



York University
Board of Governors

Notice of Meeting

Monday, February 25, 2013
3:00 pm to 6:00 pm

Marshall A. Cohen Governance Room
5th Floor, York Research Tower
Keele Campus

AGENDA

TAB

I. CLOSED SESSION

II. OPEN SESSION (approximately 3:15 pm)

1. **Chair's Items** (*J. Foster*)
 - 1.1 **Report on Items Decided in the Closed Session: Welcome to new Governors**
 - 1.2 **Executive Committee** 1
 - 1.2.1 **Protocol on Composition of the Board**2
2. **President's Items** (*M. Shoukri*)
 - 2.1 **Current Issues**
 - 2.2 **Online Learning Update**
3. **Land and Property Committee** (*P. Tsaparis*)3
 - 3.1 **York University Master Plan:**
 - 3.1.1 **Presentation** (*For information: B. Purves, Ken Greenberg, Greenberg Consultants Inc. and Donna Hinde, The Planning Partnership*)4
 - 3.1.2 **Master Plan Framework** (*For approval: P. Tsaparis*).....5
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Harriet Lewis
Secretary

**York University
 Board of Governors**

Minutes of the Open Session of the Meeting of
 Monday, 3 December 2012

Marshall A. Cohen Governance Room, York Research Tower

<i>Present:</i>	<i>Regrets:</i>	<i>Others:</i>
Julia Foster, Chair Guy Burry Terrie-Lynne Devonish William Hatanaka John Hunkin Ozench Ibrahim Zahir Janmohamed Armand La Barge Sandra Levy Bob Lewis Mark Lievonen Marting Lockshin Jon O'Kane Sal Paneduro Tim Price Sam Schwartz Honey Sherman Mamdouh Shoukri Paul Tsaparis Emile Wickham Paul Wilkinson Henry Wu Harriet Lewis, <i>Secretary</i> Cheryl Underhill, <i>Assistant Secretary</i>	Susan Black Deb Hutton Debbie Jamieson Ken Ng Honey Sherman	James Allan Cynthia Archer Noël Badiou Matthew Bogart (NexJ Systems) Gary Brewer Barbara Crow Aldo DiMarcantonio Chris Edey Rhonda Lenton Ran Lewin Ijade Maxwell Rodrigues Alex Matos Janet Morrison Henry Morton Roxanne Mykitiuk Jeff O'Hagan Alice Pitt Bud Purves Lia Quickert Joanne Ryder Julia Salzman (Faculty of Health) Harvey Skinner Richard Smith Bill Tatham (NexJ Systems) Walter Tholen Noah Wayne (Faculty of Health) Susan Webb William van Wijngaarden Elaine MacRae, <i>Board Coordinator</i>

II. OPEN SESSION

1. Chair's Items

Mrs Foster welcomed all to the meeting, and recognized Mr Henry Morton, President of Campus Suites, a partner in the Forum York Development Consortium.

1.1 Report on Items Decided in the Closed Session

The Chair reported on the two items decided in the *Closed* session of the meeting:

- The revised Block Plan for the student housing community within the Pond-Sentinel residential-retail development project in the southeast quadrant of the Keele campus; and
- The financial term sheet to be used by the University for negotiating the master development and leasing agreement between York and the Forum York Developments Consortium for the Pond-Sentinel development project.

For information and discussion, Vice-President Brewer provided a safety and security update.

1.2 COU Board Orientation Session

In a presentation, Mr Wickham shared reflections on a recent orientation session for new university governors hosted by the Council of Ontario Universities; a copy of the presentation slides are filed with these minutes.

1.3 Executive Committee

The documentation circulated with the agenda was noted by Mrs Foster.

1.3.1 Actions Taken on Behalf of the Board

Referring to the documentation circulated with the agenda, Mrs Foster reported that on behalf of the Board, the Executive Committee approved the appointment of Rhonda Lenton as the Vice-President Academic & Provost for a for a term to commence 26 November 2012 through to 30 June 2014.

2. President's Items

The President commented on:

- the successful open forum on campus safety
- his trip to China, one highlight of which was meeting with York alumni in Hong Kong
- his recent speech at the Empire Club on the importance of internationalism to post-secondary education in Canada
- the provincial post-secondary education landscape
- the \$2 million funding received for the new Chair in *Autism Spectrum Disorders Treatment and Care Research* in the Faculty of Health
- the ground-breaking ceremony commencing construction of the Pan Am Games stadium on the Keele campus
- Red & White Day held to celebrate school spirit and announce the winner of the vision contest
- A *Memorandum of Understanding* between York and the Indian Research Council to collaborate on research projects
- The successful Bryden Awards event
- The recent induction of Professors Carl James and Norman Yan as Fellows of the Royal Society of Canada.

2.1 Enrolment Update

Referring to the documentation distributed with the agenda, the Provost reported on the November 1 graduate and undergraduate enrolments. Overall undergraduate enrolments are tracking to the 2012-13 targets, and graduate intakes are close to meeting planned growth for the year. The strategic enrolment plan is being adjusted to address the emerging trend of declining applications from non-

high school applicants (the “105’s”), and a retention strategy is being developed in collaboration with the Faculties to strengthen undergraduate retention rates.

2.2 Presentation: Dean Harvey Skinner, Faculty of Health: “Agents of Change”

Dean Skinner, in collaboration with current undergraduate and graduate students in the Faculty of Health, Julia Saltzman and Noah Wayne, and Mr William Tatham of Nexj Systems, provided a presentation on the innovative co-curricular initiatives, research projects and knowledge mobilization plans being pursued towards the Faculty’s vision of “first health, then medicine.”

3. Academic Resources Committee

Referring to the report circulated with the agenda, Mr Schwartz highlighted the Provost’s priority of addressing enrolment and retention targets, and the Vice-President Research & Innovation’s development of a new Strategic Research Plan to drive forward the University’s research agenda.

3.1 Appointments, Tenure and Promotion

The documentation with the agenda was *noted*. It was duly *agreed* **that the Board approve the President's November 2012 report on Appointments, Tenure and Promotion.**

3.2 Proposals to Establish Endowed Chairs and Professorships, Faculty of Environmental Studies and Lassonde School of Engineering

Referring to the documentation, Mr Schwartz noted the importance of chairs and professorships to advancing the University’s research goals. It was duly *agreed* that **the Board approve the following Chairs:**

- **the Bergeron Chair in Engineering Entrepreneurship at the Lassonde School of Engineering**
- **PowerStream Chair in Sustainable Energy Economics, in the Faculty of Environmental Studies**

4. Marketing, Communications and Community Affairs

Mr Lewis spoke briefly to the written report included in the agenda. Consistent with its risk management oversight, reputation was the overarching focus of the Committee’s recent discussion of rankings, recruitment, campus safety and the branding campaign.

5. Finance & Audit Committee

Ms Ibrahim noted the updates from the Vice-President Finance & Administration on the budget planning issues and pressures, as set out in the written report in the agenda.

5.1 Recommendation on Adoption of New CICA Accounting Standards for Not-for-Profit Organizations

The documentation distributed with the agenda was noted. The proposed adoption of the new accounting rules is consistent with the decision of other universities in the province. The new rules will enhance the transparency of the reporting of the University’s financial transactions. It was duly *agreed* **that the Board of Governors adopt of the new accounting rules for the fiscal year ending April 2013 with retroactive application as required.**

5.2. Long-Term Ancillary Plan

Ms Ibrahim spoke to the proposed updated ancillary plan. The University’s provision of ancillary services is expected to be a self-sustaining enterprise. The impact of several unforeseen events in

recent years together with shifts in demands for the various services, have resulted in declining revenue. The administration is focusing its attention on addressing the continuing pressures.

It was duly *agreed* that **the Board of Governors approve the attached update to the Long-Term Ancillary Plan.**

6. Governance and Human Resources Committee

Noting the written report in the agenda, Mr Janmohamed highlighted the Committee's ongoing work to fill the vacancies on the Board, the near completion of all the scheduled rounds of bargaining and the initiatives being launched to address mental health issues across the University.

6.1 Pension Plan and Fund Terms of Reference Revision

The documentation distributed with the agenda was noted by Mr. Janmohamed. The proposed changes to the Plan and fund terms are minor revisions to update the document.

It was duly *agreed* that **the Board of Governors approve the Revised Terms of Reference for the Pension Plan and Fund as noted in the documentation.**

7. Investment Committee

The Investment committee having just met days before the Board meeting, Mr Burry provided an oral report for information, which included the following items:

- the solid investment performance of the endowment fund in October with an increase in the total size of the fund from \$332M to \$339M since August, an 8.8% calendar year-to-date return, and a 3.0% return for fiscal year-to-date;
- the results of the 2011 comparative analysis of endowment fund expenses which revealed that York is comfortably below the average expense ratio of the peer group of 20 universities while achieving the best investment performance among the same cohort; and
- a summary of the recommendations included in the report from Province's Special Advisor on public sector pension funds

8. Land & Property Committee

The documentation with the agenda was *noted* by Mr Tsaparis. The updated Master Plan will be brought to the Board for approval at its next meeting in February.

9. Other Business

There was none.

10. In Camera Session

An *in camera* session was held

Consent Agenda Items

All consent items were deemed to be approved.

Julia Foster
Chair

Harriet Lewis
Secretary

EXECUTIVE COMMITTEE

Report to the Board of Governors

at its meeting of 25 February 2013

The Executive Committee met February 13 and again on February 15 and in addition to the items appearing on the agenda, makes this report for information.

Extension of term: Dean Martin Singer

At a meeting called for the purpose, the committee concurred with the action of President Shoukri in extending the term of Dean Singer for a further year, to June 30, 2015.

President's Items

President Shoukri provided a report on the progress of the searches for Deans of Science and Fine Arts, provided an overview of the new Ontario cabinet, and his ongoing plans for raising York's profile.

Board Retreat

The committee is of the view that the Board should meet "in retreat" for a concentrated session with the university's senior administration on the current context of post-secondary education and York's challenges and opportunities within that context. Because of the number of new appointments to the Board, it was agreed that the Fall would be the optimal time for such a session, and a date will be determined and an agenda set at a future meeting.

Governance Items

At the request of the Governance and Human Resources Committee, the Executive Committee discussed the desirability of creating a protocol to address the optimal length of governor's service, and the length of the normal term of governors to serve as committee chairs. A recommendation to approve a protocol which would establish the normal length of service at two four-year terms will come forward to the Board at its next meeting.

The committee also discussed the desirability of creating a position for a Vice Chair/Chair elect which will be further discussed with a view to taking action at a future meeting.

Julia Foster, Chair

Memo

To: Board of Governors

From: Julia Foster, Chair, Board Executive Committee

Date: February 19, 2013

Subject: Protocol for Composition of the Board of Governors

Recommendation

That the Board of Governors approve the revised *Protocol for Composition of the Board of Governors* as attached.

Rationale:

As you will be aware, the Governance and Human Resources Committee has been compiling a list of potential nominees to fill the five vacancies currently on the Board, as well as to provide a critical mass of qualified and desirable candidates to put forward for future vacancies as they occur.

In the course of consideration of the current composition, as a prelude to considering the strengths most needed at this time, we have reviewed the Protocol for Composition of the Board of Governors, and have noted the desirability of making some changes to the wording of the document to better reflect the university's current focus, the reintegration of the advancement function, and the Board's oversight responsibilities.

There is one proposed change to the introductory wording. It is the view of the Committee that the third paragraph included in the current document, which speaks to the wish to ensure diversity on the Board, is covered by the second paragraph, which states that the membership "should reflect the community in which York is situated, and the communities in which it participates", and that the language in the third paragraph referencing "particular minority or unrepresented groups" is not optimal. We are therefore recommending that the third paragraph be excised.

The other proposed changes are to the titles and descriptions of the areas noted as among those in which members should be able to demonstrate skill, interest, and knowledge.

The changes to the Guidelines and Criteria are listed in a chart attached as Appendix A, and the revised Protocol, with the changes noted in bold is Appendix B.

APPENDIX A

Proposed Amendments:

SECTION	EXISTING TEXT	REVISED TEXT (<i>CHANGES IN BOLD</i>)
Guidelines or Criteria for Nominations to the Board of Governors	<ul style="list-style-type: none"> Organizational Knowledge Finance Political Knowledge Public and Community Relations Real Property <p>An appreciation that land is the University's most substantial endowed asset and that the land should be used and developed in a way that will enhance York's campuses as a learning environment and to advance the health of the University in general; an ability to participate meaningfully in decisions concerning land development.</p>	<ul style="list-style-type: none"> Risk Management Finance/Investment Government and Community Relations Marketing, Communications and New Media Real Property <p>Understanding of the University as an autonomous, publicly-assisted institution which manages funds received from both private and public sources, to be held, invested or spent under numerous conditions or restrictions (including trust restrictions), to the benefit of its students, its teachers and their research.</p> <p>Understanding of contemporary marketing and communications media and media's impact in recruiting and retaining its students, promoting and advancing the university's mission, and raising York's profile and reputation with its members and the community at large.</p> <p>An appreciation that land is the University's most substantial endowed asset and an understanding that its lands should be used and developed in a way that will enhance York's campuses as learning environments and advance the health of the University in general; an ability to understand the importance of a University Master Plan for development of the University's lands and to participate</p>

SECTION	EXISTING TEXT	REVISED TEXT (<i>CHANGES IN BOLD</i>)
	<ul style="list-style-type: none"> Technology <p>An understanding of the complexity of contemporary technology and an understanding of both the opportunities available to use technology for the enhancement of University's academic mission and of the side effects of technological change.</p> <p>The following sections will be added:</p>	<p>meaningfully in decisions concerning their development.</p> <ul style="list-style-type: none"> Technology <p>An understanding of the complexity of contemporary and developing technology and an understanding of both the opportunities available to use technology for the enhancement of the University's academic mission and of the consequences of technological change.</p> <ul style="list-style-type: none"> Science, Health, Research and Innovation <p>An understanding of York's aspirations, as set out in the University Academic Plan, to become more comprehensive by expanding program offerings in science, engineering and health and to become more research intensive both in areas of traditional strength and in areas strategically focused on advancing the goals of the academic plan; realizing the role that the University plays in advancing the economic well-being of the province and the country through commercialization of innovative research and knowledge mobilization.</p> <ul style="list-style-type: none"> Performing and Fine Arts <p>An appreciation of York's role in the cultural life of Canada through the fine and performing arts and an ability to connect the university, through culture, with the community at large.</p>

PROTOCOL FOR COMPOSITION OF THE BOARD OF GOVERNORS

The Board of Governors of York University has the responsibility of ensuring that the objects and purposes of the University are firmly understood and appreciated by each of its members. It is therefore important that each Governor be both sensitive and dedicated to the teaching and research mission of the University and be aware of the authority and responsibility that the Board of Governors has for the governance of the University and the trusteeship of its assets so that York's objects and purposes can be met. Among the ways in which the Governors can provide such support is through the development and sustenance of a nurturing and stimulating learning environment for York's students on the University's campuses.

Inasmuch as the Board of Governors is established as a self-perpetuating body, it must also be mindful of the role that the contemporary University plays in the life of the local, national and international communities which sustain it. Governors should be committed to firming and forging links to all of these communities. As much as possible, the membership of the Board of Governors should reflect the community in which York is situated, and the communities in which it participates, and members should bring to their governorship the strengths which are required from time to time to advance the University and its mission.

Categories of Membership on the Board of Governors

There are four categories of membership on York's Board of Governors: *ex-officio* members, internal members, external members, and honorary members. The *York University Act* provides that the Board of Governors shall consist of thirty appointed members plus two *ex-officio* members.

Ex-officio members consist of the Chancellor and the President and Vice-Chancellor of the University as mandated by *The York Act*.

The appointment of internal members is provided for by by-law. Specifically, it is mandated that there shall be two student members chosen from the student body, two members of Senate chosen by the University Senate, and two members chosen from and by the full-time non-academic staff.

The by-laws also provide that the external members should include two persons elected or appointed from the Council of the York University Alumni Association. The remaining members are to be persons who will both best serve the interests of the University and will broadly reflect the public community.

Without limiting the generality of the foregoing, the by-laws specify that candidates for the Board of Governors shall be reflective of the Arts, Business, Industry, Labour, the Professions, Sciences and the community at large.

The category of honorary membership is available at the nomination of the Board to honour individuals who have made a significant contribution to the University. Honorary members have the right to attend all Board meetings but without a vote.

Guidelines or Criteria for Nominations to the Board of Governors

Individuals proposed for membership on the Board of Governors should be able to demonstrate skill, interest, and knowledge in at least one (and preferably more) of the following areas:

- **Risk Management**

Understanding of the University as a large not-for-profit, charitable, bi-cameral institution, which must manage a wide range of risks on an institutional basis, including through a formal enterprise risk management system, in an environment which relies on a self-regulating professional faculty and a responsible student body.

- **Finance/Investment**

Understanding of the University as an autonomous, publicly-assisted institution which manages funds received from both private and public sources, to be held, **invested** or spent under numerous conditions or restrictions (including trust restrictions), to the benefit of its students, its teachers and their research.

- **Marketing, Communications and New Media**

Understanding of contemporary marketing and communications media and media's impact in recruiting and retaining its students, promoting and advancing the university's mission, and raising York's profile and reputation with its members and the community at large.

- **Fund Raising**

An ability and willingness to open doors for the University and to take projects to government, the community and to individuals for financial support of the teaching, learning, and research missions.

- **Real Property**

An appreciation that land is the University's most substantial endowed asset and an understanding that its lands should be used and developed in a way that will enhance York's campuses as learning environments and advance the health of the University in general; an ability to understand the importance of a University Master Plan for development of the University's lands and to participate meaningfully in decisions concerning their development.

- **Employee Relations and Human Resources**

An understanding of a unionized work environment and the expertise to act wisely and effectively in sensitive and complex human resource matters.

- **Government and Community Relations**

An understanding of the University's place in the political sphere and a willingness to play a role in public policy debate on matters of interest to the University; a willingness and capacity to generate opportunities for York, its students, faculty, and staff, by advocacy in several political fora.

- **Law**

An understanding of the University's legal duties and obligations and the various legal regimes which establish and govern its obligations.

- **Science, Health, Research and Innovation**

An understanding of York's aspirations, as set out in the University Academic Plan, to become more comprehensive by expanding program offerings in science, engineering and health and to become more research intensive both in areas of traditional strength and in areas strategically focused on advancing the goals of the academic plan; realizing the role that the University plays in advancing the economic well-being of the province and the country through commercialization of innovative research and knowledge mobilization.

- **Performing and Fine Arts**

An appreciation of York's role in the cultural life of Canada through the fine and performing arts and an ability to connect the university, through culture, with the community at large.

- **Business**

The understanding of sound business practices and the sensitivity and ability to translate business knowledge and experience into the University context.

- **Technology**

An understanding of the complexity of contemporary **and developing** technology and an understanding of both the opportunities available to use technology for the enhancement of University's academic mission and of the **consequences** of technological change.

Conflicts of Interest

Members of the Board of Governors should not be in a conflict of interest which would disqualify them from serving as a Governor in a trust capacity and should avoid all such conflicts of interest.

The Commitment Expected of Governors

Members of the Board of Governors should express a commitment to York University and its mission and a willingness to support and advocate its interests. Members should be aware of the time required to participate in the work of the Board and be willing to commit to such participation before agreeing to serve.

Revised 2013

LAND AND PROPERTY COMMITTEE

Report to the Board of Governors

at its meeting of 25 February 2013

The Land and Property Committee met on 12 February 2013 and in addition to the item on the agenda for approval, provides this report for information.

1. Non-Core Asset Development Strategy

The Board was advised in the Fall of 2011 that the YUDC and the University were beginning to develop a plan to guide future land use development strategies and opportunities. The plan was to establish a set of overarching principals which will embrace the University's goal of integrating land assets with academic objectives and priorities. The scope of the initiative has been broadened beyond land to encompass the non-core assets of the University. The primary goal of the strategy remains that of identifying opportunities to generate capital resources to support and sustain the University's academic mission. The challenging fiscal climate of post-secondary education in Ontario is driving universities across the province to explore such initiatives.

The project is in the early phases of development, with efforts focused on confirming the University's long-term objectives, analyzing the state and value of its non-core assets, and examining possible governance and partnership structures. The next phase of the project includes community consultation on the plans.

2. Subway Update

The tunneling work on the Keele campus has concluded. Excavation work is continuing at the site of the York University station in the Commons, which is expected to be completed by July. Fall 2016 is the projected date of completion for the subway extension.

3. Pan/Parapan Games Stadium Project Update

Site preparation is underway for the construction of the Pan Am Games stadium. The design of the facility is almost complete, with the minor technical issues being finalized. The University's maximum financial commitment to stadium construction costs remains fixed at \$20 million.

4. Pond-Sentinel Development Project

In December the Board approved the terms for negotiating the Master Development and Leasing Agreement (MDLA) between York University and the Forum York Developments Consortium (FYDC) to construct and operate the first-phase of a mixed-use retail-student residential facility on the lands at the southwest corner of the Pond Road and Sentinel Road. YUDC and FYDC have commended the detailed design and planning of the development project. Processes to engage the York community and prepare the legal agreements are also underway.

5. Capital Construction

Vice President Brewer reviewed the status of the major capital projects. All are progressing well. The new engineering building remains a priority project. The design of the building is still in progress with the user group, and the construction manager is expected to be selected by the end of February. The Board approved public address system for the Keele campus is progressing on schedule and installation is planned for end of calendar 2013. Renovation work will commence this summer in the Calumet and Stong Colleges buildings to provide needed space to the Faculty of Health.

Paul Tsaparis, Chair

How to Use This Plan

February 2013

DRAFT

YORK
UNIVERSITY
DEVELOPMENT
CORPORATION

To be printed in colour, double sided, tabloid

Flexible Framework

York University's Keele Campus has been in a constant state of evolution from its early days. From its early development at the edge of the city through the 60's and 70's, to an urban campus served by the subway in the next few years, the Keele Campus is now envisioned as an urban campus fully integrated with mixed use neighbourhoods surrounding the Academic Core. Through its 50 year evolution, the Keele Campus has responded to an array of opportunities that have contributed to its world wide reputation. The Master Plan will enable the University to continue to embrace opportunities to enhance the campus by providing a flexible framework to ensure individual initiatives contribute to strengthening the form and character of the Academic Core.

The Master Plan defines the broad structuring elements to guide the long term development of the Keele Campus. Broad structuring elements include pedestrian routes, University streets, City streets, natural features,

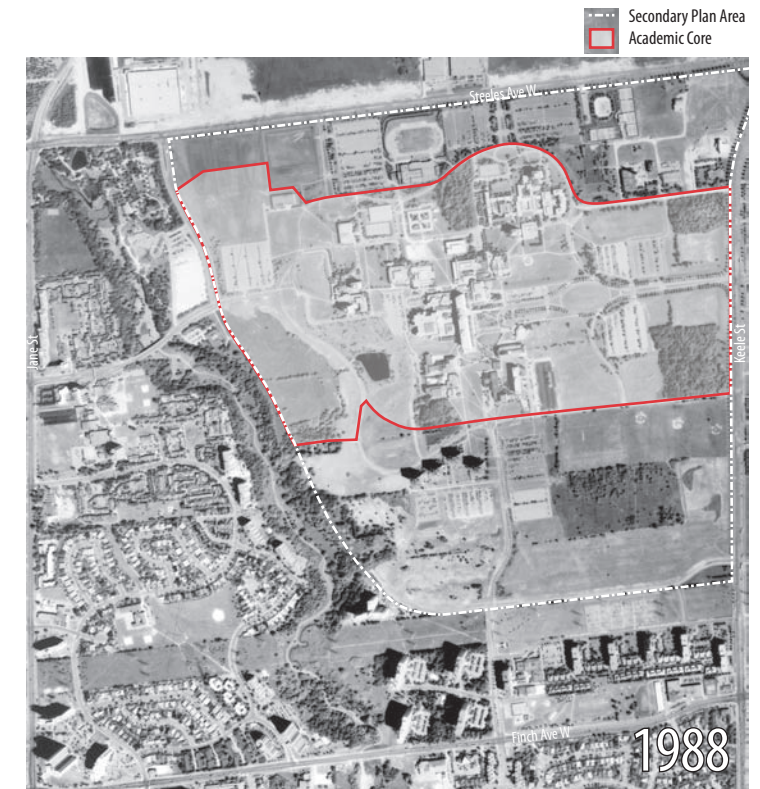
courtyards and greens, cultural heritage features and land parcels for development. It provides urban design and landscape direction for each of the 20 parcels that can accommodate future development. The direction defines where buildings should be located, important landmarks and corners, pedestrian routes and access, streets and service lanes and landscape features. It also provides direction with respect to consideration of cultural heritage features, archaeological resources and servicing when considering development in any one of the 20 parcels. The Master Plan provides a flexible framework and anticipates that a full range of building types will continue to be designed.

As a document that defines the broad structuring elements of the campus, it does not prescribe details such as land use, building material, type of street tree, paving materials, or type of outdoor furniture. It does however, provide direction for more detailed work that should be undertaken by the University to establish design standards for those

specific components of the campus environment. The Master Plan, when used in conjunction with the design standards will guide planning and design for new academic buildings and facilities, public realm improvements and infrastructure.

The Master Plan makes no assumptions about which projects will be undertaken, when they will begin, who will lead a particular initiative, what a project will cost or how it will be funded.

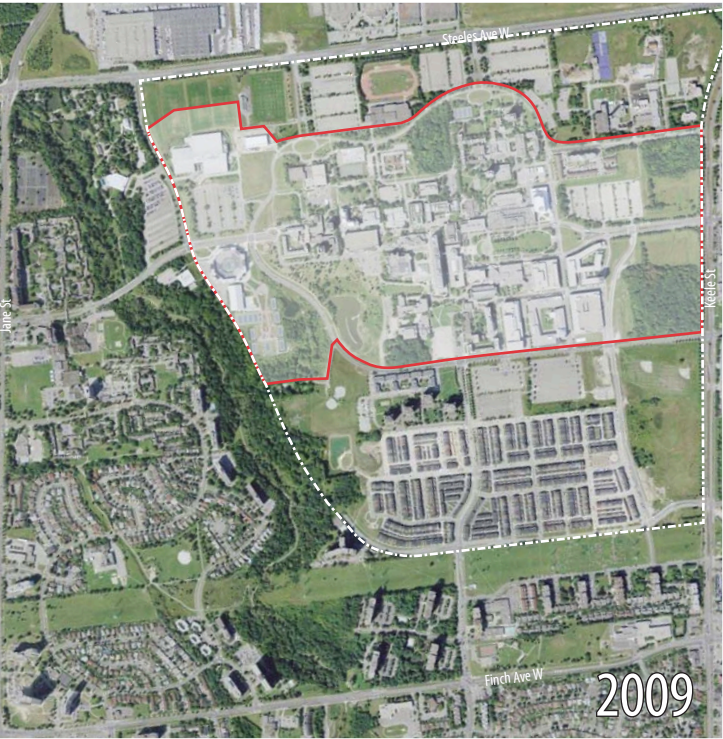
While the details of development of the Keele Campus will vary over time depending on , for example, priorities, financial parameters and academic needs, the fundamental pillars and broad structuring elements established in this Master Plan will provide a clear and integrated framework to guide change.



Living Document

As a flexible framework, the Master Plan will accommodate substantial change over time. A review every 5 years is recommended to monitor changes and to ensure adherence to its overarching pillars. At each review, a summary of new buildings, public realm improvements and infrastructure updates should be prepared and the Master Plan should be updated to reflect the new conditions.

These updates, and any fundamental changes that would significantly affect the overarching pillars, principles of each Lens, or framework of the Master Plan, would require review and approval by York University's Master Planning and Facilities Committee.

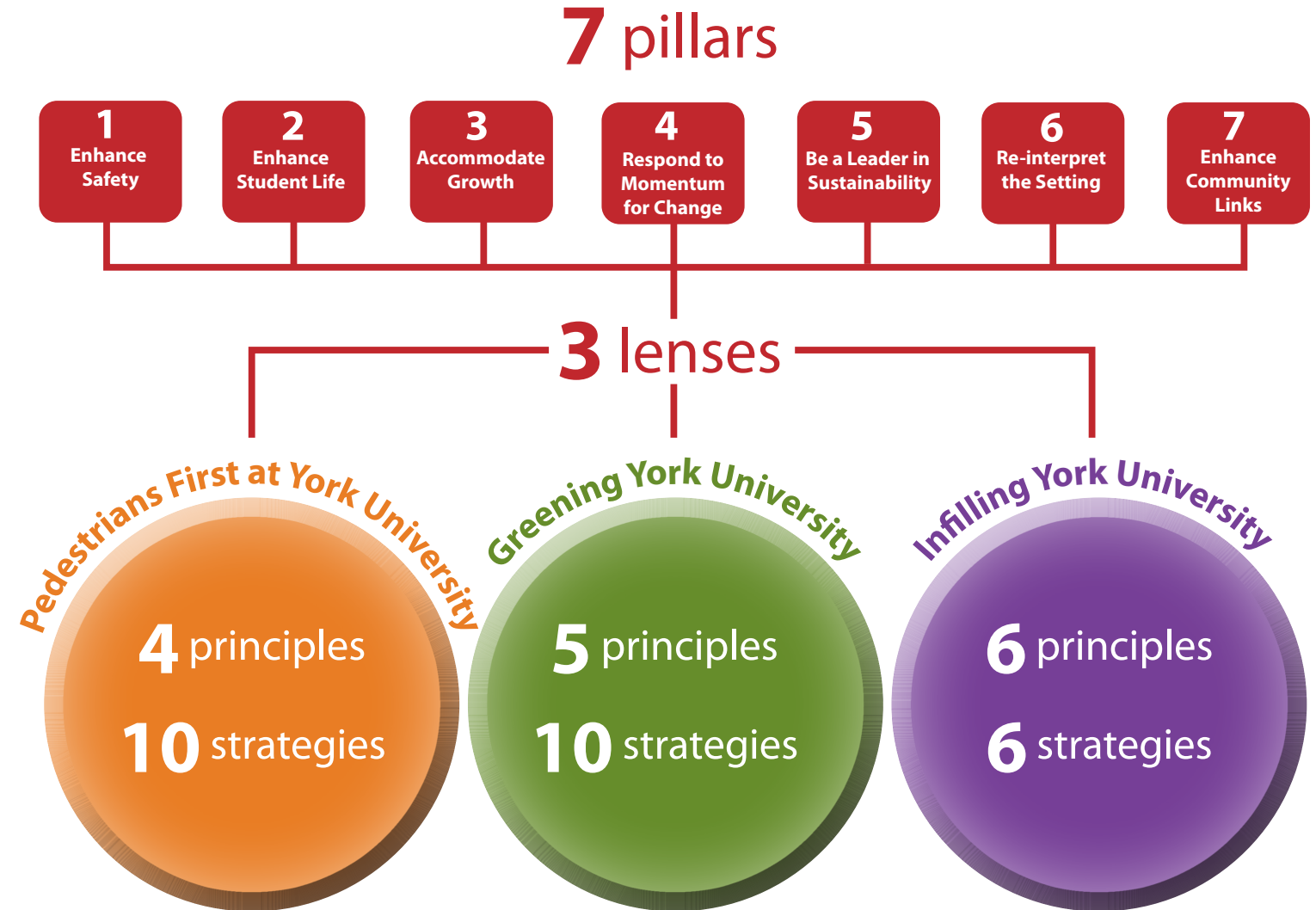


Summary of the Master Plan Framework

The Master Plan satisfies the requirement of the York University Secondary Plan that a Precinct Plan be prepared for the three 'Core Precincts' identified in the Secondary Plan. It is an important and necessary tool the City of Toronto will use through the municipal approval process to ensure campus developments are aligned with the public policy framework of the Secondary Plan. The Master Plan provides guidance for where infill development should occur and how it fits into the Academic Core, improvements to the public realm such as streetscapes, courtyards, greens, and how people will move around the campus walking, cycling, driving and on transit.

The Master Plan is framed under seven overarching pillars to:

- enhance safety on campus;
- enhance student life;
- accommodate growth;
- respond to the momentum for change;
- become a leader in sustainability;
- re-interpret the campus setting; and,
- enhance community links.



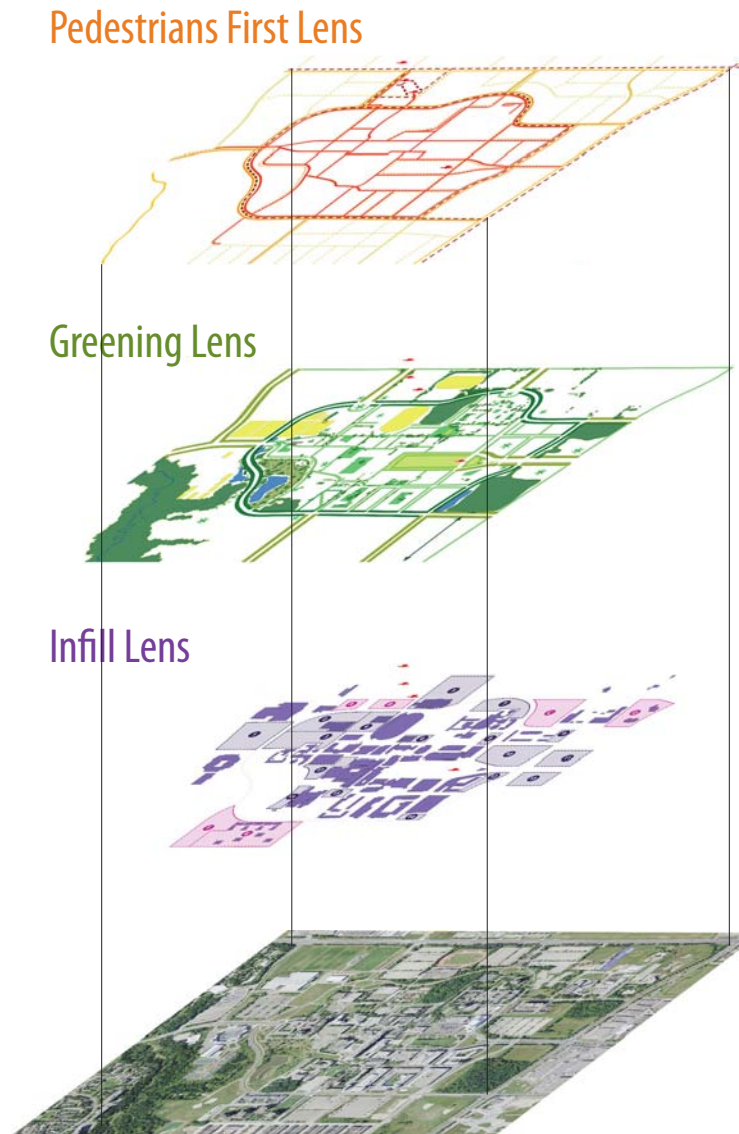
Three Lenses of the Master Plan

Strategic direction is provided through three lenses for physical features that are considered important for a coordinated program of campus building over the implementation period of this plan. The lenses are not meant to be silos, but rather overlapping views of key physical features seen from different vantage points.

Pedestrians First at York University describes strategies with respect to transit, pedestrian routes, roads, parking, bicycling, wayfinding, service and delivery.

Greening York University describes strategies with respect to greening the Academic Core and sets out strategies for natural areas, the Arboretum, Cultural Heritage Landscapes, The Common, the greens, streetscapes, gateways, athletic facilities, public art, sustainability and stormwater management.

Infilling York University describes strategies focused on the distribution of development potential across underused parcels in and around the Academic Core. Guidelines for urban design, student housing, protection of heritage buildings, protection of archaeological resources and provision of servicing are included.



Pedestrian Lens

The Principles listed below will serve to guide decision-making in relation to the pedestrian experience, wayfinding and movement across the campus. They are directly applied to the Keele Campus through 10 Strategies. Each Strategy generates Key Directions and Implementation Priorities to further assist the University in determining the next steps as the Keele Campus grows.

Principles

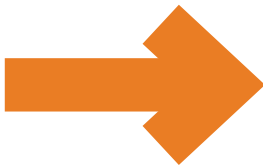
- 1

A Network of Streets for Pedestrians, Cyclists, Transit & Cars
- 2

Convenient, Comfortable, Pleasant & Safe Environments to Move Around
- 3

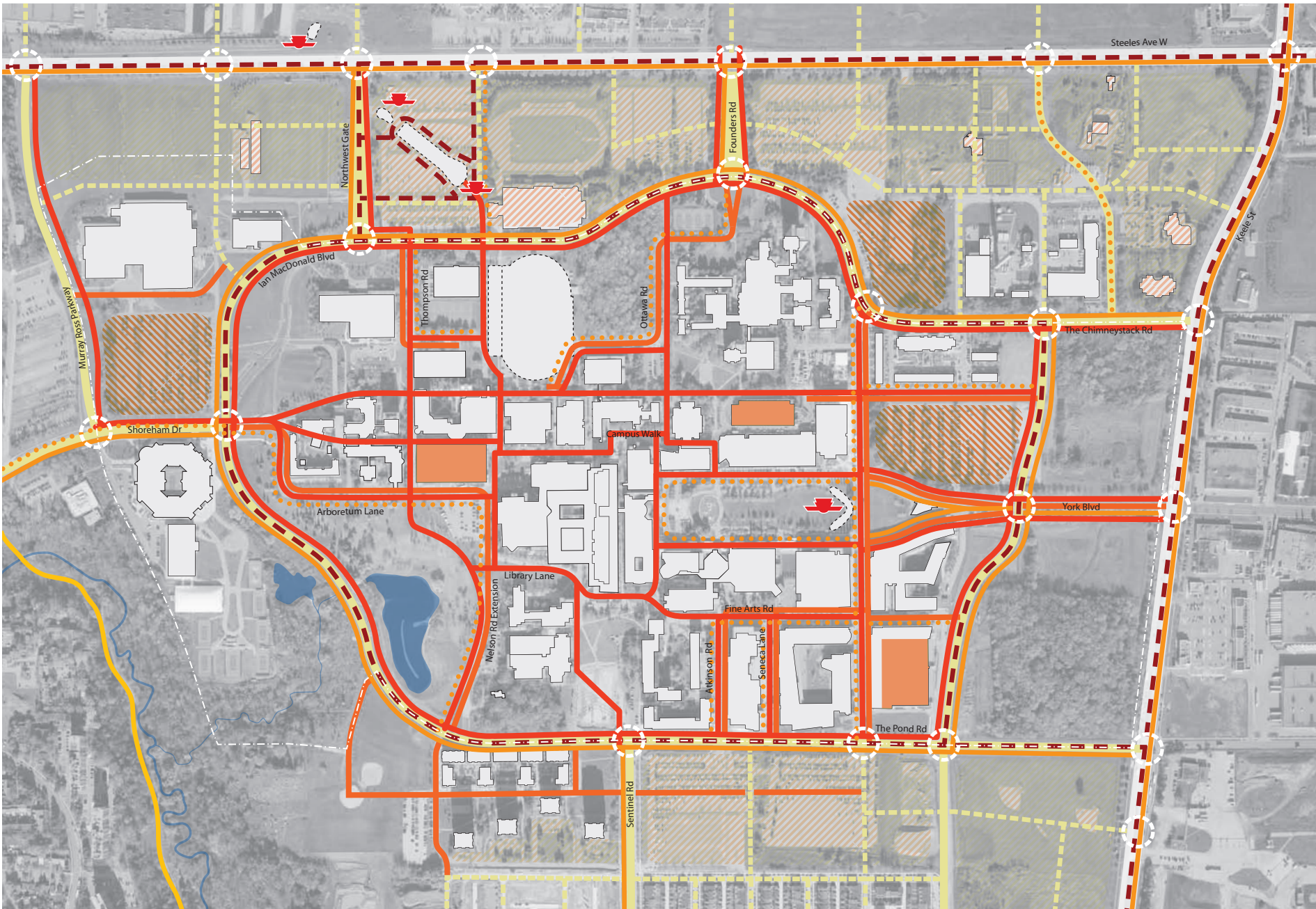
Pedestrian Gathering Spaces
- 4

Connections to the City/Neighbourhoods/Valley



Strategies





Consolidation of Strategies in the
Pedestrians First at York University Lens



Pedestrian Lens

Summary of Key Directions over the Implementation Period of the Plan

1 Increase Use of Transit

1. All pedestrian and cycling routes whether existing or future should be safe, clear and well lit. (see Strategy P2).
2. Expand the University shuttle bus services as appropriate.
3. Encourage fare integration to allow transit users to allow for seamless integration among transit providers.
4. Ensure all transit routes, stations and hubs are well-lit and equipped with Outdoor Emergency Telephones to enhance safety and security.
5. Cluster amenities and services at the subway stations.
6. Continue leveraging parking pricing as a means to encourage transit ridership.

2 Expand & Strengthen Pedestrian Circulation

1. Design all pedestrian routes to be safe, beautiful and engaging environments.
2. Implement traffic calming and control measures at crosswalks to aid in protecting pedestrians.
3. Provide a clear hierarchy of major and minor paths with well-identified north-south and east-west routes to help pedestrians move quickly and easily throughout the campus.
4. Name all internal and external pathways to enhance wayfinding throughout the campus and provide addresses for existing and new buildings.
5. Align new minor walkways with building doorways to coincide with natural travel patterns. These will also link to existing and new internal routes.
6. Create comfortable microclimates with an eye to sun exposure using trees, buildings and pedestrian colonnades to shield from winter winds and offer protection from inclement weather.

7. Provide amenities, such as benches, lighting, and wayfinding signage, to further improve the pedestrian environment.
8. Identify connections to precincts outside the Academic Core (see Strategy P4).

3 Transform the Ring Road to a Shared Use Greenway

1. The Ring Road will be realigned in two strategic locations, labeled 'a' and 'b' on the illustrated plan. This will also expand the Ring Road to encompass the Academic Core and maintain the original intent as envisioned in the 1963 Master Plan. Construction will occur with availability of funding.
2. The Ring Road will include sidewalks and street trees in grass boulevards on both sides of the street.
3. Bicycle lanes will be provided on the Ring Road.
4. The Ring Road will incorporate tabletop crosswalks at key intersections to prioritize pedestrian movement and improve accessibility.

4 Accommodate a Network of Primary & Secondary Public Streets

1. The design of the primary and secondary public streets should be developed in conjunction with the precinct planning for the lands surrounding the Academic Core.
2. Northwest Gate will become a primary public street and will serve as a gateway between the development lands and the Academic Core.
3. Founders Road will become a primary public street and will create a connection between the Academic Core and Steeles Avenue West through the development lands north of the campus core.

4. Chimneystack Road will become a primary public street that connects Keele Street to the Ring Road.
5. Ensure integrated pedestrian connections to the Academic Core (see Strategy P2)
6. While acknowledging City standards for public streets, the design should also reflect the best practices for contemporary street design and the unique character of the University context.

5 Provide New University Streets

1. Maintain the grid of streets designed in the 1988 Master Plan .Two travel lanes and on-street parking along these roads will ensure efficiency and provide short-term parking opportunities.
2. The north-south axis of Ian Macdonald Boulevard and York Boulevard will be University streets. These shared streets will provide access to the York University Subway Station and The Common. and should be based on a tabletop design to prioritize the pedestrian experience.
3. Arboretum Lane could be connected with Nelson Road to create a new shared street providing an address on Stong Pond and a clear route for pedestrians, cyclists and vehicles.
4. Thompson Road and Ottawa Road function as driveways. Thompson Road will continue to provide access to residences, the athletics precinct and science buildings. Ottawa Road will continue to provide access to residences and science buildings.
5. Vanier Lane has been extended east from Ian Macdonald Boulevard as a temporary road during construction of the York University Subway Station. Vanier Lane should become a University street.

6 Continue to Enhance Wayfinding

1. Expand wayfinding by providing more interactive and up-to-date campus maps and incorporating more information within these diagrams, such as locating designated student spaces (food, coffee etc.).
2. Ensure all buildings are clearly named and have visible addresses.
3. Name and sign major pedestrian routes.
4. Name and sign all green spaces; courtyards, The Common, the Arboretum, recreational fields.

7 Enhance Bicycling & Provide More Bicycle Parking

1. Establish a continuous bicycle lane along the Ring Road.
2. Accommodate r cyclists on shared University streets and on selected pedestrian pathways.
3. Provide bicycle parking in convenient locations across the campus, including lockers in parking structures at the Steeles West Subway Station.
4. Explore a bike sharing program for the campus, based on the successful program adopted by the City of Toronto in May 2011 and precedents at other university campuses.
5. Provide bike amenities around campus to complement the bike network, including bike racks outside of all buildings with weather protection.
6. Continue to work with the City of Toronto and York Region to enhance cycling connections to the Keele Campus.
7. Provide shower/changing facilities across campus.

8 Transform Parking Resources

1. Maintain the existing parking garages.
2. Plan for the eventual transition of all surface parking to structure parking or on-street parking.
3. Once the subway opens, confirm the minimum amount of 'essential' parking needs of the University.
4. Provide choices for parking dispersed across the campus: 1,500 +/- spaces in the west, 1,500 +/- spaces in the north, 1500 +/- spaces in the east and 1,500+/- spaces in the south.
5. Strategically locate parking in structures on the campus associated with large development sites.
6. Strategize opportunities to provide additional on-street parking along the Ring Road and other University streets.
7. Continue to provide convenient, appropriately located and sized accessible parking for persons with special needs.
8. Develop strategies to: encourage transit ridership; remediate environmental impacts; and, ensure financial feasibility.
9. Maintain surface parking until transitional uses on existing lots are developed.

9 Accommodate Passenger Pick-Up / Drop-Off & Delivery Services

1. Provide well located passenger pick-up and drop-off and loading docks for deliveries.
2. Provide passenger pick-up and drop-off areas close to York University Subway Station and Steeles West Subway Station.
3. Provide centrally located taxicab stands for a more efficient manner for accessing this form of transit and for providing directions to drivers.

10 Support the University's Transportation Demand Management Program

1. Support the University's initiatives for transportation demand management.

Pedestrian Lens

Summary of Implementation Priorities

1 Increase Use of Transit

1. Examine each new project in relation to enhancing pedestrian access to the subway stations.
2. Develop a program to enhance and expand pedestrian routes to be implemented over time.

2 Expand & Strengthen Pedestrian Circulation

1. Prepare design standards for major pedestrian routes (including lighting, benches and waste receptacles along the routes).
2. Name all major pedestrian routes.
3. Audit all existing routes to catalogue enhancements required.
4. Consider an alternative funding program to incrementally improve pedestrian routes.
5. Ensure that each new building project contributes to enhancing pedestrian circulation.
6. Identify short-, medium- and long-term enhancements to pedestrian routes.

3 Transform the Ring Road to a Shared Use Greenway

1. Complete Environmental Assessment for the Ring Road
2. Realignment and construction of the Ring Road as part of Pan Am Stadium.
3. Develop a plan for staged implementation of the Ring Road.
4. Ensure all new projects are designed to enhance the Ring Road.
5. Prepare a functional plan for the Ring Road and connecting new University streets.

4 Accommodate a Network of Primary & Secondary Public Streets

1. Develop detailed design of public streets and intersections to be compatible with mixed-use neighbourhoods.
2. The ultimate location and detailed design of public streets and intersections will be subject to an Environmental Assessment (EA). The first two phases of the EA were completed for the Transportation Master Plan of the York University Secondary Plan. The EA will be completed on a phased basis in conjunction with development.

5 Provide New University Streets

1. Develop a functional plan, integrated urban design and streetscape design for York Boulevard based on the design direction provided on the following page.
2. Audit University streets to catalogue enhancements required
3. Prepare a functional plan for new University streets.
4. Prepare design standards for University streets.

6 Continue to Enhance Wayfinding

None identified

7 Enhance Bicycling & Provide More Bicycle Parking

1. Develop standards for bicycle parking.
2. Work with bicycle sharing programs to encourage bicycle use for travel within the campus.
3. Ensure that all roads have provisions for cycling.
4. Ensure that all new building projects incorporate amenities to encourage cycling.

8 Transform Parking Resources

1. Complete an inventory of locations for on-street parking.
2. Incorporate structure parking in large site developments.

9 Accommodate Passenger Pick-Up / Drop-Off & Delivery Services

1. Identify locations for passenger pick-up, drop-off and deliveries through functional plans for roads.
2. Consider passenger pick-up and drop-off in the design of all new buildings.

10 Support the University's Transportation Demand Management Program

None identified

Greening Lens

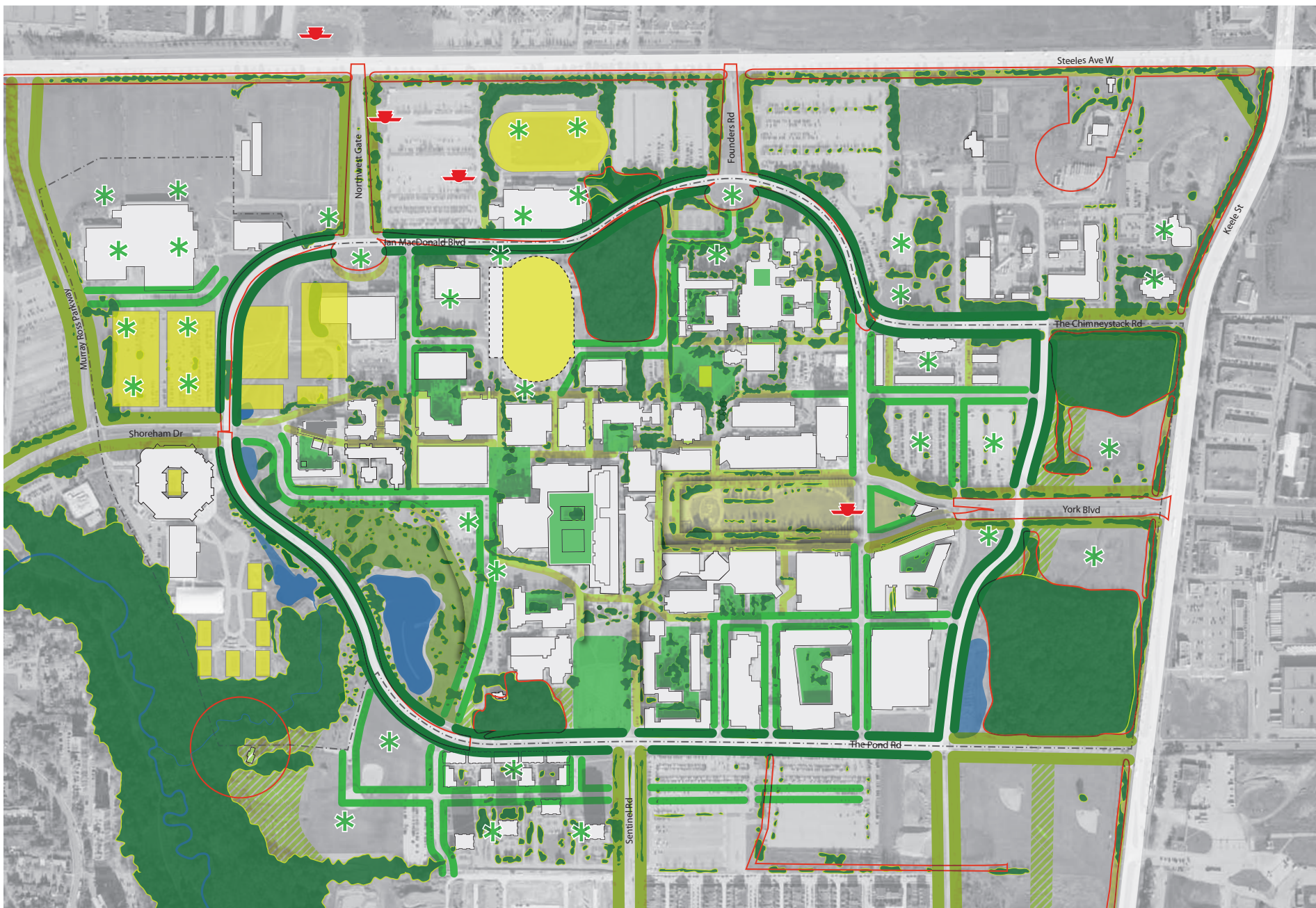
The Principles noted below will guide decision-making in relation to greening the Keele Campus. They are directly applied to the Keele Campus through 10 Strategies. Each Strategy generates Key Directions and Implementation Priorities to further assist the University in determining the next steps as the Keele Campus continues to grow.

Principles



Strategies





Consolidation of Strategies in the Greening York University Lens

- | | | |
|---|--|---|
|  Harry W Arthurs Common & Honour Court |  Streetscape Planting on Gateway Streets |  Natural Area |
|  Arboretum |  Streetscape Planting on the Ring Road |  Cultural Heritage Landscape |
|  Existing Courtyard/Green |  Streetscape Planting on University Streets |  Mature Tree Canopy |
|  Possible Courtyard/Green |  Streetscape Planting on Pedestrian Routes |  Priority Restoration Area |
|  Sportsfield |  Stormwater Management Ponds |  Core Precincts Boundary |

Greening Lens

Summary of Key Directions over the Implementation Period of the Plan

1 Enhance the Natural Areas

1. Implement the recommendations contained in the Boynton, Boyer, Danby and Osgoode Woodlot Management Plans.
2. Monitor the health of the woodlots on a regular basis and employ adaptive management strategies.
3. Establish a minimum naturalized buffer from the woody vegetation dripline to protect and enhance core woodlots.
4. Reinforce the connecting link between the Danby and Boynton woodlots with planting of native, non-invasive species.
5. Realign the drainage swale located between the Danby and Boynton woodlots along the new connecting link.
6. Erect signage along York Boulevard to notify motorists of potential wildlife crossings.
7. Establish a minimum 10m naturalized buffer from the stable top of bank or contiguous woody vegetation to protect and enhance the Black Creek Valley corridor.
8. Complete an inventory of mature trees to confirm location, species, size and condition and to determine a replacement program of unhealthy trees.

2 Enhance the Arboretum

1. Update a restoration plan and prepare a Management Plan for The Arboretum.
2. Audit the condition of existing trails, seating, lighting and signage.

3 Enhance Cultural Heritage Landscapes

1. Recognize the intrinsic value of the defined cultural heritage landscapes provide to the campus community through a public recognition and commemoration programme.
2. Integrate cultural heritage landscape conservation into the planning and design process with other disciplines.
3. Identify the defining elements in the cultural heritage landscapes to conserve the visual uniqueness they contribute to the campus.

4 Enhance University Open Spaces

1. Prepare a design of The Common to respond repurpose The Common as the pedestrian and open space heart of the campus.
2. Audit all existing open spaces to obtain an inventory of the condition and health of trees and other landscape planting, the location of pedestrian paths, the condition of pedestrian amenities such as benches and waste receptacles, cycling connections, opportunities for informal recreation, lighting, safety elements such as phones, and signage. Use audit to identify improvements that may be required.

5 Enhance Streetscapes

1. Audit the landscape features along all streets in the Academic Core – noting the tree species, size, health and condition.
2. Prepare a public realm plan with streetscape and landscape guidelines for the Ring Road to inform the functional plan for the road.
3. Phase in new streetscape conditions as the Ring Road is implemented in association with new development in the perimeter lands.

4. As each new campus building is constructed, the design of its perimeter spaces will follow these guidelines to achieve a coherent and consistent streetscape.

6 Create Beautiful Gateways

1. The design of gateways should incorporate special landscape, signage, and built form considerations during detailed planning and design of adjacent lands.

7 Accommodate Athletic Facilities

1. Reinforce the Athletic Precinct in the north west quadrant.
2. Relocate Steeles frontage playing fields to new locations surrounding the Tait Mackenzie Centre.
3. Establish a Centre of Excellence focused on the Tait Mackenzie Centre and the new Pan Am Stadium.
4. Establish a permissive framework to enable a variety of strategies for relocating playing fields.
5. Strengthen opportunity for informal sports and recreation on the larger campus “greens”.
6. Combine playing fields/facilities with future parking.

8 Provide Public Art

1. Consider allocating a small percentage of capital funds for capital projects to acquiring public art or enhancing existing artworks.
2. Ensure sufficient funds are available for the ongoing maintenance of public art across campus.
3. Enhance the profile of public art on campus through educational campaigns, more frequent tours and the agYU website.

Summary of Implementation Priorities

9 Reinforce the University's Sustainability Plan

1. Support the University's initiatives for sustainability.

10 Integrate Stormwater Management with the University's Open Spaces

1. Prepare detailed design guidelines to direct the engineering and landscape design of storm water management ponds.
2. Accommodate the need for new stormwater management ponds when considering construction of new buildings or roads.

1 Enhance the Natural Areas

1. Implement the recommendations contained in the Boynton, Boyer, Danby and Osgoode Woodlot Management Plans .
2. Monitor the health of the woodlots on a regular basis and employ adaptive management strategies.

2 Enhance the Arboretum

1. Update the restoration plan and prepare a Management Plan for The Arboretum.

3 Enhance Cultural Heritage Landscapes

1. Preserve the existing views of the identified cultural heritage landscapes in future development.
2. Create a photographic documentation and a GIS mapping record of the cultural heritage landscape defining elements to provide a base to aid future decision making for York University.

4 Enhance University Open Spaces

1. Prepare a design of The Common to repurpose The Common as the pedestrian and open space heart of the campus.

5 Enhance Streetscapes

1. Audit landscape features along all streets in the Academic Core.

6 Create Beautiful Gateways

1. Prepare a Public Realm Plan for Northwest Gate and York Boulevard to guide reconstruction as part of work associated with the subway.

7 Accommodate Athletic Facilities

1. Explore options with the City of Toronto to create a Centre of Excellence in Athletics.
2. Confirm an "Athletic Fields" plan.

8 Provide Public Art

None identified

9 Reinforce the University's Sustainability Plan

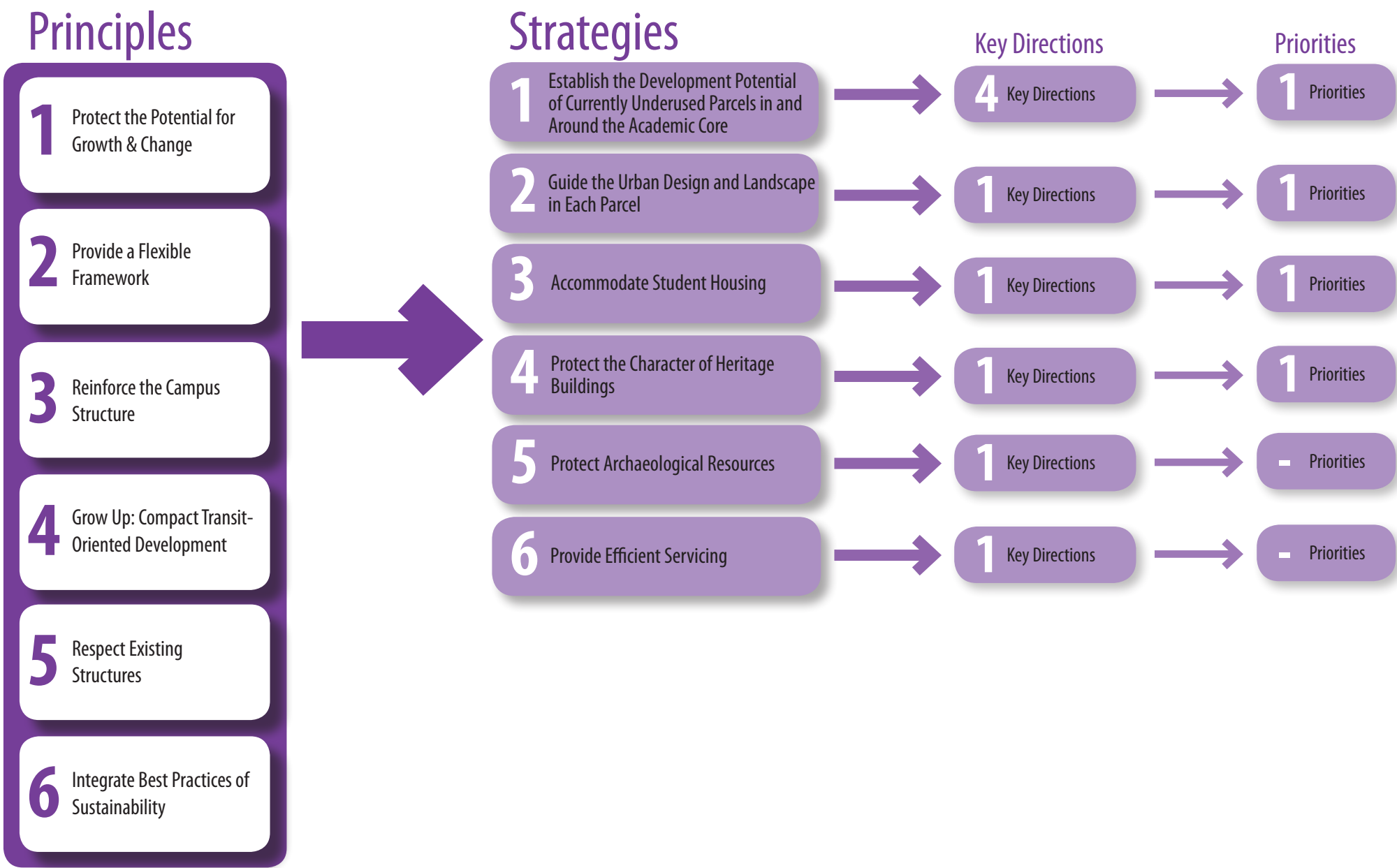
None identified

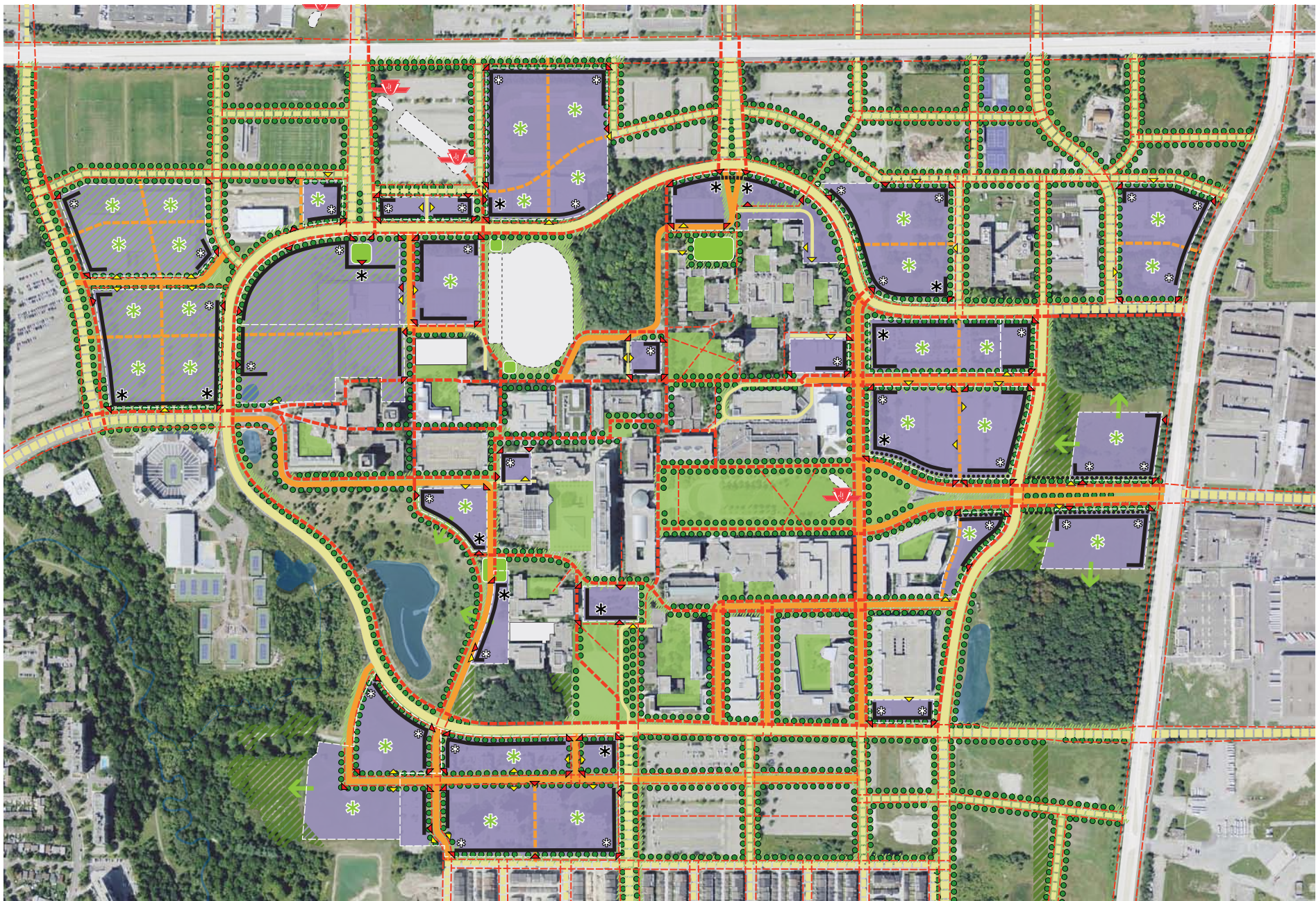
10 Integrate Stormwater Management with the University's Open Spaces

None identified























Infill Lens

The Principles listed below serve to guide decision-making in relation to infilling the Academic Core. They are directly applied to the Keele Campus through 6 Strategies. Each Strategy generates Key Directions and Implementation Priorities to further assist the University in determining the next steps as the Keele Campus grows.





Urban Design & Landscape Strategies
in the Infilling York University Lens

- | | | | | |
|---|--|---|--|---|
|  Development Parcel |  Main Pedestrian Route |  Ring Road/Public Street |  Existing Courtyard/Green |  Priority Restoration Area |
|  Build-to-Line/Key Frontage |  Secondary Pedestrian Route |  University Street |  Possible Courtyard/Green |  Special Response to Adjacent Green Space |
|  York Blvd Pedestrian Canopy |  Pedestrian Access |  Mid-Block Connections |  Courtyard Required in Parcel |  Athletics Fields may be Located on Parcel |
|  Landmark/Termini |  Servicing Lane |  Vehicular Access |  Tree Planting |  Stormwater Ponds |
|  Prominent Corner | | |  Streetscape Improvements | |

Summary of Key Directions over the Implementation Period of the Plan

- 1 Establish the Development Potential of Currently Underused Parcels in and Around the Academic Core**
 1. Direct enhanced development potential close to subway stations.
 2. Direct enhanced development potential along Keele Street.
 3. Direct enhanced development potential along York Boulevard.
 4. Ensure built form is compatible with existing buildings.
- 2 Guide the Urban Design and Landscape in Each Parcel**
 1. Conceptual planning and design should follow the guidelines for urban design and landscape.
- 3 Accommodate Student Housing and Amenities**
 1. 2011 Student Housing Strategic Plan will provide the basis for the University to consider student housing.
- 4 Protect the Character of Heritage Buildings**
 1. Use the guidelines to protect the character of heritage buildings.
- 5 Protect Archaeological Resources**
 1. Additional archaeological assessment will be required near the Hoover House if changes in use are anticipated.
- 6 Provide Efficient Servicing**
 1. Follow the guidance for storm sewers, sanitary sewers and watermains.

Summary of Implementation Priorities

- 1 Establish the Development Potential of Currently Underused Parcels in and Around the Academic Core**
 1. Employ the “key directions” as the fundamental building blocks of the future campus, and incorporate them into the University’s decision-making process at the inception of each new academic building/facility and improvement to the public realm and I.
- 2 Guide the Urban Design and Landscape in Each Parcel**
 1. Adhere to and apply the urban and landscape design guidance provided in this Plan throughout the design development process for each new academic building/facility and improvement to the public realm.
- 3 Accommodate Student Housing and Amenities**
 1. Complete the first phase of the Pond & Sentinel Student Community.
- 4 Protect the Character of Heritage Buildings**
 1. Audit the physical condition of each heritage building on the campus.
- 5 Protect Archaeological Resources**

None identified
- 6 Provide Efficient Servicing**

None identified

How the Master Plan Informs Development

The Master Plan informs University decision-making with respect to the location, form, and character of new academic buildings and facilities, public realm improvements, and infrastructure.

The Master Plan should be used at three stages in project planning:

1. Site Evaluation and Selection

With an outline of the new building or facility requirements, and development specific principles and objectives, desirable site characteristics can be determined and used to evaluate various development parcels in the Academic Core (see Infilling York University)

2. Conceptual Planning and Design

Once the parcel is selected, the conceptual planning and design for the project should be developed within the context of each lens of the Master Plan. *Pedestrians First at York University* provides the framework with respect to transit, pedestrian routes, roads, parking, bicycling, wayfinding, service and delivery. *Greening York University* provides the framework with respect natural areas, the Arboretum, Cultural Heritage Landscapes, The Common, the greens, streetscapes, gateways, athletic facilities, public art, sustainability and storm water management. *Infilling York University* describes strategies focused on the distribution of development potential across the Academic Core and includes guidelines for urban design and landscape, protection of heritage buildings and archaeological resources and provision of servicing.

3. Detailed Design Development

The Master Plan will also be used to direct detailed design development as some of the Strategies will be more evident at this stage in design. York University’s more detailed design guidelines that support the Master Plan will be required at this stage to enable the Master Plan to fully inform development.

Following is an example of the Master Plan being used to evaluate the Pan Am Stadium Stage 2 Site Plan.

Pedestrians First Lens

Strategies

Evaluation of the Proposal

1 Increase Use of Transit		The Stadium is located within a short walk of the Black Creek Pioneer Village subway station.
2 Expand & Strengthen Pedestrian Circulation		Movement between the subway station and the campus will be significantly improved with the north-south pedestrian walk connecting with Campus Walk. The Stadium Walk along south edge requires resolution to ensure pedestrians are accommodated in the shared street - the terminus of Ottawa Rd.
3 Transform the Ring Road to a Shared Use Greenway		Plan provides opportunity to transform the Ring Road. Detailed design is required to confirm how the north edge of the site will be designed to achieve the desired Greenway condition.
4 Accommodate a Network of Primary & Secondary Public Streets		The Plan accommodates the Ring Road that will ultimately become a primary public street.
5 Provide New University Streets		No new University streets are provided. Design development is required to clarify how the terminus of Ottawa Road will be designed as a shared street for pedestrians, cyclists and vehicles.
6 Continue to Enhance Wayfinding		Detailed design development is required to confirm signage and wayfinding is consistent with campus and Master Plan.
7 Enhance Bicycling & Provide More Bike Parking		Plan provides opportunity to enhance bicycling. The Ring Road will accommodate on-street cycling. Detailed design development is required to confirm bike parking.
8 Transform Parking Resources		Existing surface parking will transition to new buildings and facilities.
9 Accommodate Passenger Pick-Up / Drop-Off & Delivery Services		Pick up and drop off is accommodated on Ottawa Road and Ian MacDonald Boulevard.
10 Support the University's Transportation Demand Management Program		The stadium located close to the subway and pedestrian connections and amenities for cycling will help to lower vehicle trips and create a more balanced transportation network.

 Meets Master Plan Strategy Intent

 Potential to Meet Master Plan Strategy Intent Pending Further Development

 Does Not Meet Master Plan Strategy Intent

Greening the Campus Lens

Strategies

Evaluation of the Proposal

1 Enhance the Natural Areas		Plan meets the intent of the Master Plan by locating the stadium to protect the Boyer Woodlot with a 6 m buffer. The Landscape Plan indicates planting to expand the woodlot.
2 Enhance Cultural Heritage Landscapes		Plan protects the Boyer Woodlot and through streetscape design will reinforce the character of the Ring Road. Detailed design development is required to clarify streetscape treatment with significant landscape treatment.
3 Enhance University Open Spaces		Plan meets the intent of the Master Plan by providing for new green space at the north and south ends of the stadium . The landscape character of both spaces requires further development to include more planting.
4 Enhance the Arboretum	N/A	Not applicable
5 Enhance the Streetscape		Plan provides opportunities to improve streetscape along the Ring Road. Detailed design development is required to describe the streetscape conditions.
6 Create Beautiful Gateways		Plan meets the intent of the Master Plan by creating a landmark feature on the north edge of the stadium and an important pedestrian connection to the campus from the Steeles West subway station.
7 Accommodate Athletic Facilities		Plan accommodates a significant new athletic facility.
8 Public Art		Detailed design development is required to confirm how public art could be incorporated in highly visible locations such as integrated into public spaces.
9 Reinforce the University's Sustainability Plan		Detailed design development is required to confirm how the project meets the University's targets for maximizing building and operational sustainability through water efficiency, energy conservation, reduction of emissions, material and resource selection, green construction practices and indoor environmental quality.
10 Integrate Stormwater Management with the University's Open Spaces		Plan supports the intent to integrate stormwater management into open spaces. Detailed design development is required to confirm how the field and open spaces will enable rainwater infiltration and/or retention to enhance stormwater management.

Meets Master Plan Strategy Intent

Potential to Meet Master Plan Strategy Intent Pending Further Development

Does Not Meet Master Plan Strategy Intent

Infilling the Campus Lens

Strategies

Evaluation of the Proposal

1 Develop Currently Underused Parcels in and Around the Academic Core		Stadium is located on the site of an underused and temporary building.
2 Guide the Design of Buildings in Each Parcel		The Stadium building generally meets the intent of the Master Plan with the by creating an edge along the north-south pedestrian walk connecting with the Steeles West subway station. The Stadium building creates a landmark to define a key pedestrian connection to the academic core.
3 Accommodate Student Housing	N/A	Not applicable to this project.
4 Protect the Character of Heritage Buildings		The heritage character of the Observatory and Steacie Library buildings are not affected.
5 Protect Archaeological Resources	N/A	No archaeological resources.
6 Provide Efficient Vehicle Access & Servicing		Vehicle access is accommodated at the terminus of Ottawa Road and along Ian MacDonald Boulevard.

Meets Master Plan Strategy Intent

Potential to Meet Master Plan Strategy Intent Pending Further Development

Does Not Meet Master Plan Strategy Intent

Internal/Peer Design Review Panel

A Design Review Panel is a group of design professionals that provide independent objective advice aimed at ensuring design excellence. A number of Design Review Panels are currently operating in Toronto including for the City of Toronto, Downsview Park, Waterfront Toronto, Toronto Community Housing Corporation and the University of Toronto for both the St. George and Scarborough campus.

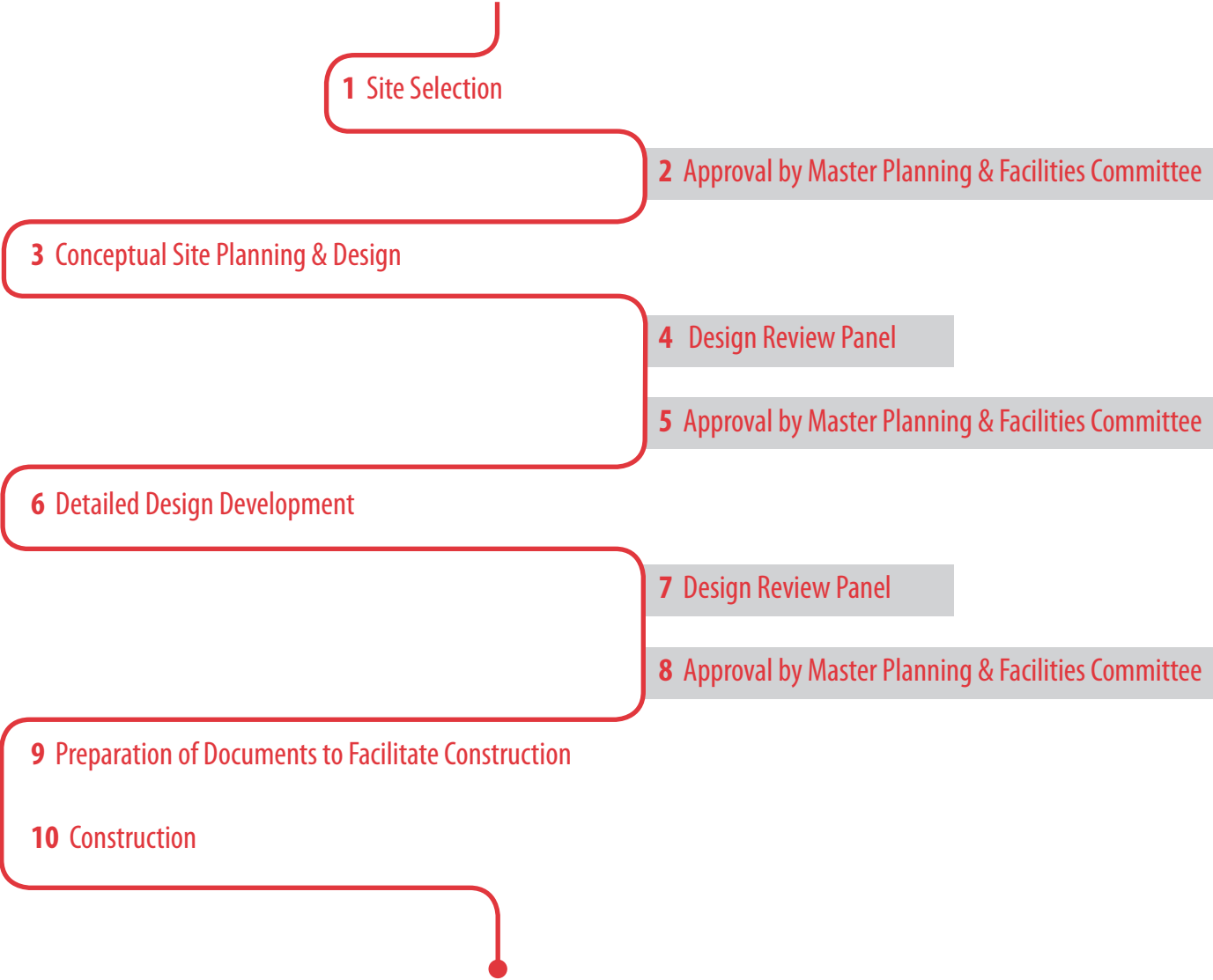
A Design Review Panel is recommended to provide independent expert advice to the University's Master Planning + Facilities Committee regarding the design of new academic buildings and facilities and public realm improvements – such as design of The Common or other university greens and streetscape enhancements. Charged with review of proposals at both the conceptual site planning/design stage and detailed design development stage, York University's Design Review Panel will provide independent advice to Master Planning and Facilities to consider when approving the early conceptual planning and design and the more detailed design development of new academic buildings, facilities and public realm improvements.

This critical review assures the University's continued commitment to high quality design and to the contribution made by individual projects to the vitality of the entire Academic Core. The Design Review Panel also ensures a "fresh eyes" look at new projects, and may identify missing elements that should be reflected in the Master Plan.

The Design Review Panel should include 5 professionals: two architects, one landscape architect, one urban designer and one planner who are members of their professional associations and are well recognized by their peers. At least one of the Panel members should have expertise in environmental sustainability or the equivalent of LEED accreditation.

The Panel would be coordinated by YUDC and CSBO based on detailed Terms of Reference for the Panel that will be prepared to include procedures, roles of each member, meeting schedule, reporting protocol, etc.

The following is a diagram that conceptualizes the development process and the timing of independent expert advice provided by a Design Review Panel.



Approvals/Studies Required During Detailed Planning & Design

The Master Plan fulfills the requirements of the York University Secondary Plan for a precinct or master plan to ensure campus developments are aligned with the public policy framework. The Master Plan is supported by a number of technical studies including Stage 2 Archaeological Assessments and Management Plans for each one of the woodlots in the Academic Core. The Master Plan will be used by the City to guide the detailed planning and design associated with new buildings. A number of studies will be required during the detailed planning and design for development proposals.

Site Plan Approval

Major campus development projects will be subject to the Site Plan Control process of the City of Toronto. Development that will be subject to Site Plan Control will only be applied to buildings and parking structures and not to public realm improvements. The Site Plan Control documents will reference the Master Plan for the planning rationale and context. The City of Toronto's Site Plan Control process typically requires the following technical studies:

- a boundary and topographic survey
- building mass model
- for buildings over 20 m in height a pedestrian level wind study and a sun/shadow study
- natural heritage impact study (see below)
- heritage impact statement/conservation strategy if the proposal is near a "listed" or "designated" property (see below)
- arborist tree preservation report
- green development standards checklist
- accessibility design standards checklist
- noise impact study
- vibration study
- geotechnical study
- servicing and storm water management report
- transportation impact study (see below)
- parking study/loading study (if the proposal does not comply with the City's by-law standards)
- traffic operations assessment

There are two types of review procedures for Site Plan Control applications. Approval authority for Site Plan Control has been delegated to the City staff. However, City Councillors retain the right to request that any individual application be reported to City Council for its decision.

Transportation Impact Study

A Transportation Impact Study will be prepared and submitted as part of the Site Plan Control process in the following cases:

- When the project is taking vehicular access directly from the municipal street or dictates that a change in traffic control along a municipal street is made, e.g., a pedestrian crossing;
- When the project involves the construction of more than 250 net new parking spaces in generally the same location on Campus; and,
- When the project involves the construction of more than 250 new parking spaces in a different location on Campus.

The study will conform to the City of Toronto's *Transportation Impact Study Guidelines* (2003) as amended. The following is a summary of the City of Toronto's requirements for a Transportation Impact Study report:

- A. Description of the Development Proposal and the Study Area**
- B. Establishing a Transportation Context for the Analysis Horizon Year and Time Periods for Analysis**
- C. Estimation of Travel that will be Generated by the Development proposal and development of a TDM Plan**
 - Estimation of Basic Travel Demand
 - Estimation of Adjustments to Travel Demand Resulting from TDM Initiatives
 - Summary of Travel Demand Estimates
- D. Evaluation of Transportation Impacts and Identification of Transportation System Improvements Needed to Mitigate these Impacts**
 - Evaluation of Impacts of Site-Generated Traffic Demand
 - Evaluation of Impacts of Site-Generated Transit Demand
 - Identification of Transportation System Improvements Required to Mitigate the impacts of the proposed Development
- E. Parking and Access**
- F. Documentation and Reporting**

Heritage Impact Assessment

A Heritage Impact Assessment is a study to evaluate the impact a proposed development or site alteration could have on cultural heritage resources. The Infilling York University Lens includes a Strategy to Protect the Character of Heritage Buildings. A total of 19 buildings are “listed” under the Ontario Heritage Act. As such, a Heritage Impact Assessment is required to identify potential impacts, mitigation measures and a conservation strategy, which could include documentation prior to demolition, interpretive signage, and design guidelines to harmonize mass, setback, setting and materials of new development. The assessment will conform to the City of Toronto’s *Heritage Impact Assessment Terms of Reference* (2010). The following is a summary of the City of Toronto’s requirements for a Heritage Impact Assessment report:

- (a) Introduction to Development Site**
- (b) Background Research and Analysis**
- (c) Statement of Significance**
- (d) Assessment of Existing Condition**
- (e) Description of the Proposed Development or Site Alteration**
- (f) Impact of Development or Site Alteration**
- (g) Considered Alternatives and Mitigation Strategies**
- (h) Conservation Strategy**

Phase 3 Archaeology Study

Given the nature of the early-nineteenth to twentieth century deposits of the Hoover Homestead site and given its association with the nineteenth century settlement and development, this site potentially represents a significant archaeological resource. A comprehensive Stage 3 assessment is required to be completed for the site prior to any subsurface disturbance events. A Stage 3 archaeological assessment is conducted to define the site extent and to gather a representative sample of artifacts. All archaeological work must be carried out in adherence with the Ministry of Tourism and Culture’s *Standards and Guidelines for Consultant Archaeologists* (2011).

The focus of the work would be to sample, inventory, identify and describe the archaeological resources associated with the Hoover Homestead site. This would be achieved by the hand excavation of one-metre square units within an established recording grid. Each unit will be excavated stratigraphically to subsoil and all fills will be screened through 6 mm mesh onto plastic tarps in order to facilitate artifact recovery and to maintain a tidy work area. Stratigraphic profiles will be drawn and photographed. The subsoil surface of each unit will be cleaned by trowel and examined for the presence of potential archaeological features. These units will be excavated across the site at five metre intervals within the grid, in order to determine the nature and extent of the cultural deposits. An additional 20% of the total number of units excavated on the grid will be strategically excavated throughout the site, around units of high artifact counts or other significant areas of the site.

All artifacts recovered during the above research shall be retained, washed, labelled and catalogued as to specific provenience. An itemized catalogue by provenience is required to be created for the site and supplemented by summary tables. The report prepared for the Stage 3 assessment includes these findings outlining: the duration and dates of field activities; the name of the field director, survey crew, data analysts and report authors; a description of the methodology employed; site plans; and tabulated artifact catalogues.

This report will address all of the licensing concerns stipulated in the *Ontario Heritage Act* and summarize the archaeological significance and information potential of the site. Upon completion of the Stage 3 assessment, the cultural heritage value or interest of the archaeological site may be sufficiently documented or mitigated (MTC 2011: 46). The Stage 3 assessment may conclude that the Hoover Homestead site requires Stage 4 mitigation. Should the Stage 3 assessment indicate that significant archaeological deposits are present, a Stage 4 mitigation strategy would have to be developed and implemented before any construction could occur. If in situ preservation of the site is not an option, the salvage excavation of the site would be required.

Functional Servicing

A Functional Servicing Report is required at the time of a development proposal to demonstrate that it is feasible to service the proposed development with storm sewers, sanitary sewers and watermain. A typical functional servicing report will identify the existing servicing constraints and discuss servicing upgrades that might be required to support the proposed development.

The City of Toronto provides a terms of reference for a functional servicing report (<http://www.toronto.ca/developing-toronto/pdf/servicing.pdf>) and is part of the "Building Toronto Together: A Development Guide" (http://www.toronto.ca/developing-toronto/pdf/guide_main.pdf). In the "Required Contents – Storm Drainage" section of the Servicing Report terms of reference, a Preliminary Stormwater Management Report will be required. A Preliminary Stormwater Management Report is similar to a Stage 1 Stormwater Management Report (<http://www.toronto.ca/developing-toronto/pdf/stormwater.pdf>).

The Campus storm sewer, sanitary sewer and watermain models (July 2007) will provide the basis for the report. They will be updated with developments constructed after July 2007 to determine the current available capacity in the sewers and watermain. The 2012 campus sanitary sewer and watermain models will provide the basis for determining improvements to the existing campus and municipal sanitary sewers and watermain to support proposed development. The sanitary sewer analysis will end at the North York Sanitary Sub-Trunk Sewer located along the Black Creek. The future sanitary sewage flows from the campus will be provided to the City of Toronto to determine if downstream trunk sewer improvements will be required.

Natural Heritage Impact Statement

In accordance with the *York University Secondary Plan* (2009), an Environmental Impact Statement will be prepared for development proposals adjacent to natural features in the Academic Core. The Environmental Impact Statement will be prepared in accordance with the requirements of the Toronto Region Conservation Authority (TRCA). The following is a summary of the TRCA's requirements for an Environmental Impact Statement report:

Part I – Defining the Natural Heritage System

- 1.0 Existing Conditions
 - 1.1 Site Description
 - 1.2 Assessment of Function
 - 1.3 Development of the Natural Heritage System

Part II – The Development Proposal

- 2.0 Evaluation of the Ecological Impacts
 - 2.1 Description of Mitigating Measures
 - 2.2 Policy and Legislative Framework
 - 2.3 Recommendations
 - 2.4 Appendices
 - 2.5 Executive Summary

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Memo

To: Board of Governors

From: Paul Tsaparis

Date: February 19, 2013

Subject: **York University Master Plan Approval**



Recommendation

The Land and Property Committee recommends:

- that the Board of Governors approve the proposed new Master Plan framework for the University's Keele Campus, comprised of the "pillars, strategies, key directions, priorities, and lenses" set out in the attached documentation; and
- that approval of implementing the language of the Master Plan be delegated to the President of the University.

Background

Since the summer of 2009, YUDC has managed a process on behalf of York University to update the Master Plan for the Keele Campus. Over the intervening three and a half years, the consultant team led by Ken Greenberg (Greenberg Consultants) and Donna Hinde (The Planning Partnership) advanced through a series of strategic stages giving rise to a new campus Master Plan built upon a principled based framework, supported by a thorough and comprehensive range of strategies, key directions, and priorities. The finalized document has been continuously vetted at each stage, and refined through exhaustive consultation with the York community, the University governance structure, the City of Toronto, and external peers.

Updating the Keele Campus Master Plan was necessary for two important reasons. First, the City of Toronto Secondary Plan for the Keele Campus requires that a "precinct plan" be prepared before any major development is permitted within the University's academic core. City staff consented to the updating of the Master Plan as an acceptable proxy for the required precinct plan. Given this statutory requirement, the second important reason to update the Master Plan is that upon York's approval of a new document, the City will be

limited in the range of matters it can choose to focus on through the usual development review process for academic projects, thereby creating greater certainty and reducing timeframes for approval of development in the Academic Core.

What is the New Master Plan?

First and foremost, the new Master Plan confirms for York that there is sufficient land area within the Academic Core of the campus to support upward of 7 million square feet of new academic building floor area, which is approximately the same as exists on the campus today. It also provides urban and landscape design guidance to ensure that as new buildings are designed, they contribute to and enhance an already well designed complex of buildings, public realm, and open space system. What the Plan does not do is prescribe on any of the twenty potential building sites specific building designs, or academic uses for the future buildings. Specific academic uses, and other ‘institutional’ decisions such as York’s ultimate student population, remain to be answered by the University through an academic planning exercise. It is recommended that once those decisions are made, it would be prudent to revisit the Master Plan to ensure the physical condition it addresses is aligned with the broader strategic targets.

As this Committee has seen from previous presentations, the structure of the Master Plan is straight forward. It is framed around seven pillars that were identified at the outset of the update process, and which permeate through the twenty-six strategies, numerous key directions, and priorities that form the main content of the document. These strategies and directions are organized under three overlapping lenses, through which the physical form and character of the campus and future development opportunities are to be viewed and evaluated. This construct was adopted in order to maximize the usefulness of the new Master Plan as an effective yet flexible tool that will help guide the University’s decisions through the next period of the campus’ evolution. The excerpt from the Master Plan that accompanies this memo sets out the framework and associated details.

Following confirmation by this Committee, and the Master Planning and Facilities Committee in late 2010 that the proposed Master Plan framework was appropriate and acceptable, it was put into service and used to assess and guide decisions regarding several major projects under consideration by the University – namely the 2015 Pan American Games Stadium, site selection for the Lassonde School of Engineering, and the Pond-Sentinel mixed use student housing community. The effectiveness of the Plan’s framework was immediately apparent as it provided a thorough method of identifying important considerations to be reflected in initial stages of site planning and subsequently, the Plan was also used to evaluate more detailed designs as they were developed for the proposals. A complete case study of how the draft Master Plan was used to help shape the design of the proposed 2015 Pan American Games Stadium will be presented at the meeting of this Committee on February 12th. Best practices will also be profiled, illustrating how the Plan could continue to be used by the University as it proceeds through its next phase of evolution. Going forward, this document will be used to assess and guide decisions regarding major projects from a campus perspective.

Also critical to the long term success of the Plan was the inclusion of an implementation chapter. Titled “How to Use This Plan”, in addition to providing a summary of the strategies, key directions, and priorities detailed under each lens, the chapter outlines, for the user, several implementation tools – specifically, an evaluation matrix that can be used to evaluate development proposal; the possible creation of an internal/peer design review panel that would provide professional advice to York staff/governance committees; and, an explanation of potential additional studies that may be required in support of the detailed planning and design of future academic development.

Approval steps

At the September 2012 meeting of this Committee, we reported that the following steps were to be completed in order to bring forward a document worthy of approval by the Board of Governors:

1. Confirm acceptance of the draft “Key Directions”
2. Release draft Plan chapters for Community review
3. Simultaneously consult with City staff regarding draft chapters, and various supporting technical studies being completed to satisfy Secondary Plan requirements
4. Present the updated document to the City Design Review Panel

We are pleased to confirm that all of these steps were achieved over last fall and early winter. In particular, the “Key Directions” that were provided to the Committee at the last meeting that address long-term parking supply, accommodating adequate athletic fields/facilities/and building density and heights were highlights of the consultation held with both York internal and external stakeholders. Refinements and adjustments to the document have resulted from this consultation program.

Although full and final detailed comments have yet to be received and considered, we are confident that, based on the work completed to date and the extensive consultation feedback received, the primary structural elements of the new Master Plan is in a form and level of detail that can be presented to the Board of Governors for endorsement and approval, and be subject to approval of the implementing language by the University President.

ACADEMIC RESOURCES COMMITTEE

**Report to the Board
at its meeting of February 25, 2013**

The Academic Resources Committee met on February 4 and submits the following information report to the Board of Governors. We were pleased to welcome Henry Wu as the newest member of the Committee and Rhonda Lenton, the Vice-President Academic and Provost.

1. Report of the Vice-President Academic and Provost

In her first report to the Committee as Provost, Vice-President Lenton facilitated discussion of a number of important issues and initiatives.

This year's enrolment figures show that undergraduate targets have been met in most categories while PhD enrolments are very close to target. Additional investment in scholarships for Masters students resulted in higher numbers at that level (although they are still below the negotiated totals at York and other universities). Looking forward, the Ontario University Application Centre has released data on applications from direct-entry (secondary school) students showing that the number and provincial share of first choice applications have decreased at a time of increasing demand overall from high school graduates. Preliminary information on other kinds of applicants – such as international, mature and CAAT graduates – is promising. Sophisticated enrolment management is of critical importance, and the University has retained the SEM Works consulting firm to provide advice on overall enrolment strategies.

Provost Lenton reported that a number of projects supported by the Academic Innovation Fund are coming on-stream, and that many others are yielding positive results. Many of the AIF projects focus on experiential learning, blended curriculum delivery, and the first year experience. PRASE efforts are continuing on a number of fronts and it is expected that a number will come to fruition in the near future.

The Council of Ontario Universities has issued a call for expressions of interest on the part of Ontario universities in an initiative aimed at developing a concerted approach to on-line course delivery in the province. The Ministry of Training, Colleges and Universities is considering options for building on-line capacity including a stand-alone institution or a consortium. York has signaled its desire to participate actively in these ongoing deliberations given the University's impressive experience and continued interest as articulated in the University Academic Plan and other frameworks. The Provost also briefed the Committee on a recent report issued by the Higher Education Quality Council of Ontario on productivity in the Ontario university and CAAT sector. The report included the results of a pilot study of faculty members' workloads to which York contributed. HEQCO has signaled that further refinements to the data are necessary given the preliminary nature of the analysis.

3. Report of the Vice-President Research and Innovation

In his report, Vice-President Haché updated the Committee on progress leading to Senate approval of a new Strategic Research Plan. A draft has been discussed with the Academic Policy, Planning and Research Committee of Senate and will soon be the subject of intense consultations. It is expected that Senate will receive a recommendation in the spring. Item 1 in Appendix B includes an index to the draft report, identifies key themes that emerged during the autumn round of consultations, and points to areas where York research capacity and external opportunities create possible strategic foci. Given the importance of research to the

University's reputation and to the recruitment of faculty and students, the Committee urged Vice-President Haché to ensure that a complementary communications plan is developed to enhance awareness of the goals of the Strategic Research Plan.

The University Academic Plan 2010-2015 calls for greater recognition of outstanding faculty and student research. The first Annual York Research Celebration is scheduled for February 27, and a schedule is attached. The Committee urges Governors to attend if possible in order to learn about notable accomplishments and help carry a message about the vitality and diversity of York research. A successful event on February 27 will lay the groundwork for further celebrations which will attract media coverage and positive attention from governments and partners. Vice-President Haché's report also provided information about major successes in external funding competitions. These achievements are laudable in themselves, but also improve the University's overall standing in granting programs that are tied to the amount of funding brought in by researchers. The Committee congratulates all those whose projects are described in the appended report.

Vice-President Haché is working with colleagues on a proposal to establish York Research Chairs. YRCs are primarily intended to support outstanding researchers who are already achieving excellence at the University and help maintain a competitive edge. Details are provided in the report.

4. Cumulative Appointments Report

The Committee received a cumulative report on appointments for 2012-2013, and noted the sterling credentials of the candidates hired. Appointments have been made to sustain the University's strengths and in support of strategic academic planning priorities.

Documentation is attached as Appendix B.

5. Establishment of Departments in the Lassonde School of Engineering

The Committee has approved in principle, subject to approval by the Senate, a proposal to establish three departments in the Lassonde School of Engineering: Mechanical and Civil (which are to be fully operational coinciding with the launch of Lassonde on May 1) and Chemical (which will come on stream at a later date). Senate has not concluded its deliberations but a recommendation from its Academic Policy, Planning and Research Committee will be debated on February 28. Departments are formally established by the Board of Governors, and the Committee will confirm its approval after Senate's decision and before recommending action by the Board.

Sam Schwartz, Chair

Appendix B

President's Report: Supplemental Information

Cumulative Appointments 2012-2013

This report provides the Academic Resources Committee and the Board with a full listing of the appointments made for 2012-2013.

Full-Time (Tenure and Alternate Streams)

Name		Unit	Rank at Hiring	Highest Degree (University)	Profile	Nature of Funding
Liberal Arts and Professional Studies						
Alexandrakis, Othon	M	Anthropology, Social/Cultural	Assistant Professor, Pre-candidacy 1	PhD, Anthropology (Rice 2010)	Dr. Alexandrakis comes to us from Trent University. He previously completed a one-year postdoctoral research fellowship at Princeton. His research background is in unconventional citizenship, migration, emergent and contested identities, governance, urban topography, Greece and Europe.	VPA&P Strategic
Beck, Jacob	M	Philosophy, Cognitive Science	Assistant Professor, Pre-candidacy 2	PhD, Philosophy (Harvard, 2008)	Dr. Beck comes to us from Texas Tech University where was an Assistant Professor. He previously held a prestigious two-year postdoctoral fellowship at Washington University. His research straddles the border of traditional philosophy of mind and cognitive science specializing in issues concerning mental representation.	VPA&P Strategic
Bell, Stephanie	F	Writing, Composition and Rhetoric	Assistant Professor, Pre-candidacy 1	PhD, Rhetoric (Waterloo, 2012)	Dr. Bell recently completed all requirements for her PhD. She has served as graduate writing advisor at Wilfrid Laurier University Writing Centre. She is a specialist in citation practices and plagiarism.	VPA&P Strategic
Cauchi, Mark	M	Humanities, General Education	Assistant Professor, Pre-candidacy 2	PhD, Social and Political Thought (York, 2006)	This appointment was made through the CUPE Conversion program. Dr. Cauchi has taught widely in Humanities and Philosophy at York for several years. He is a specialist in the history of Western thought.	Faculty Funded
Cothran, Boyd	M	History, US History Pre-1900	Assistant Professor, Pre-candidacy 1	PhD, History (Minnesota, 2012)	Dr. Cothran recently completed all requirements for his PhD. He was a visiting assistant professor at Macalester College in Saint Paul for the spring 2012 semester. He previously held a postdoctoral fellowship at Yale University. He specializes in indigenous history of the American West and politics of memory.	VPA&P Strategic
Couto, Naomi	F	School of Public Policy and Administration	Assistant Professor, Pre-candidacy 2	PhD, Sociology (York, 2005)	This appointment was made through the CUPE Conversion program. Dr. Couto has taught at York since 1994 and some courses at Guelph-Humber University between 2005 and 2007. She is a specialist in the meeting points of children, law and human rights and has done some extensive work in social science research methods.	Faculty Funded
Cowdy, Cheryl	F	Humanities, Children's Literature	Assistant Professor, Pre-candidacy 2	PhD, English (York, 2006)	Dr. Cowdy has held contractually limited appointments at York since 2010. Her research interests include the ideological work of play in nineteenth-century and contemporary Canadian adventure novels for children, trauma in children's literature and culture, suburban space in cultural theory, literature and film, creative writing and feminist and cultural theories.	VPA&P Strategic

Elliott, Denielle	F	Social Science, Health & Society	Assistant Professor, Pre-candidacy 1	PhD, Sociology and Anthropology (Simon Fraser, 2007)	Dr. Elliott comes to us from the University of Alaska where she was an Assistant Professor. She previously held two postdoctoral fellowships at the University of Chicago and the University of British Columbia. Her research explores the political economy of pharmaceuticals, state regulatory policies and practices and the biopolitics of medical research with postcolonial communities.	VPA&P Strategic
Liegghio, Maria	F	Social Work	Lecturer*/ Assistant Professor, Pre-candidacy 1	PhD, Social Work (Wilfrid Laurier, 2012)	Ms Liegghio is expected to complete all requirements for her PhD by June, 2013. Ms Liegghio held a contractually limited appointment in the School of Social Work. She specializes in children's mental health, critical social work education and practice, and the potential for social change and social justice through community-engaged scholarship.	Faculty Funded (replacement)
Ma, Jia	M	Languages, Literatures and Linguistics, Chinese	Assistant Professor, Pre-candidacy 1	PhD, Chinese Literature (Nanjing, 1993)	Dr. Ma was a contract faculty member with DLLL and has taught at the University of Waterloo. Dr. Ma studies modern Chinese literature and literatures of the North American Chinese diaspora, and has particular interest in religious influences on Chinese literature.	VPA&P Strategic
McKenzie, Andrea	F	Writing, Professional Writing	Assistant Professor, Pre-candidacy 2	PhD, English (Waterloo, 2000)	Dr. McKenzie comes to us from New York University where she has held the position of Director of Writing in the Disciplines since 2002. Dr. McKenzie's historical research is on women's war narratives and in children's literature.	VPA&P Strategic
Shantz, Amanda	F	HRM, Labour Employment Law	Assistant Professor, Pre-candidacy 2	PhD, Employment Relations & HRM (UofT, 2008)	Dr. Shantz comes to us from a one-year contractually limited appointment at Woodsworth College, University of Toronto. She previously held a position of Senior Lecturer at Kingston Business School in the UK. Her interests are in three domains of HRM research, namely, motivation, gender and stereotyping, and the role of the HR function in leveraging employee engagement.	VPA&P Strategic
Valeo, Antonella	F	Languages, Literatures and Linguistics, ESL	Assistant Professor, Pre-candidacy 1	PhD, Second Language Education (UofT, 2010)	Dr. Valeo has held a contractually limited appointment in DLLL in 2011-12. She was previously employed as a Program Consultant in the Adult Education Program of the Toronto Catholic District School Board for 10 years. Her research focus includes instructed second language acquisition and language teacher development, with a focus on content-based courses.	VPA&P Strategic
Wahab, Amar	M	Women's Studies, Gender and Sexuality	Assistant Professor, Pre-candidacy 2	PhD, Sociology and Equity Studies in Education (UofT, 2004)	Dr. Wahab has held contractually limited appointments at York, Ryerson, University of Toronto, the University of West Indies and most recently at Nipissing. He specializes in the intersections of race and gender, with particular attention to the history and culture of the West Indies.	VPA&P Strategic
Wang, Haiping	F	ADMS, Financial Accounting	Assistant Professor, Pre-candidacy 1	PhD, Accounting (Concordia, 2012)	Dr. Wang completed all requirements for her PhD in October 2012. Her research focuses on empirical financial accounting with interests in financial reporting, capital markets and corporate governance.	Faculty Funded (replacement)
Wang, Jing	F	Human Resource Management	Assistant Professor, Candidacy 1	PhD, Industrial Relations & Human Resource Management (UofT, 2010)	Dr. Wang comes to us from the Sobey School of Business, Saint Mary's University, Halifax where she has held the position of Assistant Professor since 2009. Previously, she spent seven years managing human resources for several multinational companies in China. Dr. Wang's research interests include human resources management, industrial relations, and leadership.	Faculty Funded/ VPA&P Strategic

Wilkin, Christa	F	Human Resource Management	Assistant Professor, Pre-candidacy 2	PhD, Organizational Behaviour and Human Resources (McMaster, 2011)	Dr. Wilkin comes to us from California State University where she has held the position of Assistant Professor since 2011. Her research interests include employment relationships e.g., organizational justice, job satisfaction, counterproductive workplace behaviour and work-life balance.	Faculty Funded/ VPA&P Strategic
Environmental Studies						
Haritaworn, Jinthana	F	Gender, Race & Environment	Assistant Professor, Pre-candidacy 3	PhD, Sociology (London South Bank, 2006)	Dr. Haritaworn comes to us from Helsinki University, Helsinki Collegium for Advanced Studies. In 2009-10, she was a Fellow at the London School of Economics and Political Science, Gender Institute. Her specialization is in urban space and contestations around race, gender, sexuality and class.	Faculty Funded (replacement)
Montoya-Greenheck, Filipe	M	Chair in Neo-Tropical Conservation	Full Professor with tenure	PhD, Cultural Anthropology (New Mexico, 1999)	Dr. Montoya-Greenheck comes to us from the School of Anthropology at the University of Costa Rica where he was promoted to Full Professor in 2010. He has also taught part-time at Global College at the Costa Rica Center of Long Island University. His research expertise is in community development and environmental conservation. His current research projects include creating a digital atlas on indigenous peoples of Costa Rica for the Development Observatory of the University of Costa Rica and the Volcan river watershed.	Specially Funded
Fine Arts						
Garrett, Ian	M	Theatre, Ecological Design for Performance	Assistant Professor, Pre-candidacy 2	MFA, Lighting Design and Producing (California Institute of the Arts, 2008)	Mr. Garrett has taught for the School of Theatre at the California Institute of the Arts and has been a freelance theatre artist, Director/Founder of the Center for Sustainable Practice in the Arts in California and Resident Designer for Indy Convergence in Indianapolis. Mr. Garrett's research focus is ecological design and performance.	VPA&P Strategic
Gelb, David	M	Design, Interactive Design	Assistant Professor, Pre-candidacy 1	M.Ed., Curriculum Studies (UofT, 2008)	Mr. Gelb has held a contractually limited appointment in the Department of Design since 2010. He has had professional relationships with Design firms such as Ed Video Media Centre and TranzTech. His research investigates technology-enhanced learning with a focus on design education.	Faculty Funded (replacement)
Kazubowski-Houston, Magdalena	F	Theatre, Theatre Studies	Assistant Professor, Candidacy 1	PhD, Anthropology & Theatre (Simon Fraser, 2006)	Dr. Kazubowski-Houston comes to us from Wilfrid Laurier University where she held a tenure-track appointment since 2010. She has extensive background in theatre/performance studies, Canadian theatre and theatre directing. Her scholarship bridges theatre/performance studies, anthropology and practical theatre.	Faculty Funded (replacement)
Rogers, Kenneth	M	Film, Cross Platform Digital Media	Assistant Professor, Candidacy 1	PhD, Cinema Studies (New York University, 2005)	Dr. Rogers comes to us from the University of California where he was an Assistant Professor in the Media and Cultural Studies Department since 2008. He is a knowledgeable practitioner of digital platforms used in digital imaging and digital humanities. His research participates in emerging new currents within screen studies and digital media/new media studies.	VPA&P Strategic

Glendon						
Lebel, Marie-Elaine	F	Language Training Centre for Studies in French	Assistant Professor, Candidacy 2	PhD, French Linguistics (Québec à Montréal, 1998)	Dr. Lebel comes to us from the Edmundston campus of the University of Moncton where she has been involved with the French-language training program. She has teaching experience at Laval, Moncton and McGill. She has conducted training programs for faculty and students and overseen refresher courses in French, courses in communication and developed assessment tools. It is expected that in the very near future Dr. Lebel will become Director of the Centre.	VPA&P Strategic
Robinson, Joanna	F	Sociology,	Assistant Professor, Pre-candidacy 2	PhD, Sociology (UBC, 2010)	Dr. Robinson most recently held a post-doctoral fellowship at the University of California at Berkeley. Dr. Robinson's research program is on social movements and environmental politics.	Faculty Funded (replacement)
Health						
Bassett-Gunter, Rebecca	F	Kinesiology, Psychology of Physical Activity and Exercise	Assistant Professor, Pre-candidacy 1	PhD, Human Biodynamics (McMaster, 2011)	Dr. Bassett-Gunter held a post-doctoral fellowship funded by the Heart & Stroke Foundation at the University of Waterloo. Her expertise targets psychological and Psychosocial factors underlying physical activity and exercise at both the individual and population level.	VPA&P Strategic
Bradley, Nicolette	F	Kinesiology, Human Gross Anatomy	Assistant Lecturer, Pre-candidacy 1	PhD, Human Health and Nutritional Science (Guelph, 2012)	This appointment is made in the alternate stream. Ms Bradley previously taught human anatomy at the University of Guelph-Humber and Biochemistry and Metabolism. Her research involves both whole body and molecular aspects of human metabolism.	VPA&P Strategic
Nilsen-Berec, Julie	F	Nursing	Assistant Lecturer, Pre-candidacy 1	MSc, Nursing (York, 2009)	This appointment is made in the alternate stream. Ms Nilsen-Berec has extensive and ongoing clinical experience in the field of Emergency Nursing. From 2007-10 she was a Clinical Nurse Educator at North York General Hospital. She has been a part-time contract faculty member at York since 2006 and at Centennial College since 2010. Of particular note is her innovation in combining art and information technology in her classroom teaching.	Faculty Funded
Page-Cuttrara, Karin	F	Nursing	Assistant Lecturer, Pre-candidacy 1	MA, Nursing (Athabasca, 2006)	This appointment is made in the alternate stream. Ms Page-Cuttrara has over two decades of nursing practice in a range of clinical settings. She has been a contract faculty member in the School of Nursing since 2007 and took on the leadership role as Program Director for the 2nd Degree Entry BScN degree.	Faculty Funded
Pek, Jolynn	F	Psychology, Quantitative Methods	Lecturer*/Assistant Professor, Pre-candidacy 1	PhD, Quantitative Psychology (North Carolina, 2012)	Dr. Pek completed all requirements for her PhD in June 2012. Her interests involve the study of latent variable models - structural equation models, factor analysis models, multilevel models, and latent growth models - that are applied to social science research.	VPA&P Strategic
Perry, Christopher	M	SHPM, Disability Policy, Culture and Research	Assistant Professor, Pre-candidacy 1	PhD, Human Health and Nutritional Sciences (Guelph, 2008)	Dr. Perry has held two postdoctoral fellowships since graduating - East Carolina University (2008-2011) and currently at the University of Guelph. Dr. Perry's research focuses on the efficacy of exercise and dietary interventions for improving skeletal muscle health and fitness.	VPA&P Strategic
Sasaki, Joni	F	Psychology, Culture and Health	Assistant Professor, Pre-candidacy 1	PhD, Philosophy in Social Psychology (University of California, 2012)	Dr. Sasaki completed all requirements for her PhD in June 2012. Her area of specialization is cultural psychology and her research examines different forms of religious influence and their implications for thought and behaviour.	VPA&P Strategic

Seto Nielsen, Lisa	F	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (UofT, 2012)	Dr. Seto Nielsen completed all requirements for her PhD in June, 2012. She has experience as a teaching assistant and guest lecturer at both the University of Toronto and Ryerson University. She has also worked as a registered nurse at Credit Valley Hospital. Her research interests are in the important fields of aging and culture.	Faculty Funded
Stevens, Dale	M	Psychology, Cognitive Aging	Assistant Professor, Pre-candidacy 1	PhD, Psychology (UofT, 2006)	Dr. Stevens comes to us from the National Institute of Mental Health in Bethesda, Maryland where he holds a research fellowship. His research broadly investigates the neurocognitive specialization, organization, and interaction of brain systems that underlie human conceptual processing, and the related processes of memory and perceptual abstraction.	VPA&P Strategic
Tang, Sannie	F	Nursing	Assistant Professor, Pre-candidacy 1	PhD, Nursing (UBC, 2004)	Dr. Tang comes to us from the University of Toronto where she held a contractually limited appointment since 2009. From 2005 to 2009, she held the position of Research Manager and Research Associate in the School of Nursing, UBC. Dr. Tang's research focuses on the organization of healthcare with a particular emphasis on recent immigrants (Chinese).	Faculty Funded
Wong, Hannah	F	Kinesiology, Biostatistics and Quantitative Methods	Assistant Professor, Pre-candidacy 1	PhD, Industrial Engineering (UofT, 2010)	Dr. Wong completed a postdoctoral fellowship at Massachusetts General Hospital and Harvard Medical School. Her research involves using a systems perspective to probe beyond the surface and reveal common causal themes that contribute to the relative levels of 'success' or 'failure' in hospital policy, management and operations.	VPA&P Strategic
York University Libraries						
Ruest, Nick	M	Bibliographic Services, Digital Assets	Assistant Librarian, Pre-candidacy 1	MLIS (Wayne State, 2007)	Mr. Ruest comes to us from McMaster University where he has served as Digital Preservation Librarian, Repository Architect and Digitization Coordinator since 2007. His IT background is in systems administration and scripting and application development. He has significant experience in digital preservation, data curation and metadata applications.	VPA&P Strategic
Osgoode Hall Law School						
Boisselle, Andr��e	F	Aboriginal Law	Lecturer*/Assistant Professor, Pre-candidacy 1	PhD, Law (Victoria, 2012)	Ms Boisselle is expected to complete all requirements for her PhD in 2013. She is an experienced legal and anthropological scholar with a solid background in aboriginal law and field work. Her research illustrates an interdisciplinary approach to the study of indigenous legal orders and societies.	Faculty Funded
Girard, Philip	M	Private Law	Full Professor with tenure	LL.M. (California, 1986), PhD History (Dalhousie, 1998)	Dr. Girard is a Professor of Law, History & Canadian Studies and University Research Professor at Dalhousie Law School. His expertise is in property and its historical context, equity and trusts, pension law and Canadian legal history.	VPA&P Strategic
Saberi, Hengameh	F	Public International Law	Assistant Professor, Pre-candidacy 2	S.J.D. (Harvard, 2010)	Dr. Saberi completed a post-doctoral fellowship jointly at Harvard Law School's Institute for Global Law and Policy and Harvard Law School Project on Disability. Dr. Saberi specializes in international law, human rights law, legal and intellectual history of international law, disability law and socio-legal studies.	Faculty Funded

Williams, Cynthia	F	Osler Chair in Business Law	Full Professor with tenure	J.D., <i>cum laude</i> (New York University School of Law, 1989)	Professor Williams is a Professor of Law at University of Illinois' College of Law. From 2007 to 2009, she held the position of inaugural Osler Chair in Business Law as Osgoode Hall Law School. Professor Williams is one of the leading scholars in the world in the area of corporate and securities law especially in corporate social responsibility.	Faculty Funded
Science and Engineering (Science as of July 1, 2013)						
Amirfazli, Alidad	M	Earth and Space Science and Engineering, Mechanical Engineering	Full Professor with tenure	PhD, Engineering (UofT, 2001)	Dr. Amirfazli previously held a Canada Research Chair at the University of Alberta and was his department's Associate Chair for Research since 2009. Upon the establishment of the Department of Mechanical Engineering, he will be appointed Chair for an initial five year term. Dr. Amirfazli's expertise is in surface engineering, wetting and related instrumentation.	Faculty Funded
Bergevin, Christopher	M	Physics & Astronomy, Biophysics	Assistant Professor, Pre-candidacy 1	PhD, Speech and Hearing Bioscience and Technology (MIT, 2007)	Dr. Bergevin completed a post-doctoral research scientist position at Columbia University in the Department of Otolaryngology. His research interests deal primarily with the biophysics of the auditory periphery, elucidating the complex micro-machinery responsible for the ear's ability to transduce sound.	VPA&P Strategic
Chen, Jennifer	F	Chemistry, Materials	Assistant Professor, Pre-candidacy 1	PhD, Inorganic Chemistry (UofT, 2009)	Dr. Chen comes to us from the University of Washington where she has held a NSERC postdoctoral fellowship since 2009. Her research interests are interdisciplinary, crossing areas of physical, analytical, solid state and materials chemistries, nanoscience, and optical physics.	VPA&P Strategic
Haas, Christopher	M	Earth & Space Science & Engineering	Full Professor with tenure	PhD, Geophysics (Bremen, 1996)	Dr. Haas has been appointed the Canada Research Chair in Arctic Sea Ice Geophysics. He comes to us from the Department of Earth and Atmospheric Sciences, University of Alberta where he held a position since 2007. His previous appointment was the Head of Sea Ice Geophysics Section at the Alfred Wegener Institute for Polar and Marine Research in Germany. His main research interest is the role of Arctic and Antarctic sea ice in the climate system and its interaction with the biosphere.	Specially Funded
Ghafar-Zadeh, Ebrahim	M	Computer Science, Electrical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Electrical Engineering (Montreal, 2008)	Dr. Ghafar-Zadeh completed a post-doctoral fellow in the Department of Bioengineering at University of California Berkeley. Dr. Ghafar-Zadeh's research concerns the application of microelectronic chips to bio-sensors, using the electronic devices to control the growth and behaviour of biological cells grown on top.	Faculty Funded
Johnson, Matthew	M	Physics & Astronomy/ Perimeter Institute	Assistant Professor, Pre-candidacy 1	PhD, Physics (California, 2007)	Dr. Johnson completed a two-year post-doctoral fellowship at the Perimeter Institute for Theoretical Physics and prior to that was a Moore postdoctoral scholar at the California Institute of Technology. His research interests focus on topics in early-universe inflationary cosmology and more specifically on transitions between different levels of vacuum energy in the presence of gravity.	Faculty Funded/ Perimeter
Lamzouri, Youness	M	Math & Stats, Analysis	Assistant Professor, Pre-candidacy 1	PhD, Mathematics (Montreal, 2009)	Dr. Lamzouri comes to us from the University of Illinois at Urbana-Champaign where he currently holds the position of J.L. Doob Research Assistant Professor. Previously he held a postdoctoral fellowship at the Institute for Advanced Study, Princeton. His research interests are in analytic number theory; especially the theory of L-functions and its applications.	VPA&P Strategic

Lian, Yong	M	Computer Science, Electrical Engineering	Full Professor with tenure	PhD, Electrical Engineering (Singapore, 1994)	Dr. Lian comes to us from the Department of Electrical and Computer Engineering, National University of Singapore where he has twice won university-wide teaching awards. Dr. Lian's research interests are in the areas of low power biomedical circuits and systems focusing on the development of miniaturized medical devices and energy efficient signal processing systems.	Faculty Funded
Magierowski, Sebastian	M	Computer Science, Electrical Engineering	Associate Professor with tenure	PhD, Electrical Engineering (UofT, 2004)	Dr. Magierowski was an Associate Professor in the Department of Electrical and Computer Engineering at the University of Calgary. Dr. Magierowski specializes in high-frequency microelectronics for wireless communications.	Faculty Funded
Moore, John	M	Earth and Space Science and Engineering, Space Engineering	Assistant Professor, Pre-candidacy 1	PhD, Planetary Science (Arizona, 2008)	Dr. Moore held a post-doctoral fellowship at the Centre for Planetary Science & Exploration at the University of Western Ontario. He is also a participating scientist with the 2012 Mars Science Laboratory Mission. Dr. Moore's research is in the area of planetary and space instrumentation as well as mission design and planning.	Faculty Funded
Palermo, Dan	M	Earth and Space Science and Engineering, Civil Engineering	Associate Professor with tenure	PhD, Civil Engineering (UofT, 2002)	Dr. Palermo will come to us from his position as an Associate Professor and Associate Chair of Undergraduate Studies in the Department of Civil Engineering, University of Ottawa. Dr. Palermo's research interests focus on the behaviour of concrete structures subjected to extreme loading, including seismic, blast, impact and tsunami forces.	Faculty Funded
Sharma, Jitandrapal	M	Earth and Space Science and Engineering, Civil Engineering	Full Professor with tenure	PhD, Geotechnical Engineering (Cambridge, 1994)	Dr. Sharma will come to us from his position as Full Professor of Geotechnical Engineering with the Department of Civil and Geological Engineering, University of Saskatchewan. He holds adjunct positions with the University of Manitoba and the University of Regina. Dr. Sharma is well known for his research on fundamental aspects of soil mechanics and their applications to solving a wide range of engineering problems.	Faculty Funded
Sharma, Sapna	F	Biology, Environmental	Assistant Professor, Pre-candidacy 2	PhD, Ecology and Evolutionary Biology (UofT, 2008)	Dr. Sharma undertook three post-doctoral positions in the US and Canada before her position as an Assistant Professor at Loyola University Chicago. Her research involves numerical analysis, field research and multidiscipline collaboration, all focused on aquatic ecosystems in the Great Lakes Basin.	VPA&P Strategic
Vukovich, George	M	Earth and Space Science and Engineering, Space Engineering	Associate Professor, Pre-candidacy 1	PhD, Aerospace Engineering (UofT, 1983)	Dr. Vukovich comes to us from the Canadian Space Agency in St-Hubert, Quebec where he had been a Senior Scientist since 2010 and from 1996 to 2010 he was the Director of Spacecraft Engineering. He also held the position of Adjunct Professor with the Department of Mechanical Engineering at McGill University. His area of expertise is in control systems and dynamics, primarily robust and nonlinear control, large scale systems, navigation and guidance and research management.	Faculty Funded
Schulich School of Business						
Valente, Michael	M	Organization Studies	Assistant Professor, Candidacy 1	PhD, Business Administration (York, 2007)	Dr. Valente comes to us from the Richard Ivey School of Business, Western Ontario. From 2007 to 2010, he held a faculty position at the Gustavson School of Business, University of Victoria. Dr. Valente's research interests focus on institutional theory, sustainability and sustainable development.	Faculty Funded (replacement)

Zietsma, Charlene	F	Organization Studies	Associate Professor with tenure	PhD, Organizational Behaviour (UBC, 2003)	Dr. Zietsma comes to us from the Gustavson School of Business, University of Victoria where she held the position of Associate Professor with tenure and PhD Program Director. Dr. Zietsma's research interests focus on institutional theory and in particular, institutional change, institutional work and organizational field dynamics as well as social and sustainable entrepreneurship.	Endowment
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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

Contractually Limited Appointments

Name		Department, Field	Rank	Highest Degree	Research Agenda/Specialization
Liberal Arts and Professional Studies					
Ahmad, Tania	F	Anthropology, Sexuality & Gender	Sessional Assistant Professor	PhD, Cultural and Social Anthropology (Stanford, 2009)	Dr. Ahmad comes to us from Franklin & Marshall College where she has held the position of Assistant Professor since 2011. She held a two-year post-doctoral fellow from 2009 to 2011 at the Jackman Humanities Institute at the University of Toronto. Dr. Ahmad is an urban anthropologist who specializes in issues of gender and class in Pakistan.
Asgharzadeh, Alireza	M	Sociology, Sociology of Education	Sessional Assistant Professor	PhD, Sociology & Equity Studies (OISE, 2005)	Dr. Asgharzadeh has been a course director at York and the University of Toronto since 2005. His areas of concentration and research includes sociology of education, multiculturalism and diversity, human rights and equity and life-long learning.
Banack, Clark	M	Political Science, Canadian Provincial	Sessional Assistant Professor	PhD, Political Science (UBC, 2012)	Dr. Banack completed all requirements for his PhD in May. Dr. Banack studies Albertan politics with a focus on the role of religion. His research interests are in religion and politics in Canada and the US, Canadian political institutions, Canadian political thought, rural-urban issues and identity politics and group rights.
Bilous, Ross	M	French Studies, Linguistics	Sessional Assistant Professor	PhD, French Studies (UofT, 2011)	Dr. Bilous has taught French as a Second Language and Linguistics at the University of Toronto since 2005. His areas of expertise in linguistics are syntax and semantics from a contrastive perspective.
Boyle, Philip	M	Sociology, Crime and Social Regulation	Sessional Assistant Professor	PhD, Sociology (Alberta, 2011)	Dr. Boyle comes to us from Newcastle University where he has held the position of Research Associate since 2011 and previously held a post-doctoral fellowship at Temple University. He is a specialist in crime and surveillance.
Burke, Donald	M	Humanities, General Education	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2012)	Dr. Burke has recently graduated and has been a contract faculty member in the Department of Humanities at York. His research interests is on the modern period with a particular focus on aesthetics in the German philosophical tradition.
Chakraborty, Kabita	F	Humanities, Children's Studies	Sessional Assistant Professor	PhD, Social Work (Queensland, 2008)	Dr. Chakraborty comes to us from the University Malaya where she has held the position of Lecturer since 2011. Prior to that, she held a two-year research fellow position at the University of Melbourne. Her research area is in girlhoods and boyhoods in marginalized communities, young Muslim women in Asia and women's sexual and reproductive health.

Coulter, Natalie	F	Communication Studies	Sessional Assistant Professor	PhD, Communication (Simon Fraser, 2009)	Dr. Coulter completed a limited term appointment in the Communications Studies area at Wilfrid Laurier University. Her research interests are in critical theory, critical childhood studies, advertising and consumer studies, gender and feminism.
Dalton, Jennifer	F	Public Policy and Administration, Public Law	Sessional Assistant Professor	PhD, Law (Osgoode, York, 2010)	Dr. Dalton current holds contract faculty positions in Political Science, LAPS and Sociology at Glendon. Her research specialization is in Aboriginal law and politics in Canada, Canadian government and politics and Canadian constitutional law and the <i>Charter of Rights and Freedoms</i> .
Englander, Karen	F	Languages, Literatures and Linguistics, ESL	Sessional Assistant Professor	PhD, English (Indiana University of Pennsylvania, 2006)	Dr. Englander comes to us from the Universidad Autónoma de Baja California, Ensenada, Mexico. She has been teaching ESL and EFL in Canada, the US and Mexico for over 20 years. Her research focuses on questions of critical pragmatism regarding academic and professional literacy of bilingual and multilingual students and scholars.
Fairlie, Paul	M	Human Resource Management	Sessional Assistant Professor	PhD, Psychology (York, 2011)	Dr. Fairlie ran his own human resources consulting firm since 2008. He specializes in employee engagement and has expertise in organizational psychology.
Heynen, Robert	M	Communication Studies	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2006)	Dr. Heynen taught at York on contract in Communications Studies and Sociology. He conducts research in cultural politics, cultural theory, visual culture and mass media, with a secondary specialized interest in photography.
Hossein, Caroline	F	Social Science, Business & Society	Sessional Assistant Professor	PhD, Political Science (UofT, ABD)	Ms Hossein completed all requirements of her PhD in October 2012. She is a specialist of poverty, development and microfinance which examines cultural politics, urbanization and businesses in the developing world.
Hydaralli, Saeed	M	Equity Studies, Race, Culture & Health	Sessional Assistant Professor	PhD, Sociology (York, 2011)	Dr. Hydaralli held a visiting professorship at Pennoni Honors College, Drexel University, Philadelphia. He had previously taught at York, OCAD and Humber College Dr. Hydaralli is a specialist in the social determinants of health, particularly in urban environments.
Jahanbegloo, Ramin	M	Political Science/ York-Noor Visiting Chair in Islamic Studies	Sessional Assistant Professor	PhD, Philosophy (Sorbonne, 1997)	Dr. Jahanbegloo comes to us from the University of Toronto where he held a faculty position since 2008. His area of specialization is in democracy and civil society in Islamic societies.
Juric, Tanja	F	Social Science, Law & Society	Sessional Assistant Professor	PhD, Religion (UofT, 2005)	Dr. Juric taught at York on contract in Social Science and Humanities. She is a specialist in morality, ethics and political subjectivity, with particular reference to diversity and the law.
Kwak, Min-Jung	F	Geography, Social	Sessional Assistant Professor	PhD, Geography (UBC, 2008)	Dr. Kwak held a contractually limited appointment at the University of Toronto teaching urban and social geography courses. Her research interests are located at the intersection of urban, social and economic geography, with a regional focus on Canada and the Asia-Pacific Region.
LaRose, Tara	F	Social Work	Sessional Lecturer*	PhD, Adult Education and Community Development (OISE, ABD)	Ms LaRose taught at York on contract in Social Work since 2006 and has experience as a counsellor at Women's College Hospital and Mobile Crisis Intervention Service. She is a specialist in the use of digital storytelling by social workers in their practice.
Neel, Jaclyn	F	History/Humanities, Ancient History/Classics)	Sessional Assistant Professor	PhD, Classics (UofT, 2012)	Dr. Neel recently defended her dissertation on imagining monarchy in the Roman Republic. Her broader research interest center on the interrelation of texts and material culture. She has teaching experience at the University of Toronto in a range of courses including Classical Studies, Roman History, Augustus and Julio-Claudians and Latin.

Podolsky, Mark	M	Human Resource Management	Sessional Assistant Professor	PhD, DeGroote School of Business (McMaster, 2010)	Dr. Podolsky has teaching experience at York and McMaster and was a Compensation Specialist with TD Bank Financial Group from 2002 to 2004. His research interests are centred around the connections between human resource practices and organizational strategy.
Ranganathan, Shyman	M	Philosophy, Moral and Political	Sessional Assistant Professor	PhD, Philosophy (York, 2007)	Dr. Ranganathan taught at York on contract with the Department of Philosophy. He has also taught at the University of Toronto. Dr. Ranganathan's scholarship focuses on central questions in moral and political philosophy, applied ethics, philosophy of language and South Asian philosophy.
Reynolds, Kevin	M	Languages, Literatures and Linguistics, Italian Studies	Sessional Assistant Professor	PhD, Italian Studies (UofT, 2010)	Dr. Reynolds taught at York on contract in the Department of Languages, Literatures and Linguistics since 2011. His research interests include early Italian vernacular literature, Dante, the <i>Questione della lingua</i> , the city in the modern and contemporary Italian literature and film, and translation studies.
Salazar, Alberto	M	Social Science, Business & Society	Sessional Assistant Professor	PhD, Law (Osgoode, York, 2005)	Dr. Salazar held a contractually limited position in the Business & Society program at York. His research field is in corporate governance, corporate social responsibility, business law, economics of law and policy, business ethics and foundations of business and society.
Stan, Leonard	M	Humanities, General Education	Sessional Assistant Professor	PhD, Religious Studies (McMaster, 2007)	Dr. Stan comes to us from the Centre for the Study of Theory and Criticism at the University of Western Ontario where he held the position of sessional lecturer. His research interests are in the area of philosophy and religion with particular expertise on Kierkegaard.
Stephens, Christianne	F	Anthropology	Sessional Assistant Professor	PhD, Anthropology (McMaster, 2010)	Dr. Stephens comes to us from McMaster University where she held the position of Sessional Instructor since 2010 and held a post-doctoral research fellow from 2010 to 2012. Dr. Stephens expertise is in the fields of medical anthropology, medical geography and indigenous health.
Sturm, Tristan	M	Geography, Political	Sessional Assistant Professor	PhD, Geography (California, 2010)	Dr. Sturm held a postdoctoral fellowship at the University of British Columbia. He is a cultural and political geographer, specializing in the geopolitical representations and imaginings in the Middle East.
van Horssen, Jessica	F	History, Canadian	Sessional Assistant Professor	PhD, History (Western Ontario, 2010)	Dr. van Horssen held a postdoctoral fellowship in Quebec Environmental History at McGill University/Université du Québec à Trois-Rivières and a Visiting Fellow at the Ludwig-Maximilians University of Munich. Her main scholarly interests are in exploring ideas about the ways in which culture and the natural environment intersect.
Education					
Sims, Ellen	F	Seconded to Teaching Commons	Sessional Lecturer*	EdD (London's Institute of Education, ABD)	Ms Sims comes to us from the University of Arts, London where she has held the roles of Programme Director, Continuing Professional Development and Learning & Teaching Development Coordinator since 2005. Ms Sims has over 15 years of university experience as a e-learning advisor, professional development program director and e-learning advisor.
Su, Yelin	F	Seconded to Teaching Commons	Sessional Assistant Professor	EdD (Texas Tech University, 2008)	Dr. Su comes to us from the Hong Kong Baptist University where she has held the position of Teaching and Learning Officer with the Centre for Holistic Teaching and Learning. In addition to designing and facilitating workshops, she has worked on a variety of projects in areas such as e-learning, experiential education and first-year experience.

Environmental Studies					
Tesfaye, Frehiwot	F	Food Systems, Social Movements	Sessional Assistant Professor	PhD, Social/Cultural Anthropology (UofT, 1998)	Dr. Tesfaye taught at York on contract with the Department of Sociology for the past four years. She previously held an Assistant Professorship position at St. Thomas University in Fredericton. Her research areas include famine and other food systems issues in Africa, social/human rights movements, and health and environment issues, particularly focused on HIV/AIDS.
Fine Arts					
Hobart, Elizabeth	F	Design, Graphic Design/Visual Communication	Sessional Assistant Professor	MFA, Design (Nova Scotia College of Art and Design, 1997)	Ms Hobart has owned and operated a culturally-based graphic design firm which operates in Montreal, Halifax, Winnipeg and Toronto. She has taught sessionally at York since the YSDN program began. Her expertise is design and typography.
Hutton, Melee	F	Theatre, Acting	Sessional Assistant Professor	MFA, Acting (York, 2005)	Ms Hutton brings extensive experience as an actor, artistic director and teacher to this position. She has teaching experience at York and at the Professional Actor's Lab and the Toronto Film School. She has performed for stage, television and film. Since 2005 she's been the Artistic Director of Toronto-based KICK Theatre.
Glendon					
Cherciov, Mirela	F	Language Training Centre for Studies in French	Sessional Assistant Professor	PhD, Sociolinguistics (UofT, 2011)	Dr. Cherciov was a Lecturer in Second Language Acquisition and Learning at Brock University. Her expertise is in the field of linguistics and second-language learning.
Viswanathan, Usha	F	Language Training Centre for Studies in French	Sessional Lecturer*	PhD, Education (OISE, ABD)	Ms Viswanathan comes to us from OISE where she held the position of coordinator and instructor for the Bachelor of Education program since 2007. Her expertise is in the field of second-language learning.
Health					
El Morr, Christo	M	School of Health Policy and Management	Sessional Assistant Professor	PhD, Biomedical Engineering - Medical Computing (Compiègne, France, 1997)	Dr. El Morr held the position of Assistant Professor of Information Systems at American University of Kuwait since 2010. From 2005 to 2010, he held a contractually limited appointment in Health Informatics at York University. Dr. El Morr is engaged in research on virtual communities in the disability and health sectors.
Gaitana, Gianina	F	Nursing	Sessional Lecturer*	PhD, Nursing (UofT, ABD)	Ms Gaitana was a nurse in the Pediatric Medicine Unit at Sick Kids Hospital since 2007. She has also taught in several nursing programs at the University of Toronto and Ryerson University. Her expertise is in pediatric and family-centred nursing care.
Gola, Monica	F	Nursing	Sessional Lecturer	M.A., Nursing (UofT, 2010)	Ms Gola was a public health nurse in Peel Region since 1999 and been teaching in the nursing program at George Brown/Ryerson Collaborative since 2006. Her expertise is in community health promotion with a mental health focus.
Oraziotti, Brenda	F	Nursing	Sessional Lecturer	M.ED, Education (Nipissing, 2001)	Ms Oraziotti was a Staff RN at the University Health Network, Northwestern Hospital from 2005 to 2012 and has taught at Ryerson, George Brown, Humber and York. She specializes in clinical education, simulation, critical care and PLAR.
Peisachovich, Eva	F	Nursing	Sessional Lecturer*	PhD, Education (York, ABD)	Ms Peisachovich has held sessional and part-time teaching appointments at York and George Brown College. She has held Staff Nurse positions at St. Michael's Hospital and Baycrest. Her focus is on clinical decision-making in relation to simulation-based education in nursing curriculum.

Skerratt, Sandra	F	Nursing	Sessional Lecturer	M.A., Nursing (UofT, 2004)	Ms Skerratt was a Nurse Practitioner with Southlake Regional Health Centre from 2004 to 2012 and has been teaching at Ryerson and U of T since 2005. Her expertise is in cardiac surgery, epidemiology and major health issues.
York University Libraries					
He, Ling	F	Bibliographic Services, Digital Services	Adjunct Librarian	MLIS (McGill, 2003)	Ms He has been employed as a part-time Digital Projects Librarian at York University Libraries since 2009. Her expertise is with complex digitization projects, relevant software applications and core metadata standards and schema.
Holland, Julia	F	Archives and Special Collections, Clara Thomas Archives	Adjunct Librarian	MLIS (UofT, 2012)	Ms Holland has held the position of Archives Assistant in the Clara Thomas Archives and Special Collections since 2007. She has 13 years of providing research and reference services, preparing and maintaining paper-based and electronic research tools and providing archival arrangement and description to archival clients.
Lundrigan, Courtney	F	Reference and Instruction, Scott Library	Adjunct Librarian	MLIS (Western Ontario, 2011)	Ms Lundrigan comes to us from Ryerson University Library and Archives where she held the position of Communications and Liaison Librarian since 2010. Her focus has been on the development of online tutorials and provision of reference services and information literacy instruction to students of all levels.
Htv Shujah, Sarah	F	Steacie Science and Engineering Library	Adjunct Librarian	MLIS (UofT, 2011)	Ms Shujah comes to us from the Ontario Council of University Libraries where she has held the position of Virtual Reference Librarian since 2011. She also held a Librarian position at the Toronto Public Library, Main Street Branch. Her research interests are in scholarly communications and open access.
Stymest, Kim	F	Bronfman Business Library	Adjunct Librarian	MIS, Library and Information Science (UofT, 2010)	Ms Stymest was recently employed as an Information Specialist with the Ontario Ministry of Economic Development & Trade. She previously held a Business Librarian contract position at the University of Ontario Institute of Technology in Oshawa. Her background is in communications, public service, web and social media and e-learning.
Science and Engineering (Science as of July 1, 2013)					
Nivillac, Nicole	F	Biology	Sessional Assistant Professor	PhD, Biology (York, 2010)	This appointment is made in the alternate stream. Dr. Nivillac has been a course and lab director in Biology at York since 2011. She has a strong teaching portfolio and received the FSE Teaching Excellence Award while she was a graduate student.
Schulich School of Business					
Weitzner, David	M	Policy	Sessional Assistant Professor	PhD, Business Policy and Strategy (York, 2006)	Dr. Weitzner has taught mainly at York since 2003 and held the position of Coordinator of the Undergraduate Integrative Business Simulation Program since 2010. In 2007-08, he taught at the Kodog School of Business, American University in Washington. Dr. Weitzner's research focus is on corporate governance, limits of strategic rationality and the role of ethics in strategy.



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Memo

To: Julia Foster, Chair, Board of Governors

From: Sam Schwartz, Chair, Academic Resources Committee

Date: February 4, 2013

Re: **President's February 2013 Report on Tenure and Promotion**

Motion and Rationale:

The Academic Resources Committee recommends that the Board approve the President's February 2013 report on Tenure and Promotion.

The appointments described in the report reflect those made since June 2012, and have been made to advance strategic planning objectives as well as maintaining current strengths.

Documentation is attached as Appendix A.

Appendix A / President's Report

Appointments from June 2012 to February 2013

Name	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Funding
Cauchi, Mark (M)	Humanities, General Education	Assistant Professor, Pre-candidacy 2	PhD, Social and Political Thought (York, 2006)	This appointment was made through the CUPE Conversion program. Dr. Cauchi has taught widely in Humanities and Philosophy at York for several years. He is a specialist in the history of Western thought.	Faculty Funded
Couto, Naomi (F)	School of Public Policy and Administration	Assistant Professor, Pre-candidacy 2	PhD, Sociology (York, 2005)	This appointment was made through the CUPE Conversion program. Dr. Couto has taught at York since 1994 and some courses at Guelph-Humber University between 2005 and 2007. She is a specialist in the meeting points of children, law and human rights and has done some extensive work in social science research methods.	Faculty Funded
Wang, Jing (F) July 1, 2013	Human Resource Management	Assistant Professor, Candidacy 1	PhD, Industrial Relations & Human Resource Management (Toronto, 2010)	Dr. Wang comes to us from the Sobey School of Business, Saint Mary's University, Halifax where she has held the position of Assistant Professor since 2009. Previously, she spent seven years managing human resources for several multinational companies in China. Dr. Wang's research interests include human resources management, industrial relations, and leadership.	Faculty Funded/ VPA&P Strategic
Wilkin, Christa (F) July 1, 2013	Human Resource Management	Assistant Professor, Pre-candidacy 2	PhD, Organizational Behaviour and Human Resources (McMaster, 2011)	Dr. Wilkin comes to us from California State University where she has held the position of Assistant Professor since 2011. Her research interests include employment relationships e.g., organizational justice, job satisfaction, counterproductive workplace behaviour and work-life balance.	Faculty Funded/ VPA&P Strategic
Lebel, Marie-Elaine (F)	Language Training Centre for Studies in French	Assistant Professor, Candidacy 2	PhD, French Linguistics (Québec à Montréal, 1998)	Dr. Lebel comes to us from the Edmundston campus of the University of Moncton where she has been involved with the French-language training program. She has teaching experience at Laval, Moncton and McGill. She has conducted training programs for faculty and students and overseen refresher courses in French, courses in communication and developed assessment tools. It is expected that in the very near future Dr. Lebel will become Director of the Centre.	VPA&P Strategic
Girard, Philip (M) Julu 1,2013	Private Law	Full Professor with tenure	LL.M. (California, 1986), PhD History (Dalhousie, 1998)	Dr. Girard is a Professor of Law, History & Canadian Studies and University Research Professor at Dalhousie Law School. His expertise is in property and its historical context, equity and trusts, pension law and Canadian legal history.	VPA&P Strategic
Williams, Cynthia (F) July 1, 2013	Osler Chair in Business Law	Full Professor with tenure	J.D., <i>cum laude</i> (New York University School of Law,	Professor Williams is a Professor of Law at University of Illinois' College of Law. From 2007 to 2009, she held the position of inaugural Osler Chair in Business	Faculty Funded

			1989)	Law as Osgoode Hall Law School. Professor Williams is one of the leading scholars in the world in the area of corporate and securities law especially in corporate social responsibility.	
Amirfazli, Alidad (M) January 1, 2013	Earth and Space Science and Engineering, Mechanical Engineering	Full Professor with tenure	PhD, Engineering (Toronto, 2001)	Dr. Amirfazli previously held a Canada Research Chair at the University of Alberta and was his department's Associate Chair for Research since 2009. Upon the establishment of the Department of Mechanical Engineering, he will be appointed Chair for an initial five year term. Dr. Amirfazli's expertise is in surface engineering, wetting and related instrumentation.	Faculty Funded
Haas, Christopher (M)	Earth & Space Science & Engineering	Full Professor with tenure	PhD, Geophysics (Bremen, 1996)	Dr. Haas has been appointed the Canada Research Chair in Arctic Sea Ice Geophysics. He comes to us from the Department of Earth and Atmospheric Sciences, University of Alberta where he held a position since 2007. His previous appointment was the Head of Sea Ice Geophysics Section at the Alfred Wegener Institute for Polar and Marine Research in Germany. His main research interest is the role of Arctic and Antarctic sea ice in the climate system and its interaction with the biosphere.	Specially Funded
Ghafar-Zadeh, Ebrahim (M) July 1, 2013	Computer Science, Electrical Engineering	Assistant Professor, Pre-candidacy 1	PhD, Electrical Engineering (Montreal, 2008)	Dr. Ghafar-Zadeh completed a post-doctoral fellowship in the Department of Bioengineering at University of California Berkeley. Dr. Ghafar-Zadeh's research concerns the application of microelectronic chips to bio-sensors, using the electronic devices to control the growth and behaviour of biological cells grown on top.	Faculty Funded
Johnson, Matthew (M) Leave of Absence to July 31, 2012	Physics & Astronomy/ Perimeter Institute	Assistant Professor, Pre-candidacy 1	PhD, Physics (California, 2007)	Dr. Johnson completed a two-year post-doctoral fellowship at the Perimeter Institute for Theoretical Physics and prior to that was a Moore postdoctoral scholar at the California Institute of Technology. His research interests focus on topics in early-universe inflationary cosmology and more specifically on transitions between different levels of vacuum energy in the presence of gravity.	Faculty Funded/ Perimeter
Lian, Yong (M) January 1, 2013	Computer Science, Electrical Engineering	Full Professor with tenure	PhD, Electrical Engineering (Singapore, 1994)	Dr. Lian comes to us from the Department of Electrical and Computer Engineering, National University of Singapore where he has twice won university-wide teaching awards. Dr. Lian's research interests are in the areas of low power biomedical circuits and systems focusing on the development of miniaturized medical devices and energy efficient signal processing systems.	Faculty Funded

Magierowski, Sebastian (M) January 1, 2013	Computer Science, Electrical Engineering	Associate Professor with tenure	PhD, Electrical Engineering (Toronto, 2004)	Dr. Magierowski was an Associate Professor in the Department of Electrical and Computer Engineering at the University of Calgary. Dr. Magierowski specializes in high-frequency microelectronics for wireless communications.	Faculty Funded
Moore, John (M) Leave of absence to November 2012	Earth and Space Science and Engineering, Space Engineering	Assistant Professor, Pre-candidacy 1	PhD, Planetary Science (Arizona, 2008)	Dr. Moore held a post-doctoral fellowship at the Centre for Planetary Science & Exploration at the University of Western Ontario. He is also a participating scientist with the 2012 Mars Science Laboratory Mission. Dr. Moore's research is in the area of planetary and space instrumentation as well as mission design and planning.	Faculty Funded
Palermo, Dan (M) July 1, 2013	Earth and Space Science and Engineering, Civil Engineering	Associate Professor with tenure	PhD, Civil Engineering (Toronto, 2002)	Dr. Palermo will come to us from his position as an Associate Professor and Associate Chair of Undergraduate Studies in the Department of Civil Engineering, University of Ottawa. Dr. Palermo's research interests focus on the behaviour of concrete structures subjected to extreme loading, including seismic, blast, impact and tsunami forces.	Faculty Funded
Sharma, Jitandrapal (M) July 1, 2013	Earth and Space Science and Engineering, Civil Engineering	Full Professor with tenure	PhD, Geotechnical Engineering (Cambridge, 1994)	Dr. Sharma will come to us from his position as Full Professor of Geotechnical Engineering with the Department of Civil and Geological Engineering, University of Saskatchewan. He holds adjunct positions with the University of Manitoba and the University of Regina. Dr. Sharma is well known for his research on fundamental aspects of soil mechanics and their applications to solving a wide range of engineering problems.	Faculty Funded
Vukovich, George (M) Leave of absence to July 31, 2012	Earth and Space Science and Engineering, Space Engineering	Associate Professor, Pre-candidacy 1	PhD, Aerospace Engineering (Toronto, 1983)	Dr. Vukovich comes to us from the Canadian Space Agency in St-Hubert, Quebec where he has been a Senior Scientist since 2010 and from 1996 to 2010 he was the Director of Spacecraft Engineering. He also held the position of Adjunct Professor with the Department of Mechanical Engineering at McGill University. His area of expertise is in control systems and dynamics, primarily robust and nonlinear control, large scale systems, navigation and guidance and research management.	Faculty Funded
Valente, Michael (M) January 1, 2013	Organization Studies	Assistant Professor, Candidacy 1	PhD, Business Administration (York, 2007)	Dr. Valente comes to us from the Richard Ivey School of Business, Western Ontario. From 2007 to 2010, he held a faculty position at the Gustavson School of Business, University of Victoria. Dr. Valente's research interests focus on institutional theory, sustainability and sustainable development.	Faculty Funded (replacement)

Zietsma, Charlene (F) Leave of absence to 31 July, 2012	Organization Studies	Associate Professor with tenure	PhD, Organizational Behaviour (UBC, 2003)	Dr. Zietsma comes to us from the Gustavson School of Business, University of Victoria where she held the position of Associate Professor with tenure and PhD Program Director. Dr. Zietsma's research interests focus on institutional theory and in particular, institutional change, institutional work and organizational field dynamics as well as social and sustainable entrepreneurship.	Endowment
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Contractually Limited Appointments

Ahmad, Tania (F)	Anthropology, Sexuality & Gender	Sessional Assistant Professor	PhD, Cultural and Social Anthropology (Stanford, 2009)	Dr. Ahmad comes to us from Franklin & Marshall College where she has held the position of Assistant Professor since 2011. She held a two-year post-doctoral fellow from 2009 to 2011 at the Jackman Humanities Institute at the University of Toronto. Dr. Ahmad is an urban anthropologist who specializes in issues of gender and class in Pakistan.
Asgharzadeh, Alireza (M)	Sociology, Sociology of Education	Sessional Assistant Professor	PhD, Sociology & Equity Studies (OISE-Toronto, 2005)	Dr. Asgharzadeh has been a course director at York and the University of Toronto since 2005. His areas of concentration and research includes sociology of education, multiculturalism and diversity, human rights and equity and life-long learning.
Bilous, Ross (M)	French Studies, Linguistics	Sessional Assistant Professor	PhD, French Studies (Toronto, 2011)	Dr. Bilous has taught French as a Second Language and Linguistics at the University of Toronto since 2005. His areas of expertise in linguistics are syntax and semantics from a contrastive perspective.
Boyle, Philip (M)	Sociology, Crime and Social Regulation	Sessional Assistant Professor	PhD, Sociology (Alberta, 2011)	Dr. Boyle comes to us from Newcastle University where he has held the position of Research Associate since 2011 and previously held a post-doctoral fellowship at Temple University. He is a specialist in crime and surveillance.
Burke, Donald (M)	Humanities, General Education	Sessional Assistant Professor	PhD, Social and Political Thought (York, 2012)	Dr. Burke has recently graduated and has been a contract faculty member in the Department of Humanities at York. His research interests is on the modern period with a particular focus on aesthetics in the German philosophical tradition.
Chakraborty, Kabita (F)	Humanities, Children's Studies	Sessional Assistant Professor	PhD, Social Work (Queensland, 2008)	Dr. Chakraborty comes to us from the University Malaya where she has held the position of Lecturer since 2011. Prior to that, she held a two-year research fellow position at the University of Melbourne. Her research area is in girlhoods and boyhoods in marginalized communities, young Muslim women in Asia and women's sexual and reproductive health.
Coulter, Natalie (F)	Communication Studies	Sessional Assistant Professor	PhD, Communication (Simon Fraser, 2009)	Dr. Coulter completed a limited term appointment in the Communications Studies area at Wilfrid Laurier University. Her research interests are in critical theory, critical childhood studies, advertising and consumer studies, gender and feminism.

Fairlie, Paul	Human Resource Management	Sessional Assistant Professor	PhD, Psychology (York, 2011)	Dr. Fairlie ran his own human resources consulting firm since 2008. He specializes in employee engagement and has expertise in organizational psychology.
Hossein, Caroline (F)	Social Science, Business & Society	Sessional Lecturer*	PhD, Political Science (Toronto, ABD)	Ms Hossein completed all requirements of her PhD in October 2012. She is a specialist of poverty, development and microfinance which examines cultural politics, urbanization and businesses in the developing world.
Jahanbegloo, Ramin (M)	Political Science/ York-Noor Visiting Chair in Islamic Studies	Sessional Assistant Professor	PhD, Philosophy (Sorbonne, 1997)	Dr. Jahanbegloo comes to us from the University of Toronto where he held a faculty position since 2008. His area of specialization is in democracy and civil society in Islamic societies.
LaRose, Tara (F)	Social Work	Sessional Lecturer*	PhD, Adult Education and Community Development (OISE, ABD)	Ms LaRose taught at York on contract in Social Work since 2006 and has experience as a counsellor at Women's College Hospital and Mobile Crisis Intervention Service. She is a specialist in the use of digital storytelling by social workers in their practice.
Podolsky, Mark (M)	Human Resource Management	Sessional Assistant Professor	PhD, DeGroote School of Business (McMaster, 2010)	Dr. Podolsky has teaching experience at York and McMaster and was a Compensation Specialist with TD Bank Financial Group from 2002 to 2004. His research interests are centred around the connections between human resource practices and organizational strategy.
Reynolds, Kevin (M)	Languages, Literatures and Linguistics, Italian Studies	Sessional Assistant Professor	PhD, Italian Studies (Toronto, 2010)	Dr. Reynolds taught at York on contract in the Department of Languages, Literatures and Linguistics since 2011. His research interests include early Italian vernacular literature, Dante, the <i>Questione della lingua</i> , the city in the modern and contemporary Italian literature and film, and translation studies.
Salazar, Alberto (M)	Social Science, Business & Society	Sessional Assistant Professor	PhD, Law (Osgoode, York, 2005)	Dr. Salazar held a contractually limited position in the Business & Society program at York. His research field is in corporate governance, corporate social responsibility, business law, economics of law and policy, business ethics and foundations of business and society.
Stan, Leonard (M)	Humanities, General Education	Sessional Assistant Professor	PhD, Religious Studies (McMaster, 2007)	Dr. Stan comes to us from the Centre for the Study of Theory and Criticism at the University of Western Ontario where he held the position of sessional lecturer. His research interests are in the area of philosophy and religion with particular expertise on Kierkegaard.
Stephens, Christianne (F)	Anthropology	Sessional Assistant Professor	PhD, Anthropology (McMaster, 2010)	Dr. Stephens comes to us from McMaster University where she held the position of Sessional Instructor since 2010 and held a post-doctoral research fellow from 2010 to 2012. Dr. Stephens expertise is in the fields of medical anthropology, medical geography and indigenous health.
Sims, Ellen (F)	Seconded to Teaching Commons	Sessional Lecturer*	EdD (London's Institute of Education, ABD)	Ms Sims comes to us from the University of Arts, London where she has held the roles of Programme Director, Continuing Professional Development and Learning & Teaching Development Coordinator since 2005. Ms Sims has over 15 years of university experience as a e-learning advisor, professional development program director and e-learning advisor.

Su, Yelin (F)	Seconded to Teaching Commons	Sessional Assistant Professor	EdD (Texas Tech University, 2008)	Dr. Su comes to us from the Hong Kong Baptist University where she has held the position of Teaching and Learning Officer with the Centre for Holistic Teaching and Learning. In addition to designing and facilitating workshops, she has worked on a variety of projects in areas such as e-learning, experiential education and first-year experience.
Hobart, Elizabeth (F)	Design, Graphic Design/Visual Communication	Sessional Assistant Professor	MFA, Design (Nova Scotia College of Art and Design, 1997)	Ms Hobart has owned and operated a culturally-based graphic design firm which operates in Montreal, Halifax, Winnipeg and Toronto. She has taught sessionally at York since the YSDN program began. Her expertise is design and typography.
Cherciov, Mirela (F)	Language Training Centre for Studies in French	Sessional Assistant Professor	PhD, Sociolinguistics (Toronto, 2011)	Dr. Cherciov was a Lecturer in Second Language Acquisition and Learning at Brock University. Her expertise is in the field of linguistics and second-language learning.
Viswanathan, Usha (F)	Language Training Centre for Studies in French	Sessional Lecturer*	PhD, Education (OISE, ABD)	Ms Viswanathan comes to us from OISE where she held the position of coordinator and instructor for the Bachelor of Education program since 2007. Her expertise is in the field of second-language learning.
El Morr, Christo (M)	School of Health Policy and Management	Sessional Assistant Professor	PhD, Biomedical Engineering - Medical Computing (Compiègne, France, 1997)	Dr. El Morr held the position of Assistant Professor of Information Systems at American University of Kuwait since 2010. From 2005 to 2010, he held a contractually limited appointment in Health Informatics at York University. Dr. El Morr is engaged in research on virtual communities in the disability and health sectors.
Gaitana, Gianina (F)	Nursing	Sessional Lecturer*	PhD, Nursing (Toronto, ABD)	Ms Gaitana was a nurse in the Pediatric Medicine Unit at Sick Kids Hospital since 2007. She has also taught in several nursing programs at the University of Toronto and Ryerson University. Her expertise is in pediatric and family-centred nursing care.
Gola, Monica (F)	Nursing	Sessional Lecturer	MA, Nursing (Toronto, 2010)	Ms Gola was a public health nurse in Peel Region since 1999 and been teaching in the nursing program at George Brown/Ryerson Collaborative since 2006. Her expertise is in community health promotion with a mental health focus.
Oraziatti, Brenda (F)	Nursing	Sessional Lecturer	MEd., Education (Nipissing, 2001)	Ms Oraziatti has been working as a Staff RN at the University Health Network, Northwestern Hospital since 2005 and has taught at Ryerson, George Brown, Humber and York. She specializes in clinical education, simulation, critical care and PLAR.
Peisachovich, Eva (F)	Nursing	Sessional Lecturer*	PhD, Education (York, ABD)	Ms Peisachovich has held sessional and part-time teaching appointments at York and George Brown College. She has held Staff Nurse positions at St. Michael's Hospital and Baycrest. Her focus is on clinical decision-making in relation to simulation-based education in nursing curriculum.
Skerratt, Sandra (F)	Nursing	Sessional Lecturer	M.A., Nursing (Toronto, 2004)	Ms Skerratt has been a Nurse Practitioner with Southlake Regional Health Centre since 2004 and has been teaching at Ryerson and U of T since 2005. Her expertise is in cardiac surgery, epidemiology and major health issues.

Holland, Julia (F)	Archives and Special Collections, Clara Thomas Archives	Adjunct Librarian	MLIS (Toronto, 2012)	Ms Holland has held the position of Archives Assistant in the Clara Thomas Archives and Special Collections since 2007. She has 13 years of providing research and reference services, preparing and maintaining paper-based and electronic research tools and providing archival arrangement and description to archival clients.
Lundrigan, Courtney (F)	Reference and Instruction, Scott Library	Adjunct Librarian	MLIS (Western Ontario, 2011)	Ms Lundrigan comes to us from Ryerson University Library and Archives where she held the position of Communications and Liaison Librarian since 2010. Her focus has been on the development of online tutorials and provision of reference services and information literacy instruction to students of all levels.
Shujah, Sarah (F)	Steacie Science and Engineering Library	Adjunct Librarian	MLIS (Toronto, 2011)	Ms Shujah comes to us from the Ontario Council of University Libraries where she has held the position of Virtual Reference Librarian since 2011. She also held a Librarian position at the Toronto Public Library, Main Street Branch. Her research interests are in scholarly communications and open access.
Nivillac, Nicole (F)	Biology	Sessional Assistant Professor	PhD, Biology (York, 2010)	This appointment is made in the alternate stream. Dr. Nivillac has been a course and lab director in Biology at York since 2011. She has a strong teaching portfolio and received the FSE Teaching Excellence Award while she was a graduate student.
Weitzner, David (M)	Policy	Sessional Assistant Professor	PhD, Business Policy and Strategy (York, 2006)	Dr. Weitzner has taught mainly at York since 2003 and held the position of Coordinator of the Undergraduate Integrative Business Simulation Program since 2010. In 2007-08, he taught at the Kodog School of Business, American University in Washington. Dr. Weitzner's research focus is on corporate governance, limits of strategic rationality and the role of ethics in strategy.

FINANCE AND AUDIT COMMITTEE

Report to the Board of Governors

at its meeting of 25 February 2013

The Finance and Audit Committee met on 11 February 2013 and in addition to the items on the agenda for approval, submits the following report to the Board of Governors for information.

1. Budget Update

The Committee received a joint report from the Vice-President Finance & Audit and the Provost on budget planning assumptions including enrolments, pressures, risks and uncertainties.

Enrolment Update

While enrolments for 2012-2013 will be on target, the preliminary application data for 2013-2014 reveals a decline in undergraduate applications of 1.8% overall and a more significant drop in first-choice applications of 7.5%; both results are below the system average. Though challenging, management is optimistic that with focused efforts on converting applications to enrolments, the targets for next year can be achieved.

Identifying the reasons for this result and developing a comprehensive strategic enrolment management plan are priority tasks.

Budget Pressures, Risks and Uncertainties

The University remains in a challenging financial position. Budget pressures and risks include:

- Steadily increasing compensation costs (the biggest driver of growth of expenses over revenue)
- uncertainty about the Province's tuition fee framework for 2013 onwards
- uncertainty about the Province's proposed compensation restraint legislation
- Provincial government policy lever efficiency measures (potential base cut of \$2.8M and \$5.5M over next two fiscal years)
- achieving enrolment targets for 2013-14
- graduate funding rebasing – potential risk to planned enrolment recovery
- Faculty / Units achieving their budget cuts
- continuing pension liability risks (capital markets' impact on the pension deficit; uncertainty of government policy for public-sector funds)
- impact of new international head tax on international enrolments and targets

The University is developing an integrated and long-term strategic financial plan to manage the fiscal realities. The integrated plan will link the next iteration of the three-year operating budget with:

- the University's strategic plan reflecting academic priorities
- an updated longer-term capital plan
- a financing plan to support the capital plan
- an updated net asset deficit plan

The integrated approach to planning will help identify options for the University to advance its academic goals within its financial context.

2. Pension Plan Update

The *Annual Report on York University Pension Plan and Fund* distributed to the Board in October advised that the Pension Plan is not sustainable going forward. The Plan has a large unfunded liability and required contributions by the University have increased, and will continue to increase significantly going forward. The report also spoke to the University's solvency relief measures approved by the Province to address the Plan's sustainability. One of the measures the University has taken is multi-employee group meetings to collaboratively review the University's pension related challenges and solvency funding relief provisions. Under discussion with the groups are several options to achieve the necessary Pension Plan changes. The process is proving to be constructive and is progressing well.

3. External Audit Plan

The Committee approved the 2013 External Audit Plan developed by Ernst & Young with no increase to the audit fees.

4. Enterprise Risk Management Report

It was reported to the Board in October that the Vice-President Finance & Administration and the Internal Audit office are collaborating on a pilot project with Deloitte to map out the risk drivers, risk indicators and the threshold for risk tolerance for the three risk categories of financial sustainability, reputation and student/alumni satisfaction. The Finance & Audit Committee received the report from Deloitte which outlines a process to identify the risk drivers, key risk indicators (KRIs) and risk thresholds for the three key risks noted above. Acting on the recommendations from Deloitte, the University has begun to develop possible KRIs and risk thresholds as the basis for improving how it assesses and manages key risks. It is employing a quantitative model rather than the qualitative one used in the past to define the KRIs, which allows for an evidence-based analysis of risk and the use of metrics to benchmark progress.

5. Credit Rating Update

As required by the University's debenture issue in 2002, the annual credit review process with Dominion Bond Rating Service Ltd. (DBRS), and Standard & Poor's (S&P) was recently completed. York's rating of *AA Low* by DBRS and *AA-Stable* by S&P reflect York's strong enrolment demand and student quality profile, solid reputation, sound government funding and support, manageable debt burden and record of conservative management. System wide, the credit rating agencies have noted the continuing financial and credit challenges for Ontario universities.

6. Fraud Risk Assessment Initiative

The Departments of Finance and Internal Audit are developing a comprehensive fraud risk assessment framework towards mitigating incidents of fraud. The University's external auditors are providing input on the initiative. The exercise entails:

- identifying vulnerabilities in the system which create opportunities for fraud
- identifying who is responsible for addressing each area of vulnerability
- identifying the necessary measures to close the risk gap
- providing training sessions for managers on fraud risk practices

The committee emphasized the importance of implementation of the proposed enhancements to the controls in place and implementation of the planned changes that address fraud risk.

7. Report of the Internal Auditor

The Committee received an Internal Audit Status report covering the period 1 November 2012 to 31 January 2013. The department undertook 14 audit engagements, of which seven have been completed. Four of the audits completed were found to be *adequate*, two were found to be *generally adequate* and one was found to be *not adequate*. Actions are being taken in response to the latter audit.

8. Third-Quarter Operating Results

The Committee received the third-quarter operating report from the Vice-President Finance & Administration.

Ozench Ibrahim, Chair

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: 19 February 2013

Subject: **Capital Approval: Lassonde School of Engineering,
Interim Space Requirements**

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a capital expenditure of \$5.3 million for the renovation of existing facilities in order to accommodate the Lassonde School of Engineering as the first cohorts of students, faculty and researchers in the Electrical, Mechanical and Civil Engineering streams are introduced over a three-year period, beginning September 2013.

Background

The new engineering building is to be in use by September 2015. With a gross floor area of 15,700 gross square metres, this building will accommodate the initial requirements of Civil, Mechanical and part of Electrical Engineering. The Functional Space Program approved by the new building's Project Committee in December 2012 requires some elements of the Electrical Engineering program and expansion of the Technical Shop Space to be accommodated prior to 2015 in space made available in several existing buildings.

As the Lassonde School of Engineering starts up, space in existing buildings will be required to accommodate new faculty members, their research needs and some specialized instructional facilities before the new engineering building is completed. Following the completion of the new building, some of the spaces assigned temporarily to Civil, Mechanical and Electrical Engineering will be returned to the University space inventory. For the interim requirements for Engineering in existing buildings, planning has focused on ensuring renovated areas remain usable and re-assignable once the new Engineering Building is completed – to minimize spending on short term accommodations. The total estimated cost to create pre-construction space for the Engineering disciplines and the post-construction ripple is approximately



\$5.3 million implemented in three phases, starting in 2013 and to be completed following new building occupancy in 2015.

The renovation estimates do not include equipment for faculty research labs. The cost of this equipment is considered the responsibility of the Lassonde School of Engineering and expected to be covered by start-up funds and grant awards as applicable.

No new research facilities will be created in existing buildings for new Engineering faculty members who arrive on site after 2013 as the new Engineering building will be ready by summer 2015. Those faculty members will be hired with the understanding that their labs will be provided in the new Engineering Building. The proposal therefore carries no costs for any research facility for faculty members arriving during years 2014 and 2015.

Financial Considerations and Schedule

The renovation projects total budget will be implemented for completion as follows:

1 st Phase – Spring/Summer 2013, approx. 1,360 GSM	= \$ 1.8 M
2 nd Phase – Summer/Fall 2014, approx. 786 GSM	= \$ 1.3 M
3 rd Phase – Fall/Winter 2015, approx. 1,573 GSM	= \$ 2.2 M
<hr/>	
Total Estimated Budget	= \$ 5.3 M

Funding for the renovations is anticipated to be largely provided through fundraising, with any residual amounts provided from capital reserves.

The proposed deadline for the completion and occupancy of the Phase 1 renovations is August 2013, for start-up of the new Engineering streams in September 2013. The new programs are scheduled to be launched as follows:

- 1st Year Electrical Engineering students in September 2013
- 2nd Year Electrical and 1st Year Mechanical and Civil Engineering in September 2014.

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: 19 February 2013

Subject: **Capital Approval: York Stadium Artificial Turf & Field Lighting**

Recommendation

The Finance & Audit Committee recommends that the Board of Governors approve a \$3.2 million capital project to install an artificial turf playing surface and field lighting in the York Stadium.

Background and Rationale

The York Stadium was first built as an “event field” in 1995. It was built relatively inexpensively with a natural turf field and bleacher seating for 3,000. A permanent scoreboard was funded through the University’s soft beverage agreement in 1999 and a field house with change rooms, washrooms and equipment storage was constructed under the bleachers in 2000. Field lighting was never installed on the field, which limited the use of the stadium to daylight hours.

Today’s life cycle of a high performance natural grass sport field is four years, particularly because of municipal bylaws prohibiting the use of herbicides and pesticides that are needed to protect the grass turf from invasive weeds and pests. At this point in time, in spite of efforts of the University’s grounds staff, the state of the original 17-year old turf is poor and requires major rehabilitation before next season.

This past season saw the York Stadium field used very little (only for soccer and football games). It had no use over the summer and even with very little use in season, the field was unplayable by the end of the regular soccer season, so that York soccer playoff games were held off campus due to the unfortunate condition of the field. The total amount of time available for use on the stadium generally is no more than 20 hours per week to allow for growth and rehabilitation. This restriction severely limits any usage by other groups (students, community).



Limited use of natural grass fields severely limits York's ability to program intramurals, practicum classes and community rentals. At present, York is the only OUA football program which does not play on an artificial surface, and only one of three soccer programs which plays on grass out of 17 OUA schools. An artificial surface provides a consistent training and competition environment, and extends the length of season and daily usage for all users, especially if there is field lighting. Replacing the stadium grass with an artificial surface and lights will significantly increase the amount of time available for use by a wide variety of groups from the current 20 hours per week to well over 100 hours per week.

Recognizing that the York Stadium will need either a new natural grass or artificial turf field installed in 2013, a ten-year cost comparative analysis was undertaken of the two options, assuming a 10-year life expectancy of artificial turf and a 4-year life expectancy of natural grass. Over the ten-year period, while the capital cost of the natural grass option is significantly less expensive than artificial turf, it is significantly more expensive to maintain, provides less than one-fifth the number of hours of use, and would yield less than five per cent of the potential revenue from rentals than with artificial turf and field lights.

The recommended option is to proceed with artificial turf and field lighting. The return on investment is evident based on cost per hour of use, improvement in York's competitive position, and significant increase in volume of field time for student programming and community access.

Funding

Funding for this project will come largely from student ancillary fees designated for sport and recreation facilities. With annual payments for the cost of expanding the Tait McKenzie Fitness Centre now complete, that funding stream will be re-directed to this emerging capital need in Sport and Recreation over the next six years. Capital reserves and incremental rental revenue made possible by the artificial turf surface will also contribute to the capital cost.

Sport & Recreation ancillary fees	-	\$2,200,000
Rental revenue & capital reserves	-	<u>\$1,000,000</u>
Total		\$3,200,000



Board of Governors

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

Report to the Board of Governors

at its meeting of 25 February 2013

The Governance and Human Resources Committee met on 6 February 2013 and in addition to the items appearing on the agenda makes this report for information.

Congratulations to Dr. Shoukri

The time of the meeting coincided with the investiture of President Shoukri into the Order of Ontario, and his being awarded the Queen's Jubilee medal, so his absence was noted with most sincere congratulations from all present.

Human Resources

The committee was introduced to and welcomed Ms. Aileen Ashman who, as of February 4, assumed the role of Assistant Vice President Human Resources. Mr. Brewer gave a brief overview of Ms. Ashman's background and experience in the private and greater public sectors including a career nursing, the practice of law, and senior human resources positions in the health and education sectors, most recently with Toronto Police Services. Ms. Ashman shared her intention to use the first months of her role to build the groundwork for the creation of a long term plan for the Human Resources division.

Labour Relations

Vice President Brewer advised the committee on the progress of the remaining rounds of bargaining with the Osgoode Hall Faculty Association and CUPE 1356(2) (the student "Go Safe" escorts). Both rounds are proceeding as well as expected, with pressure increasing on all parties to conclude in a timely way.

Pension Update

Vice President Brewer advised the committee on the work of the pension sub group of the Finance and Audit Committee and the discussions with groups of employees on the reform of the university's pension. This is an ongoing issue focused in the short term on continuing the provincially mandated solvency relief, but in the long term on making the necessary changes to ensure York has a stable pension regime going forward. This is complicated by the interest of the provincial government in merging plans and funds, and Mr. Brewer is working with a group formed at the Council of Ontario Universities to look in to the issues.

Employee Engagement Survey

The first iteration of York's Employee Engagement Survey has now been completed; results are being analyzed and should be available by the end of February. The consultants who have been managing the survey process have expressed the view that the 34% return rate for this survey is favorable relative to

the benchmark of 30% participation for similar workplaces. The return rate for members of the Confidential, Professional and Managerial (CPM) group was the highest at 70% followed by the clerical and technical staff at 48% and the full-time faculty at 43%. The raw data will be communicated in aggregate to the senior administration and then to individual areas for consideration. There will be a correlation of the data with indicators of engagement and an engagement index which will guide management in addressing issues raised by the results and hopefully contribute to a better workplace. The committee expressed the view that the Board would be interested in hearing the overall story told by the results and a presentation will be made at a future meeting.

Governance

The committee agreed to recommend a number of nominees for appointment to the Board as well as revisions to the Protocol for Composition of the Board. Both items appear on the meeting Agenda. In addition, attention was given to the Skills Matrix used by the committee to assess the balance of desirable competencies of governors, and it agreed that expanding the pool of potential nominees continues to be a priority. Particular note was made of the desirability of finding women nominees, and those with expertise in the areas of real estate, investments, human resources/labor relations, and marketing and communications.

The issue of the terms of governors and committee chairs was referred to the Executive Committee for discussion. The issue of the appointment of a Vice Chair/Chair elect will be addressed at a future meeting.

Zahir Janmohamed, Chair

MARKETING, COMMUNICATIONS AND COMMUNITY AFFAIRS COMMITTEE

Report to the Board of Governors at its meeting of 25 February 2013

The committee was scheduled to meet on February 8, 2013 but the meeting was cancelled due to the inclement weather. The shortness of time between that date and the Board meeting date did not allow for sufficient members to change their schedules to accommodate a meeting in the intervening week. The meeting will be re-scheduled to a time which precedes the next meeting of the Board.

In addition to any items which may arise between this meeting and our next committee meeting, we intend to discuss the following: The Safety Awareness Campaign, York's digital media strategy, the York Circle, the developing fundraising plans, and the status of winter term enrolment and applications for Fall 2013. We will report in detail at the next meeting.

Robert Lewis, Chair

Office of the
Vice-President
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Memo

To: Board of Governors

From: Ozench Ibrahim, Chair,, Finance and Audit Committee

Date: 19 February 2013

Subject: **Energy Management Program: Approval of Contract
Extension and Additional Energy Conservation Measures**

Recommendations:

The Board Finance & Audit Committee recommends that the Board of Governors approve a three (3) year extension of the contract with the energy performance contractor for the program, MCW Custom Energy Solutions Ltd.

The Committee also recommends that the Board of Governors approve the following three new energy conservation measures:

- 1. Compressed Air upgrade at the Keele Campus Central Utilities Building to replace obsolete 1960's vintage compressors and provide related dryer redundancy that contributes to water and electricity conservation savings with a budget of \$1,246,776;**
- 2. Glendon Campus utilities savings project with a budget of \$1,100,000 for all academic buildings water upgrade, and HVAC upgrades to York Hall; and**
- 3. Additional campus lighting with a budget of \$100,000 for new Indoor LED Lighting opportunities.**

Contract Extension – Background

In September 2005, the Board Finance and Staff Resources Committee was introduced to the concept of an Energy Performance Contracting Program, which aimed to invest \$39,546,000 net of incentives in plant and building system renewal and retrofit projects so that annual greenhouse gas emissions, energy consumption, and associated costs would be reduced by 25%. In November 2005, the Committee was informed that MCW Custom Energy Solutions Ltd. had

been selected as the energy performance contractor for the program following a rigorous RFP process. In February 2006, the pilot project for the YORKW!SE Energy Management Program was brought forward for Board approval. Since that time, thirty (30) energy conservation measures have been approved and substantially implemented in campus buildings and in the central plant and utility distribution systems; an additional ten (10) are in progress. Results to date are a more than 20% reduction in electricity consumption while absorbing student and electronics growth and a 5.2% increase in gross building area. This project included submission of proposals for energy incentives to various authorities, estimated at the time at an amount of \$1,611,000. In fact, this amount will be exceeded significantly, and continues to grow thanks in part due to the extraordinary efforts of the energy performance contractor, MCW.

It is therefore recommended that the Board Finance and Audit Committee recommend to the Board of Governors that the energy performance contractor for the program, MCW Custom Energy Solutions Ltd., be extended for a period of three (3) years to complete the remaining financial scope of the \$39,546,000 project.

Both the University's Signing Authority Register and the contract between the University and MCW stipulate the necessity of further Board approval at this time, with five years of the program now completed.

Capital Approval, Additional Energy Conservation Measures – Background and Rationale

As time has progressed, utilities savings opportunities have evolved due to changes in incentive rates, near term commodity rates, technology and economic conditions. Mostly notably, water rates are much higher, electricity incentives are currently much higher, while natural gas rates have dropped significantly compared to the original baseline assumptions. The current electricity incentive program developed for the 2011-to-2014 time frame has been extended to the end of 2015. Consequently, a strategic review of the remaining energy management program savings opportunities was completed in 2012 with new recommendations developed in order to prepare this Energy Management Program (EMP) funding request in early 2013. The review resulted in program refinements and additional conservation measure approval requests, summarized below, that will help contribute to shaving peak capacity requirements and reduce new building infrastructure costs.

1.0 Compressed Air upgrade, Central Utilities Building, Keele Campus

The compressors that supply compressed air to the older campus HVAC and Fire Extinguishing equipment, science building autoclaves, sterilizers and cage washers are of a 1960's vintage. Parts for the units, sometimes used, are becoming increasingly difficult and expensive to acquire, and are on the verge of obsolescence. The afterdryer configuration is a singular unit, and lacks redundancy. A failure of the dryer in the summer of 2012 caused considerable damage to campus HVAC controls, science building equipment and internal Central Utilities Building controls. It is proposed to add an additional, more energy efficient primary dryer to provide redundancy to the existing unit, replace the existing city water cooled compressors with more energy efficient variable speed air cooled units, and add supervisory controls. The scope of this project also includes minor rearrangement work in the cogen facility to reduce compressed air and electricity consumption while increasing overall uptime reliability as well as air leak auditing of the campus to reduce ongoing operating costs. As alluded to above, most of the savings will be derived from avoided city water use and some electricity savings. Given the City's propensity to increase water by 9% every year since 2006, the potential annual water savings have considerable "upside".

The funding of \$1,246,776 will be drawn from the unallocated portion of the \$39,546,000

approved by the Board for the Energy Management Program. The simple payback will be 8.4 years by achieving operating cost savings of \$130,700 per year.

In the above payback calculations, potential incentives have not been included as current Ontario Power Authority incentive programs require participants to forgo the ownership and value of any associated environmental attributes, as known as greenhouse gas emission or carbon credits. We are trying to negotiate to keep the ownership of the environmental attributes.

2.0 Water Conservation Measures and York Hall HVAC Upgrades, Glendon Campus

It is recommended to implement water conservation measures at the Glendon campus where the City of Toronto has recently upgraded the revenue meter to generate reliable consumption data. The planned measures include faucet aerators, low flow urinals and toilets. It is expected to reduce annual consumption by almost 8% or 4,500 cubic meters per year. As mentioned earlier, there is a financial advantage to reduce water consumption given the City's pattern of increasing water by 9% every year since 2006.

York Hall, constructed in the early 1960s, has very antiquated and dysfunctional controls that are manually bypassed. Proposed HVAC upgrades would modernize the controls to allow for conservation as well as some efficiency upgrades of constant volume multi-zone conversion to Variable Air Volume.

Funding of this measure will be comprised of two (2) components: \$1,000,000 will be drawn from the remaining unallocated portion of the \$39,546,000 approved by the Board for the Energy Management Program, and \$100,000 from an existing approved Deferred Maintenance Glendon HVAC project. The simple payback will be 8.0 years be achieved by an operating cost savings of \$104, 330 per year.

Again, in the above payback calculations, potential incentives have not been included because of the Ontario Power Authority's position on having to relinquish the associated environmental attributes ("carbon credits").

3.0 Indoor LED Lighting Upgrades

Given the upward pressures on electricity rates, along with maintenance, infrastructure capacity, public relations, regulatory and incentive synergies, there is a more strategic return-on-investment by completing additional building lighting upgrades now.

Following the recent success of outdoor implementation of new LED technology not available when the program was first conceived, the proposed indoor LED Phase 1 lighting upgrade will greatly enhance the look and brightness of difficult to access and high ceiling interior areas of buildings. Additionally, it will reduce electricity consumption and greatly enhance lamp life, thereby reducing future maintenance costs. This will also be a valuable talking point for Sustainability Report Cards and surveys.

The funding of \$100,000 will be drawn from the remaining unallocated portion of the \$39,546,000 approved by the Board for the Energy Management Program. The simple payback will be 7 years, achieved by operating cost savings of \$14,285 per year.

The above payback calculations exclude potential incentives, for the same reason explained for the previous two conservation measures.

Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance & Audit Committee

Date: 19 February 2013

Subject: **Contract Approval: Elevator Maintenance Services**

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve the awarding of a three (3) year contract with two (2) possible one-year extensions to Otis Canada Inc. for the University's elevator maintenance services. The value of the service contract over five years is \$2,818,800, excluding the labour and material costs for extra maintenance and/or service repair work.

Background

This recommendation is being advanced in accordance with the University's Signing Authority Register which requires procurement in excess of \$2,000,000 (regardless of term of contract) to be approved by the University's Board of Governors.

With the impending completion of the existing Elevator Services Agreement, Campus Services & Business Operations, working with Procurement Services, created a publically posted RFP seeking a qualified Proponent to provide Elevator Maintenance Services for the 126 elevating devices on the Keele and Glendon Campuses. The RFP requested an increased service capability to match the requirements set out in B44-Safety Code for Elevators and Escalators as well as previously charged services including preventative maintenance planning, fire service testing and no charge trouble calls.

The RFP was released in September, 2012. Four (4) proponents responded. A Best Value Analysis (BVA) was employed to fairly assess the solutions offered by the proponents. Evaluation categories were created and assigned weighted values to capture the information provided (qualifications and experience, statement of work, and financial considerations). Following the BVA and further review, the Evaluation Committee recommended that the contract be awarded to Otis.

Funding

Elevator maintenance is funded from the University's operating budget.



Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: February 19, 2013

Subject: **Procurement Approval: Network Equipment Vendor of Record**

Recommendation

The Finance and Audit Committee recommends that the Board of Governors authorize the Vice-President Finance and Administration to proceed through the University's established procurement and competitive bid processes to award a contract for a vendor of record for Cisco networking equipment. The value of the purchases that will be made under the agreement over five years is expected to be in the order of ten million dollars.

Background

This recommendation is being advanced in accordance with the University's Signing Authority Register which requires procurement in excess of \$2,000,000 (regardless of term of contract) to be approved by the University's Board of Governors.

York has an installed base of approximately 30,000 Cisco network ports and 1,000 Cisco wireless access points. The University also has an existing investment in staff expertise in implementing and managing this equipment.

York has a requirement for regular renewal of installed Cisco equipment as well as the need to install additional equipment to meet emerging service needs. A major example of this is an initiative currently underway to upgrade and expand the University's wireless network in order to meet the expectations of our students.

The University will be releasing an RFP in February to obtain the services of a reseller of Cisco network equipment and support. A successful proponent will be chosen via a Best Value Analysis (BVA) type assessment. This is expected to take place by March.

Funding

Funding for the network equipment comes from the University operating budget and funds set aside for ongoing equipment renewal.



Memo

To: Board of Governors

From: Ozench Ibrahim, Chair, Finance and Audit Committee

Date: 19 February 2013

Subject: **Contract Extension Approval: Agency of Record**

Recommendation

The Finance and Audit Committee recommends that the Board of Governors approve an extension of the contract for the University's Agency of Record (AOR), Doug & Serge Inc., (awarded as a result of a competitive request for proposals), until December 31, 2013. The value of the contract extension is approximately \$2,000,000.

Background

This recommendation is being advanced in accordance with the University's Procurement Policy and the Broader Public Sector Procurement Directive. An extension of a Request for Proposals (RFP) beyond the term of the contract must be treated as a non-competitive procurement requiring Board of Governors' approval to proceed.

The original RFP agreement term was August 1, 2007 to July 31, 2010. Two twelve month extensions were executed as part of the original agreement extending the agreement to July 31, 2012. The total spend to date on this agreement is \$4.4 million.

In September 2012, York University launched its refreshed brand and its first brand reputation campaign in six years. The current AOR has been critical to this body of work and is currently working with the Communications & Public Affairs Division to develop the reputation strategy for the next two fiscal years. This includes a campaign aimed at raising a positive reputation with influencers. The request to extend will ensure consistency in strategy development and execution and ensure momentum is maintained.



Memo

To: Board of Governors
From: Julia Foster, Chair, Board Executive Committee
Date: February 19, 2013
Subject: Re-appointment of Pension Fund Trustee

Background

As you know, the Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. BoT's Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members for BoT. 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.

Recommendation - Reappointment

Susan Black

The Board Executive Committee recommends to the Board of Governors approval of the reappointment of Susan Black as the Chair, York University Pension Fund Board of Trustees, as a Board of Governors nominee, effective January 1, 2013, for a three year term.

Nominee Background

Susan has been a member of York's Board of Governors for over 3 years, and the Chair of the Pension Fund Board of Trustees for the last 3 years.

