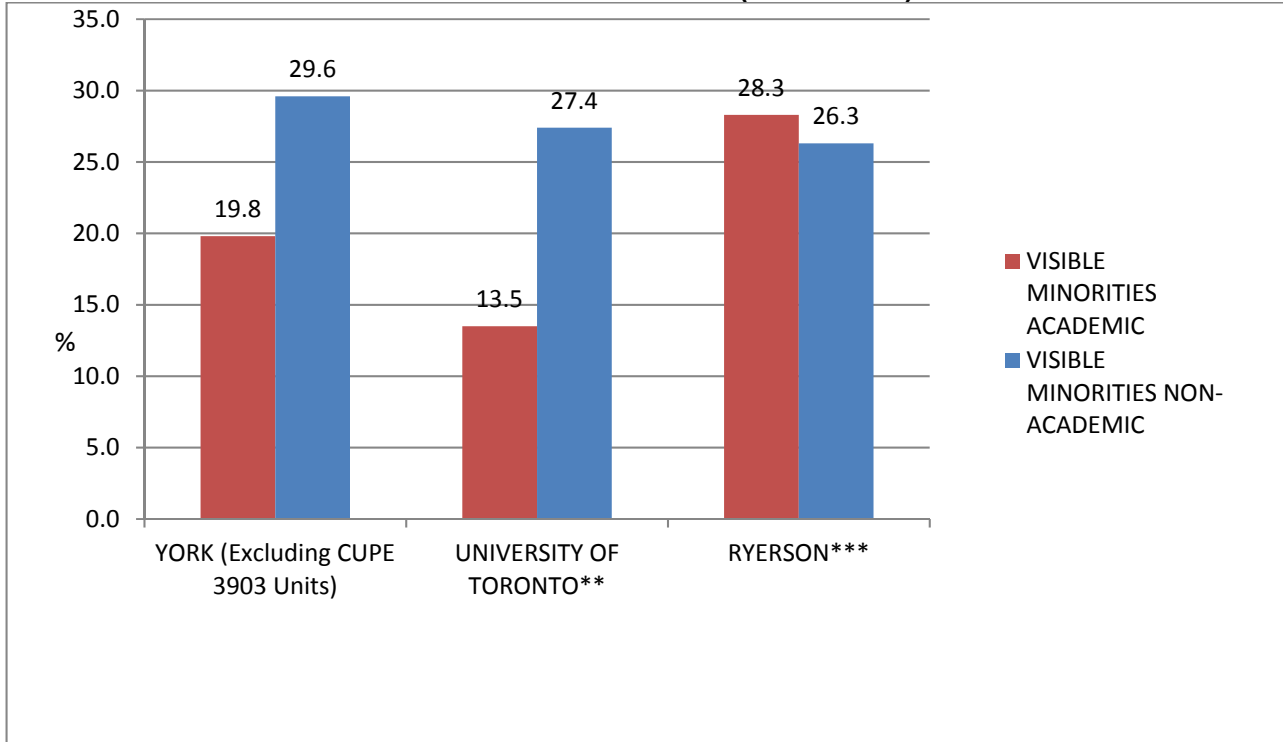
2014, *2013

Aboriginal (Indigenous) Persons



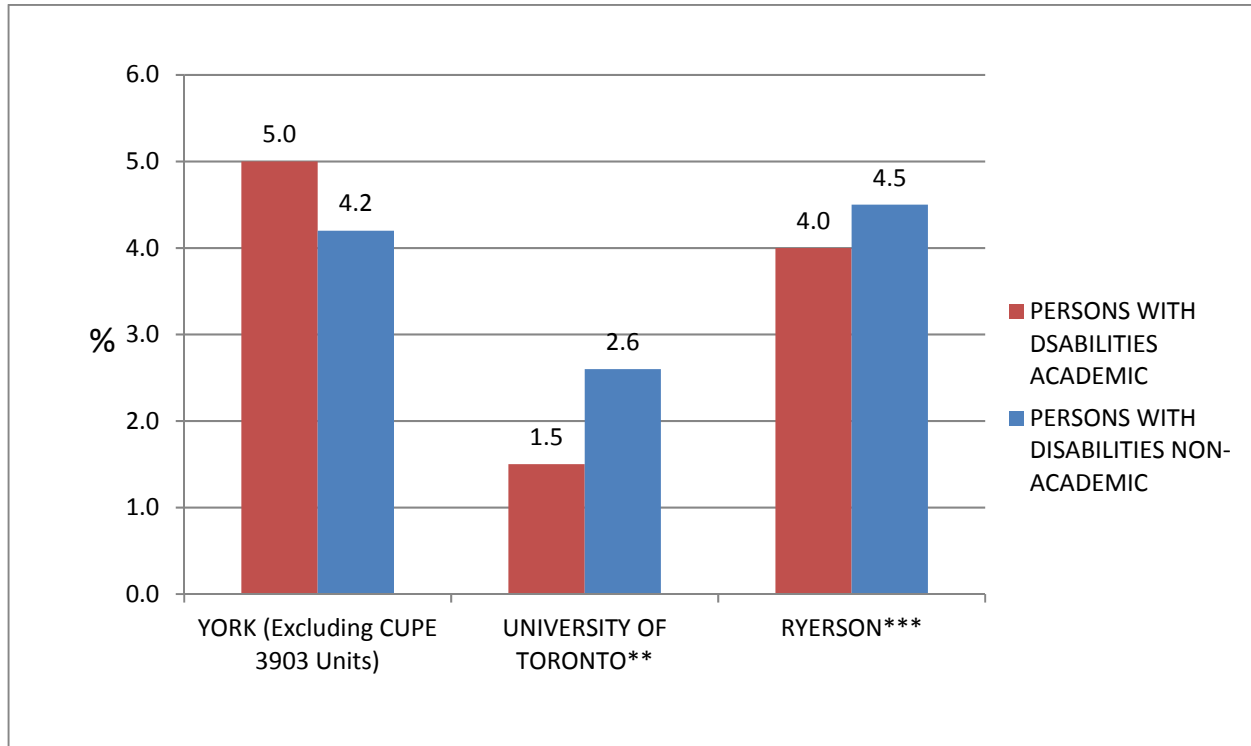
2014, *2013

Visible Minorities (Racialized)



2014, *2013

Persons with Disabilities



2014, *2013