Senate Year-End Report
June 16, 2016

Rhonda Lenton, Provost & Vice-President Academic
External PSE Context

Enrolment decline
- Applications declining in Ontario through to 2021
- Increasing competition in Ontario

Financial challenges
- Uncertainty in tuition fee framework
- No additional MTCU funds beyond enrolment growth
- Continuing funding challenges for the direct and indirect costs of research

Increasing accountability
- Special envelopes aligned with MTCU priorities
- Performance based grant funding
System Undergraduate Enrolment Projection

Fall Full Time Headcount

Source: Council on Enrolment Statistics, Projection and Analysis (CESPA), February 2016
Continuing Significant PSE Trends

• focus on quality
• differentiation in the sector
• prioritizing student learning experience and career preparation
• emphasis on *research impact* and the role of PSE for socioeconomic development of our communities
• access and student mobility initiatives including:
  o enhanced credit transfer
  o technology enhanced learning, open access and collaboration
Challenges for York

- Reputation
- Loss of market share (impact on GPA cutoff)
- Significant reliance on small number of programs
- Research performance
- Student satisfaction
- Campus experience
- Budget
Reliance on Small Number of Programs

- Capacity has been identified as a barrier for a significant number of high demand programs
- Applications have become more concentrated for a limited number of programs

111 Programs
(101 Applications, Fall 2016)

- 26% = Top 3 Programs
- 38% = Top 5 Programs
- 57% = Top 10 Programs
- 93% = Top 50 Programs
White Paper Opportunity

Progressive

- New ways of thinking
- High quality programs
- Comprehensive
- Research intensive
- Impactful

Preparing Global Citizens

- Enriched learning environment with a strong liberal arts foundation and transferable skills for success
- Excellent student advising
- Enhanced campus experience
- Increased internationalization

Building Stronger Communities

- Approachable
- Inclusive and diverse
- Community engaged university
- Globally connected
Incremental Progress to Transformational Change

University Academic Plan 2010 – 2015
- PRASE
- AAPR
- SEM

University Academic Plan 2015 – 2020
- IIRP Working Groups
- PIER
- Markham
- Faculty Program Quality Plans
Progress towards Plan
White Paper Benchmarks
University Academic Plan 2015 - 2020
Complement Recovery – Cumulative Change in Tenure Track Faculty Complement (Heads), 2002-03 to 2016-17 (October 1 to October 1) (excluding Librarians)

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<th>Year</th>
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<th>04/05</th>
<th>05/06</th>
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Source: Office of the VPA&P & the York University Fact Book

June 2016
## Complement: Update on Tenure Track Appointments Made in 2015-16 and Authorized for 2016-17 (Heads)

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<thead>
<tr>
<th>FACULTY</th>
<th>Total Authorized for Search 2015-16</th>
<th>Total Appts. Made 2015-16</th>
<th>2015-16 Failed or Delayed and Rolled Over to 2016-17</th>
<th>Tenure Track (professorial) Authorized for 2016-17</th>
<th>Tenure Track (alternate) Authorized for 2016-17</th>
<th>Tenure Track (endowment) Authorized for 2016-17</th>
<th>Canada Research Chairs Authorized 2016-17</th>
<th>Total Authorized for Search 2016-17 (includes 9 rolled over from 2015-16)</th>
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<td>13</td>
<td>3</td>
<td>10</td>
<td>76**</td>
<td>46</td>
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**One CRC2 in Statistics/Big Data, Mathematics & Statistics rolled over to 2017-18**

**76 includes 8 conversion appointments and 9 delayed/failed appointments rolled over from 2015-16**

Source: Office of VPA&P June 2016
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<td>3,994.2</td>
<td>+163</td>
<td>+172</td>
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* University Budget Target includes projected Engineering growth over 2011-2012
## Graduate Growth to SMA Target - Final Masters
### Fall FTEs 2015 - 2016

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<td>Eligible</td>
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<td>Visa</td>
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<td>2,988.1</td>
<td>3,122.7</td>
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<td>2,971.8</td>
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- Targets as provided in SMA, April 16, 2014
- Government reduced the target from the previous target by 159.58 FTEs from 2,748.98 FTEs
- Maintain 10% graduate overall
### Capacity to Increase PhD beyond SMA

Target - Final Doctoral FTEs 2015 - 2016

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<tbody>
<tr>
<td><strong>Eligible</strong></td>
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<tr>
<td></td>
<td>1,019.4</td>
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<tr>
<td><strong>Visa</strong></td>
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<tr>
<td></td>
<td>127.3</td>
<td>173.3</td>
<td>196.1</td>
<td>204.3</td>
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</tr>
<tr>
<td><strong>Other Ineligible</strong></td>
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<td></td>
<td>274.1</td>
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<td><strong>Total</strong></td>
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<td>1,685.6</td>
<td>1,646.9</td>
<td>1,621.2</td>
<td>1,694.3</td>
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<td>1,669.3</td>
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</tbody>
</table>

- Targets as provided in SMA, April 16, 2014
- Reduced from previous target by 181.6 from 1,212.16
- Successful PhD plan requires continuing reduction in proportion ineligible (past funding)
Student Enrolment Trend (Total FFTEs) by Faculty in 2008-09 and 2015-16
Total Student FFTES to Tenure Stream Faculty (FTF) Ratios by Faculty in 2008-09 and 2015-16

* 2008/09 ratio for Science and Engineering
## Student-Faculty Ratios

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</thead>
<tbody>
<tr>
<td>Undergraduate FTE / Tenure Stream FTE</td>
<td>30.0</td>
<td>31.5</td>
<td>32.8</td>
<td>33.2</td>
<td>33.4</td>
<td>32.4</td>
<td>31.7</td>
<td>31.4</td>
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<tr>
<td>Graduate FTE / Tenure Stream FTE</td>
<td>3.3</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
<td>3.4</td>
<td>3.3</td>
<td>3.4</td>
<td>3.5</td>
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<tr>
<td>Total (UG + Graduate) FTE / Tenure Stream FTE</td>
<td>33.3</td>
<td>34.9</td>
<td>36.2</td>
<td>36.5</td>
<td>36.8</td>
<td>35.8</td>
<td>35.2</td>
<td>34.9</td>
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<td>Undergraduate FTE / Combined Full-time/Contract Faculty FTE</td>
<td>17.4</td>
<td>18.6</td>
<td>18.3</td>
<td>18.3</td>
<td>18.5</td>
<td>18.0</td>
<td>17.5</td>
<td>18.0</td>
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<td>Graduate FTE / Combined Full-time/Contract Faculty FTE</td>
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<td>1.8</td>
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<td>2.0</td>
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<tr>
<td>Total (UG + Graduate) FTE / Combined Full-time/Contract Faculty FTE</td>
<td>19.3</td>
<td>20.6</td>
<td>20.1</td>
<td>20.1</td>
<td>20.4</td>
<td>19.8</td>
<td>19.4</td>
<td>20.0</td>
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*Source: OIPA*
Academic Quality Highlights 2015 - 2016

- Commitment of Ontario government to establish Markham campus
- Glendon expansion and partial designation
- Increasing comprehensiveness – notably graduate level engineering and professional programming (e.g., Masters of Real Estate & Infrastructure, Masters of Management, Mechanical and Civil Engineering)
- AIF supported 47 projects across all Faculties in support of pedagogical innovation in areas of technology enhanced learning and experiential education totalling $1.5m / pan-university EE infrastructure plan under review
  - Over past three years (to 2014-15) 34% increase in fully online UG courses and 145% increase in graduate courses online
  - As of May 2015 nearly 1000 courses have EE incorporated
- eLearning course proposals submitted to the Ontario Shared Online Course Fund received over $250,000 in funding
- Innovation York facilitated 556 research agreements valued at $24.1m / submission of CREF application / Institute for Global Health established with $20 million donation
- Sponsored Research income from Federal and Provincial sources grew over $10 million from 2013-14 ($72.04 million) to 2014-15 ($82.6 million)
- External graduate student support success: sustained prestigious Canada Graduate Scholarship success with increase from 13 to 26 awards; YU students received 3 of 15 Trudeau Fellows
2015 – 2016 Student Success

• Expanded **YU START** to seven Faculties and 6,000 incoming students; presented at several international conferences (CACUSS, AACROA) regarding YU START’s model of success

• Successful implementation of specific **SEM** strategic tactics to yield positive outcomes:
  • Improved conversion
  • Improved retention

• Development of a Strategic Enrolment Management YULink site and enrolment toolkit to support the institutional 5-year SEM plan and directional enrolment goals

• Global Café for international students

• Global Connections program and enhanced international student peer program ease international student transition into York and campus integration

• Graduate student support expansion (job placement, progress reports, curriculum reform) and experiential education enrichment

• FGS launch of York Postdoctoral Fellow program providing research opportunities and professional development
2015 - 2016
Community Engagement

• Surpassed White Paper target for international enrolments
  o target reset to 15%

• Almost 300 international partnership agreements with universities worldwide

• Launch of FES eco-campus in Costa Rica

• Increased student-centric athletic programming and engagement: 4000,000+ participants in campus recreation programs; 70,000 participants in Intramurals; 300,000 uses of the fitness centre and an increase in women-only and LGBT programs and services

• York/LA&PS fundraising efforts for Syrian refugees

• Increased donations to York

• Department of Dance launched a Community Dance Education course involving practicum placements

• Art Gallery of York University won two Ontario Association of Art Galleries awards for innovation in programming, exhibition design and community engagement
2015 - 2016

Valuing People & Strengthening the Workplace

• Full implementation of the Disability Management Program

• Successful conclusion to collective bargaining with YUFA (OHFA and CUPE Unit 4 in progress)

• Resolved arbitration with CUPE 3903 over CA interpretation

• **Mental Health** Conference for 200+ student leaders and safeTALK training for nearly 1000 faculty, staff and students
2015 - 2016

Resource Integration & Sustainability

- SHARP (Shared Accountability and Resource Planning) finalized
- Pan Am/ Parapan Am Athletics Stadium
- Approval of the new Student Centre project
- The Bergeron Centre for Engineering Excellence opened - designed to LEED Gold standard
- **CAUBO** Quality and Productivity Award
- Significant progress towards achieving balanced budgets
2015/16 VPA&P Divisional Budget Results

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<tr>
<th>Fiscal Year 2015/16</th>
<th>Faculties &amp; Libraries</th>
<th>VPAP &amp; Non Academic Units</th>
<th>Total Academic Division</th>
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<td>In Year Surplus (Deficit)</td>
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<td>(4.70)</td>
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<tr>
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<td>10.83</td>
<td>6.22</td>
<td>17.05</td>
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Looking Forward – 2016 - 2017

• Remaining challenge to:

  ➢ Fully realize vision including differentiation strategy
  ➢ Strengthen overall reputation
  ➢ Enhance collegial engagement
  ➢ Maintain plan for financial sustainability
  ➢ Promote York’s successes
Enrolment Picture 2016 - 2017

• First choice 101 applications down for 2016 by -2.9% compared to flat system

• But 101 first choice confirmations up by 2.7% compared to system down by -1.0% (too early for 105 report)

• Regaining lost ground in provincial market share on confirmations (10.3% in 2007 dropped to 8.5% in 2014 and back up to 9.3% in 2016)

• Remaining focus:
  • Regaining 1st choice market share in applications / applicants from current level of 7% to confirmation level of 9.3%
  • Maintaining White Paper benchmark on GPA cutoffs - generally on track with exception of liberal arts and environmental studies
  • Maintaining SEM plan is essential
Convergence Campaign supporting our Efforts

- 11M views, 30,000 clicks to landing pages
- 12,500 applications; 5,500 offers; 1,500 accepts
- 1,200 leads nurtured through the CRM

Search

Display

Facebook
### VPA&P Rolling Budgets

#### Fiscal Year

<table>
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<tr>
<th>Fiscal Year</th>
<th>Faculties &amp; Libraries</th>
<th>VPAP &amp; Non Academic Units</th>
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<td>(16.18)</td>
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<td>(5.63)</td>
<td>2.48</td>
</tr>
<tr>
<td>2018/19 Ending Carryforward</td>
<td>(88.33)</td>
<td>22.30</td>
<td>(66.03)</td>
</tr>
</tbody>
</table>

By 2018/19, faculties will have a cumulative negative carry forward of over $88M.
Budget Risks

• Undergraduate enrolment has fallen below accessibility funding levels

• Masters performance is below Graduate Growth funding level

• Potential negative ~$15m ($11m for Undergraduate and $4m for Graduate) budget impact if Ministry adjusts funding
Charting the Next 4 Years

• Strategies for implementation laid out in UAP 2015 – 2020

• Continuing to build FT complement

• Specific initiatives coming forward from IIRP Working Groups building on and institutionalizing existing pockets of excellence at local level in the areas of:
  - Student centred advising
  - Streamlined, high quality academic programs
  - Revisioned FGS
  - Enhanced campus experience
  - Streamlined, high quality administrative services
  - Experiential Education
  - Technology Enhanced Learning and other signature pedagogies e.g, internationalization
  - Intensify scholarship, research and related creative activities
Charting the Next 4 Years (cont)

- Implementing Faculty Program Quality plans
- Confirming 10-year enrolment and complement plans
- Implementation of SHARP and balanced budgets by 2018-19
- Leveraging capital infrastructure call
- Realizing the potential of Markham for York
- Continuing with SEM including a focus on strengthening 105 intake (college transfer, mature)
- Leveraging external opportunities e.g., ONCAT, eCampus Ontario
- Developing metrics and data system to support planning and reporting
Appendix
### Taking up the Challenge - White Paper Benchmarks

<table>
<thead>
<tr>
<th>Benchmark</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of full-time complement</td>
<td>Pan-university strategy for community engagement</td>
</tr>
<tr>
<td>Increase in institutional research partnerships and innovative clusters</td>
<td>Becoming a more comprehensive university</td>
</tr>
<tr>
<td>Increase in standards for academic admission in undergraduate programs</td>
<td>Implementation of enhanced first year program for undergraduate students</td>
</tr>
<tr>
<td>Significant increase in EE as component of degree programs</td>
<td>Benchmarks &amp; policies for significant increase in PhD completion within 6yrs</td>
</tr>
<tr>
<td>Increase number of graduate students and PDFs with external awards to 25%</td>
<td>Significant expansion of TEL and online delivery to increase access</td>
</tr>
<tr>
<td>Enhancement of internationalization including increasing the proportion of international students to 10% of all York students by 2017</td>
<td>Annual systematic increase in international peer reviewed research and related creative contributions including an increase in external funding</td>
</tr>
</tbody>
</table>
UAP 2015-20 Priorities & Benchmarks

Core Priorities – White Paper, University Academic Plan 2015 - 2020

Achieving Academic Excellence through Innovative Quality Programs

- Faculty-led plans to enhance program quality and address challenges
- Enhance comprehensiveness and interdisciplinarity
- Refine YUQAP to include SLOs and assessment alignment
- Increase in collaboration including programming that spans the Faculty
- Improved FT faculty:student ratios
- Increase in high quality applications and conversions
- Improved proportionate distribution of applications across academic programs
- Increase in innovative curriculum through research activities, EE activities, international opportunities, etc
- Reinvigorated liberal arts through program excellence and promotion, program combinations
- More highly ranked programs
- Increased comprehensiveness including innovative degree programs in Health, Engineering, Science, Business-Related, Professional Programs and Content
- Degree streamlining and decrease in degree requirement complexity
- Refined YUQAP

Advancing Exploration, Innovation and Achievement in Scholarship, Research and Related Creative Activities

- Increase reportable research outcomes and enhance measures
- Enhance quality and quantity of research and KM aimed at shaping public debate
- Enhance and project ORUs
- Increase number of researchers pursuing external research funding
- Increase in scholarly, research, creative activities
- Increase in grant applications
- Increase in impact including expanded open access
- Increase in research collaboration and partnerships
- Increase in research funding
- Stronger research infrastructure

Enhanced Quality in Teaching and Student Learning

- Expand open access to York research
- Increase research partnerships
- Establish York as innovation hub
- Expand collaboration among faculty members and outside
- Establish & implement Institutional Research and Facilities Plan
- Significantly expand TEL including online/blended and open access materials
- Strengthen graduate student population and PDFs
- Expand faculty development support
- Every program has an EE component
- Expand international learning opportunities including in the curriculum
- Experiential learning component in every program
- Increase in online/blended courses and programs
- Increase in other TEL tools that enhance student learning
- Increase in number of students having international experience
- Increased effectiveness of Teaching Commons / faculty supports
UAP 2015-20 Priorities & Benchmarks

Core Priorities – White Paper, University Academic Plan 2015 - 2020

Enhancing the Campus Experience
- Enhance campus spaces and physical infrastructure aligned
- Enhance social academic spaces
- Create spaces for community interactions
- Leverage new facilities in cause of creating welcoming spaces
- Enhance community-based approach to campus safety
- Enhance ecological sustainability
- Develop campus as a destination
- Create Cultural Innovation Fund

Enhancing Community Engagement
- Increase engagement at all levels of York faculty, staff and students in institutional planning processes
- Implement mental health strategy
- Expand community outreach and engagement
- Finalize Internationalization Strategy including 15-20% international students
- Celebrate York’s diverse community and surrounding vibrant communities
- Increase continuing studies and professional development (CS/PD)
- Broader engagement at all levels of York faculty, staff and students in institutional planning processes
- Comprehensive mental health strategy
- Increased local and global collaboration and partnerships for research, teaching & learning
- Obtained 15 – 20% international
- Significant increase in CS/PD
- Increased celebrations/recognition

Student - centred Approach
- Develop new integrated student advising model
- Actively monitor student learning needs to inform academic supports
- Cross-train and allocate staff members to priority areas
- Increase contact time between faculty and students
- Raise funds for scholarships and bursaries, PDFs
- Continue SEM implementation
- Increase in applications, conversions and retention
- Increase in student satisfaction
- Decrease in student petitions
- Increase in staff performance and satisfaction
- Increase in donor student support
- Stronger completion rates for both undergraduate and graduate (6 yrs)
- Enhanced student supports for undergraduate and graduate
- Increase in faculty-student interactions

Enabling the Plan
- Develop high quality and effective administrative services
- Increase training / PD
- Significantly enhance advocacy and communications to enhance York’s reputation
- Review academic unit structures to advance achievement of objectives
- Enhance data quality and analytics
- Establish evaluation metrics
- Establish 10 yr integrated enrolment, complement & space plans
- Achieve financial sustainability
- Balanced three-year rolling budget
- Enhanced professional development
- High quality professional administrative services
- Integrated and demonstrably effective communications
- 10 year integrated long-term plan
- Agreed-upon metrics and data to support analysis
- Better alignment of academic structures to support priorities

Key Objectives

Benchmarks

- More welcoming, sustainable and beautiful campus
- Greater community engagement on campus
- Improved facilities for teaching and research
- Enhanced social academic interactions inclg faculty-student
- Maintained / strengthened campus safety
- York seen as a destination
# Details by Faculty – Tenure Stream Complement 2009-10 to 2016-17

<table>
<thead>
<tr>
<th>FACULTY</th>
<th>Hires</th>
<th>Departures</th>
<th>Change in Tenure Stream Complement 2009-10 to 2015-16</th>
<th>2016-17¹ (July 1 to June 30) Authorized Appointments and Confirmed Departures (to date)</th>
<th>Preliminary Change in Tenure Stream Complement 2009-10 to 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>2009-10 to 2015-16 Appointments Made and Departures</td>
<td>Total³ (professorial and alternate⁴)</td>
<td>Departures² (confirmed to date)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2009-10 to 2015-16 Appointments Made and Departures</td>
<td>CRC</td>
<td>Faculty Funded</td>
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<tr>
<td>LAPS</td>
<td>78</td>
<td>131</td>
<td>-53</td>
<td>2</td>
<td>19</td>
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<tr>
<td>EDUCATION</td>
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<td>0</td>
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<tr>
<td>FES</td>
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<td>14</td>
<td>-4</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>AMPD</td>
<td>12</td>
<td>28</td>
<td>-16</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>GLENDON</td>
<td>16</td>
<td>23</td>
<td>-7</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>HEALTH</td>
<td>31</td>
<td>32</td>
<td>-1</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>LASSONDE</td>
<td>30</td>
<td>4</td>
<td>26</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>OSGOODE</td>
<td>15</td>
<td>12</td>
<td>3</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>SCIENCE</td>
<td>34</td>
<td>34</td>
<td>0</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>SCHULICH</td>
<td>16</td>
<td>16</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>All Faculties (excluding Libraries)</strong></td>
<td><strong>250</strong></td>
<td><strong>302</strong></td>
<td><strong>-52</strong></td>
<td><strong>11</strong></td>
<td><strong>70</strong></td>
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<tr>
<td><strong>LIBRARIES</strong></td>
<td><strong>13</strong></td>
<td><strong>11</strong></td>
<td><strong>2</strong></td>
<td></td>
<td></td>
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</table>

**Source:** Office of VPA&P & Fact Book

**Notes:**

ⁱ2016-17 total of eighty-four (84) = 76 (includes 9 rolled over) + 8 made in 2015-16 with delayed starts to July 1, 2016

²Departures includes retirements, resignations, deaths and terminations

³Eight (8) CUPE Conversion authorized appointments included

⁴A total of thirteen (13) authorized positions are in the alternate stream (including 6 alternate stream CUPE Conversions)

Thirteen (13) alternate stream appointments were made in 2015-16 (including 6 alternate stream CUPE Conversions)

Joint appointments are counted in Home Faculty

---

Source: Office of the VPA&P & the York University Fact Book

June 2016
Tenure-Stream Complement  
(Summary of Hires and Losses)  
2009-10 to 2016-17

<table>
<thead>
<tr>
<th>FACULTY</th>
<th>Hires (prelim.)</th>
<th>Retirements</th>
<th>Resignations</th>
<th>Terminations</th>
<th>Deaths</th>
<th>Total Departures (prelim.)</th>
<th>Hires minus Departures (prelim.)</th>
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<tr>
<td>LAPS</td>
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<td>97</td>
<td>31</td>
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<td>7</td>
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<td>1</td>
<td>15</td>
<td>-3</td>
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<tr>
<td>AMPD</td>
<td>15</td>
<td>28</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>34</td>
<td>-19</td>
</tr>
<tr>
<td>GLEN DON</td>
<td>26</td>
<td>20</td>
<td>6</td>
<td>1</td>
<td>2</td>
<td>29</td>
<td>-3</td>
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<tr>
<td>HEALTH</td>
<td>45</td>
<td>25</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>37</td>
<td>8</td>
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<tr>
<td>LASSONDE</td>
<td>44</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>37</td>
</tr>
<tr>
<td>OSGOODE</td>
<td>19</td>
<td>11</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>SCIENCE</td>
<td>44</td>
<td>25</td>
<td>6</td>
<td>3</td>
<td>4</td>
<td>38</td>
<td>6</td>
</tr>
<tr>
<td>SCHULICH</td>
<td>21</td>
<td>5</td>
<td>11</td>
<td>1</td>
<td>1</td>
<td>18</td>
<td>3</td>
</tr>
<tr>
<td>All Faculties (excluding Libraries)</td>
<td>334</td>
<td>235</td>
<td>71</td>
<td>14</td>
<td>24</td>
<td>344</td>
<td>-10</td>
</tr>
</tbody>
</table>

Source: Office of VPA&P & York University Fact Book

June 2016
### Results to Target to Date by Faculty for 2016 - 2017

<table>
<thead>
<tr>
<th>Faculty</th>
<th>101s</th>
<th>105s</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMPD</td>
<td>104%</td>
<td>86%</td>
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<tr>
<td>Glendon</td>
<td>108%</td>
<td>81%</td>
</tr>
<tr>
<td>Health</td>
<td>101%</td>
<td>43%</td>
</tr>
<tr>
<td>LAPS</td>
<td>103%</td>
<td>68%</td>
</tr>
<tr>
<td>LSE</td>
<td>116%</td>
<td>141%</td>
</tr>
<tr>
<td>Schulich</td>
<td>100%</td>
<td>113%</td>
</tr>
<tr>
<td>Science</td>
<td>84%</td>
<td>61%</td>
</tr>
<tr>
<td>FES</td>
<td>89%</td>
<td>51%</td>
</tr>
</tbody>
</table>

*Tuesday June 14, 2016
105 preliminary results*