



York University Board of Governors Notice of Meeting

Tuesday, October 2, 2018, 1:30 to 4:30 pm
5th Floor Kaneff Tower, Keele Campus

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 2:00pm approximately

1. Chair's Items (P. Tsaparis)
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis) *2:10 pm*
 - a. Action Taken on Behalf of the Board 1
3. President's Items (R. Lenton) *2:15 pm*
 - a. Year End Report.....2
 - b. Kudos Report.....24
 - c. Presentation: Strategic Research Plan (R. Haché)
4. Academic Resources (B. White) *3:00 pm*
 - a. President's Report on Appointments, Tenure and Promotion (For approval) 38
5. Finance and Audit Committee (W. Hatanaka) *3:10 pm*
 - a. Capital Project: Hilliard Residence Renovations and Mechanical Upgrades (For approval)78
 - b. Computer Purchase Contract (For approval).....81
 - c. Appointment of the External Auditor (For approval)..... 83
6. Governance and Human Resources Committee (D. McFadden) *3:30 pm*
7. Investment Committee (J. Demers) *3:40 pm*
 - a. Revisions to the Responsible Investing statement – SIPP85
 - b. Revisions to Asset Mix Policy – SIPP (For approval) 91
 - c. Endowment Distribution Accrual Rate 2018-19 (For approval).....109

- 8. Land and Property (R. Williamson) *4:00 pm*
- 9. Other Business
- 10. *In Camera* Session *4:10 pm*

CONSENT AGENDA

- 11. Minutes of the Meeting of June 27, 2018 112
- 12. Pension Fund Board of Trustees Re-Appointment 119
- 13. Revisions to Terms of Reference & Pension Reporting Policy for the York University Pension Plan & Fund and Renaming of Sub-Committee on Investment Performance .. 121

INFORMATION ITEMS

- 14. Annual Report on York University Pension Plan and Pension Fund 150
- 15. Annual Equity Report 163

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair

Date: October 2, 2018

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

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

- the appointment of Professor John-Justin McMurtry as Interim Dean of Liberal Arts and Professional Studies effective October 1, 2018, in view of the resignation of Dean Ananya Mukherjee-Reed and pending the appointment of a new Dean; and
- the establishment of an endowed Chair, the Carswell Chair for the Public Understanding of Astronomy, in accordance with the York University Policy on the Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships.

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

PRESIDENT'S
YEAR-END
REPORT
To Board of Governors



Rhonda L. Lenton

Board of Governors Meeting
JUNE 26, 2018
(Revised September 24, 2018)

Overview

- Preamble
- Advancing our vision
- Progress on the Seven Key Priorities
 - Innovative, Quality Programs for Academic Excellence
 - Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative Activities
 - Enhanced Quality in Teaching and Student Learning
 - A Student-Centred Approach
 - Enhanced Community Engagement
 - Enhanced Campus Experience
 - Enabling the Plan
- Looking Ahead 2018-2019



Preamble

The official President's Report 2017-2018, *Building Sustainable Communities Locally and Globally*, provides highlights of the considerable progress that York made in the last academic year (even more notably given the challenges we faced as a community as a result of the extended labour disruption). Reflecting on our progress is a testament to the determination of committed staff, faculty and students as well as our alumni and friends who together continued to advance initiatives to realize our vision and fulfill our mission as a leading higher education institution in Canada and internationally.

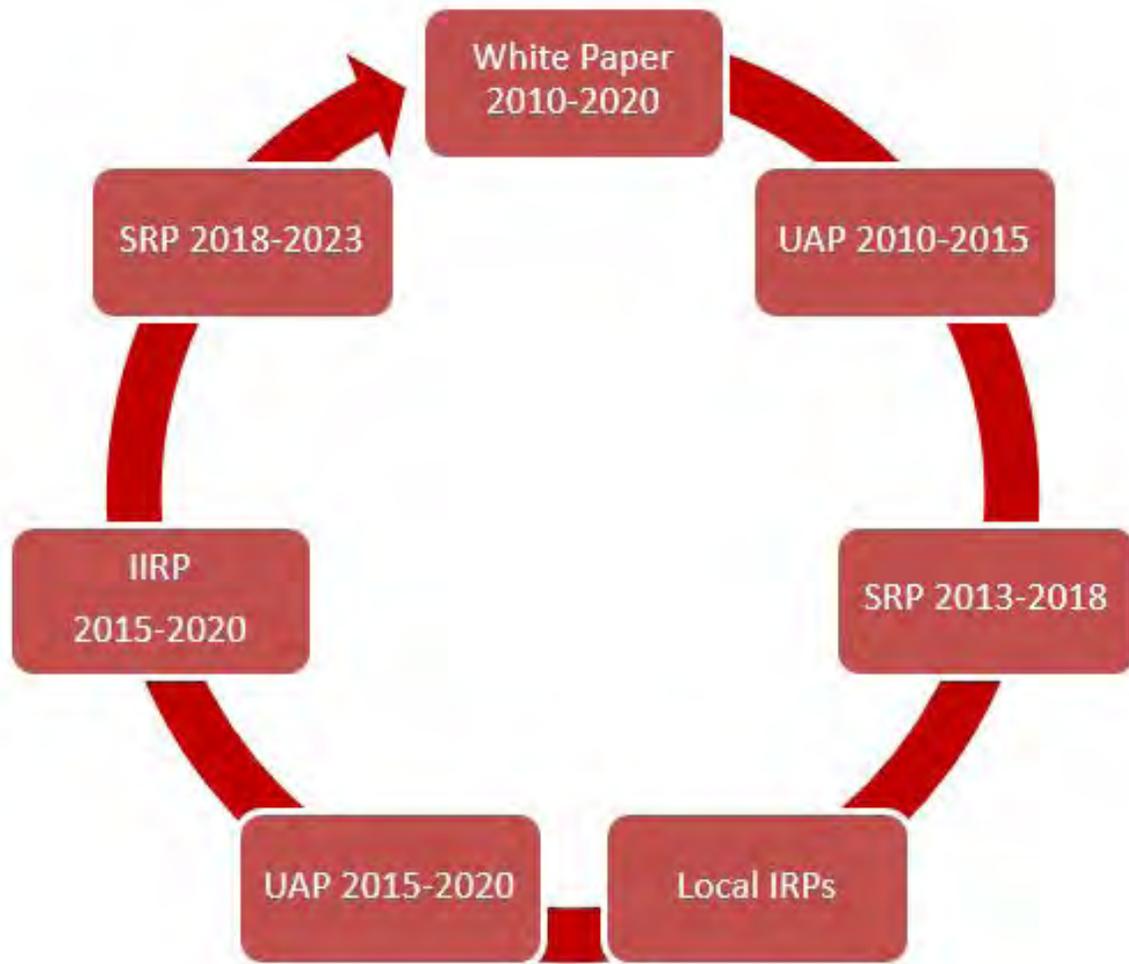
Advancing our Vision

York's vision crystallized over the last couple of years reflecting the mission, values and historical strengths of the University as well as the unique opportunity to define its distinctiveness relative to other higher education institutions.

York is committed to giving a broad demographic of students access to a high quality, research-intensive university committed to the public good. The four essential pillars underlying this vision are:

- Access - leaving no qualified student behind, serving diverse student populations, social mobility and credit transfer
- Connectedness - of students to their learning, engagement of staff, faculty and students, and with the communities we serve locally and globally
- Excellence - in student service, pedagogical innovation, scholarship, research and creative activities, innovation and entrepreneurship
- Impact - graduating globally educated citizens, and maximizing the contributions of our work on the social, economic, cultural, environmental and other well-being of the societies we serve, contributing to building inclusive and resilient cities.

Figure 1: Overview of Planning Documents



Our vision is supported by a strong planning culture that sets out the vision, pillars, priorities, initiatives and metrics of success. The key planning documents are outlined in Figure 1 above.

Progress on the Seven Key Priorities

The University Academic Plan 2015-2020 outlines seven priorities with goals. Divisions and faculties specify initiatives to advance those priorities in their Integrated Resource Plans and the Institutional Integrated Resource Plan identifies pan-university activities to support local level plans. The primary goals or objectives for each priority are summarized below as well as our progress on key initiatives.

1) Innovative, Quality Programs for Academic Excellence

Goals:

1. Program innovation and excellence e.g. more highly ranked programs, new interdisciplinary programs to meet emerging needs
2. Increase number of students with two or more credentials to better prepare them for careers
3. Streamline programs to avoid duplication, address declining enrolment



2017-2018 Accomplishments

- a) Advancing Faculty Program Quality Plans
 - Significant progress in variety of faculties streamlining, revising and closing programs where necessary
 - New interdisciplinary programs developed to meet emerging needs e.g., Markham programs, Indigenous Studies
 - Data analytic tools and technology developed to support evidence-based decision-making e.g., Launch of curriculum management system Quali
- b) Showcasing/raising awareness of program quality
 - E.g., APPRC Sponsored event to showcase successes in program renewal
- c) Continuing to strengthen applications for 2018-2019
 - First choice 101s for Fall 2018 was flat for sector but for York over 5% increase
 - Labour disruption unfortunately reduced benefit in the case of confirmations

d) Increasing opportunities for multi-credentials

- E.g, Approval of five new interdisciplinary certificates

e) World-Class Rankings

- Kinesiology and Health Sciences ranked #1 in Canada and among top in NA (Shanghai 2017 Global Rankings)
- YU ranked 6th in Ontario and 16th in Canada
- Ranked #8 in Canada for research
- Law, Business, Economics ranked in top 100 in the world (THE, 2018)
- Top 10 in Canada in 15 subject areas: arts and humanities, law and legal studies, social sciences, business management (QS World University Rankings, 2018)
- #1 in Ontario for communication and media studies (QS World University Rankings, 2018)

2) Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative Activities

Goals:

1. Intensify scholarship, research and related creative activities
2. Continue to expand and strengthen York's Innovation Landscape
3. Amplify our distinctive strengths and increase reputation for York's compelling contributions to the social, economic, cultural, environmental and other well-being of societies we serve.



2017-2018 Accomplishments

- a) Amplified SRC / distinctive strengths
 - Strategic Research Plan 2018-2023 "Towards New Heights" approved unanimously May 24th, 2018
 - Evolving Canada First Research Excellence Project - VISTA
 - Participating in Supercluster Advanced Manufacturing (Microelectronics component)
 - External advocacy with government and industry
 - Research impact #1 in Ontario for business, management and accounting, mathematics and nursing (SciVal, 2017)
 - Created new AI Task Force
 - Over 35% of York's publications appear in world's top journals (SciVal, 2017)
 - VPRI has continued to champion York at OCCUR and COU, worked with MRIS and other provincial ministries and ISED and other Federal ministries to promote York's academic and research interests

b) Intensification of SRC

- York's research output ranked very high (QS World University Rankings, 2018)
- #2 in publication growth in Ontario over last decade (51%)
- #2 in Ontario for total media mentions (research) 2014-2017
- Total sponsored research income increased by 43% over 2016-17 (\$96m)
- #1 in Canada for securing most money in SSHRC Partnership Grants 2018
- York saw almost 10% growth in NSERC funding over past three years
- #1 in Ontario for global collaborative research publications having international co-authors (SciVal, 2017)
- Increased York Research Chairs from 20 to 31 as of July 2018
- 36 Canada Research Chairs
- Six new Research Institutes & Centres for a total of 25 Organized Research Units
- Expanded post-doctoral fellows and support
- Signed MOU to locate new MOECC facility at Keele offers opportunities for research collaboration in environmental areas but also provides seeds for eventual research park - announcement scheduled for Fall 2018
- First CIHR Institute recruited to York - Institute for Population and Public Health
- Canadian Observatory on Homelessness / Network Centre of Excellence application, Homelessness Hub, \$25m 5-year project
- Advanced Disaster, Emergency and Rapid-response Simulation Lab (ADERSIM)

c) Expanded Innovation Landscape (2017-2018)

- 267% growth in Innovation York Secured entrepreneurship partnership with YRDSC
- Increased recognition for Innovation York
- Secured funding for Launch YU/ approved 693 agreements worth \$33m /supported 26 commercialization projects / created relationships with 246 companies / engaged 3,228 entrepreneurs
- Launch of IgniteUP to support startups - 71 startups supported
- AccelerateUP completed 3rd cycle for competing Aird and Berliss Start Up Source Award
- Successful launch of Yspace in Markham

d) Development of YU's Equity, Diversity and Inclusion Action Plan to enhance representation of federally designated groups in CRCs, applied to YRCs

3) Enhanced Quality in Teaching and Student Learning

Goals:

1. Increase pedagogical innovation to enrich the student learning experience, including experiential education and TEL, research experiences & international activities
2. Cultivate pedagogical excellence in complement planning and hiring practices, including opportunities for innovative leadership (i.e. leveraging alternate stream hires, Teaching Chairs)
3. Create a system that engages colleagues in teaching and learning through supports, rewards, celebrating and promoting quality teaching and learning.



2017-2018 Accomplishments

- a) Diversifying full-time complement to advance teaching excellence
- b) Pedagogical innovation
 - e.g., \$1,687,000 funded 52 projects in 3rd cycle AIF
- c) Technology developed to track EE, TEL courses / metrics
- d) Increase in experiential education
 - YU Experience Hub expanding - secured \$2m in external funding from Ontario Career Ready Fund to hire 9 new Faculty EE Coordinators
 - About 40% or 17,000 of 42,000 undergraduate students have at least one EE component as part of a course or degree program
 - LAPS created 30 new WIL opportunities
 - LSE increased co-op participation by approximately 50% in 2017-2018 and co-op for CSE was approved
 - Innovative new partnership between LSE and Shopify approved by Senate

- Glendon introduced non-credit work placement course - 400 employers have signed on and 88 students found placements this year
- FSc offered 25 Dean's Undergraduate Research Awards funded mostly by donors to provide summer research positions for high achieving undergraduates
- Global Health undergraduate students completed first wave of placements in global health organizations
- Osgoode launched two new clinical programs - Investor Protection Clinic and Feminist Advocacy Clinical Program

e) Increased eLearning / TEL

- Perpetual course, module in design to accommodate need for flexible learning
- Daagu - new platform developed by faculty members - non-linear virtual space where students contribute to the curriculum and network over the term
- Blended Online Development (BOLD) created to provide instructors with TEL support - instructors using Moodle increasing every year by almost 10%

f) Expanded Teaching Commons / Awards to support T&L

- Teaching Commons launches *Teaching Academy offering workshops* - 182 faculty members and course instructors have participated
- Annual Teaching in Focus Conference established
- Teaching Commons Blog to share teaching practices - launched *Innovatus* to share success stories
- Expanded awards

g) Access Copyright

4) A Student-Centred Approach

Goals:

- Cultivate a student growth mindset to enhance sense of agency for learning and commitment to lifelong learning
- Continue to strengthen York's leadership in student mobility / pathways
- High touch / high tech approach to enhancing student advising and personalized student support approach.



2017-2018 Accomplishments

- a) Advanced high touch/high tech student advising
 - Expanded award winning YUStart orientation - has grown to all 10 Faculties participating, 194 academic majors and 36 degree types, about 11,000 students to engage students in their learning and start the advising process before they even start classes in September through a combination of online and face-to face/Parents/Family portal this past year with about 584 parents/received two awards - the Canadian Association of College and University Student Services Innovation Award, and the Canadian Association of University Business Officers Quality and Productivity Award
 - YUStart 1,2,3,4 Project in progress based on student-firsts that they experience throughout their program e.g., first add/drop, first exam schedule, etc

- Advisor Training and Development implemented
 - Hosted Ontario Academic Advising Professionals Conference
 - Created Advising Community of Practice (CoP) comprised of senior administrative leads for advising from all faculties including FGS, meets monthly
 - Expanded YUAdvise based on feedback from advisors for supports including coaching for advisors, career development, working with students with disabilities, strategic enrolment management, mental health 101 for advisors, and student development theory.
 - Resulting in reduced need and shorter waiting times for in-person advising
 - New Advising Repository and Referral System has been designed with PD planned for August 2018 to track advice given to students and to enhance better referral
- b) Cultivated agency in learning / commitment to LLL
- Integrated into EE / self-directed learning, problem-based learning
 - Watson - first of its kind project in Canada for wayfinding and service excellence - Scope of Work Agreement signed with partner (confidential until public announcement)
 - Significant expansion of the School of Continuing Studies - new building approved
- c) Increased pathways / transfer credit
- Maintaining leadership in number of students with transfer credit
 - LAPS created Pathways Working Group to identify admissions pathways into their programs
 - Data analysis project analyzing transfer students and articulation and admission pathway agreements completed to inform future opportunities
 - Collaboration with Seneca on-going for Markham pathways
- d) Reimagined Role of FGS / Improving the Student Experience
- Aligned graduate programs with resource faculties to provide better student support and planning
 - Digitized and implemented workflow on graduate student petitions end-to-end process, moving from a 70-step manual process to a 30-step functional and transparent process
 - New admissions, funding and SOPs have been developed to clarify the roles of FGS and anchor faculties
 - Enable all faculties to use ARMS to view/track all graduate funding obligations providing all anchor faculties with a complete view of graduate student load and funding
 - Implemented centralized Mental Health Services for Graduate Students developed services and supports to address graduate student wellness needs at York that address promotion, prevention and intervention / Implementation of a "no wrong door" approach for access to mental health services

5) Enhanced Community Engagement

Goals:

1. Advance York as a leading engaged university committed to the public good
2. Strengthen our network of local and international partnerships to support academic programs, SRC, entrepreneurship and innovation
3. Establish YU's presence and key role in building inclusive and sustainable York Region
4. Solidify Glendon's role in delivery of bilingual education in central and southwestern Ontario
5. Strengthen Employee Engagement



2017-2018 Accomplishments

- a) Significant role for President in advancing York as leading engaged University
 - Fireside chats / Multiple speaking engagements e.g., Ontario Economic Summit, RBC Disruptors series, City Age Summit, UK Education Fair, THE Young Universities Summit, etc
- b) Establishment of new Office of Government and Community Relations
- c) Increased and strengthened partnerships
- d) Positioned Glendon in consortium securing another \$5.5.m for program expansion
- e) Implementing York's Global Engagement Strategy
 - Implemented new communication campaign GO Global to promote global programs offered at York
 - YI Global Ambassadors program expanded

- Record number of 409 information, pre-departure and advising sessions
- 15 new global student/faculty mobility agreements signed with partner universities abroad e.g., Greece, Switzerland, Taiwan, Japan, and 10 others renewed
- Campuses / presence in China, Costa Rica and India increased activities
- Renewed engagement of Entrepreneurship Program in Technion, Israel

f) Significant milestones met establishing our York Region presence

- Launch of new innovation hub in York Region, Yspace
- Advancing Markham Campus - York Region gift confirmed of \$25m, land transfer of 5 acres by Markham Council, program development, student services, Sector Cluster Network to collaborate at Markham Campus Centre
- New Vaughan/Mackenzie Hospital project in discussion for Health Sciences Centre collaboration

g) Employee Engagement at York

- Expanded mandate for Centre for Human Rights, Equity and Inclusion
- Completed the second employee engagement survey and initiatives underway across University
- Produced 87 academic reports, 50 staff reports, 19 union affiliated reports
- All academic and non-academic leaders charged with identifying action plans over the next three years that address areas for improving employee engagement and excellence
- Discussions about inclusive excellence throughout institution
- 144 professional development courses offered with 1,203 management and unionized employees in attendance
- Restructuring of Faculty Relations Office
- Undertook consultations on new Division to focus on equity, culture and people.

6) Enhanced Campus Experience

Goals:

1. Secure finances necessary for infrastructure needed to enhance the campus experience and meet needs of teaching and learning, student success and SRC (i.e. opportunities for iconic buildings)
2. Strengthen York as destination
3. Renew and refurbish existing spaces for research, teaching and learning, student success, social gathering
4. Ensure campus is experienced as safe, accessible and sustainable.



2017-2018 Accomplishments

a) (Iconic) buildings focussed on users and reflecting York's modernization, comprehensive-ness, progressive approach e.g., Award winning Bergeron Centre of Excellence called "the Cloud" opened doors last fall; 3 SIF projects all well advanced for Fall: Schulich, Farquharson Science Building (including 6000 sq metres of renovation and technology, fume hoods, etc), and Co-generation Plant Upgrade; new Student Centre to open in September; major milestones met for Markham

b) Renewed and refurbished existing spaces

- Renovations at downtown Osgoode, Glendon, instructional labs in Petrie Science and Engineering, GHRI renovation complete in the Victor Dahdaleh Building, creation of new VISTA facilities, Atkinson upgrades for English; new space for LSE growth
- Classroom renovation including upgrading technology; advancing CFREF Expansion of Sherman Health Centre; residence renovations including success of Quad; bathroom upgrades

c) Enhanced Student and Public Spaces

- Supported build of new Student Centre (NSC); created multi-purpose student lounge and study spaces in Strong College, Tait McKenzie and HNES, and added 8 benches in the last year (28 over the past 30 months) to improve/increase seating in public spaces across campus
- Engaged students in the planning and design for renewal of the East and West Bear Pits
- Completed Phase 1 and II renovations to the Ross Podium; stage and artificial grass added to expand use for student orientation and extracurricular events

d) York as destination

- e.g., two subways opened; Glendon Master Plan review; ToR completed for Harry W. Arthurs Common; multiple community events such as NAIG, Invictus Games following Pan-Am and Para-PanAm, potential to be involved in World Soccer as a training site

e) Safe and accessible Spaces

- Approved Campus Safety Plan
- AODA renovations in Vari Hall
- Construction of new Centre for Sexual Violence Response, Support and Education Office
- Completed Phase 3 (Calumet, Stong, Bethune) of building perimeter access control
- CCTV cameras installed in key areas on campus, including the Ross Building and Podium

7) Enabling the Plan

Goals:

1. Building new leadership team
2. Ensuring we have sustainable resources to fully realize our vision
3. Streamlining administrative services and enhancing customer service culture to better support university priorities
4. Planning for tracking progress / metrics aligned with SMA 2017- 2020.



2017-2018 Accomplishments

- a) Developed and signed off on SMA 2017-2020
- b) Significant progress made building new leadership team
 - VPFA, Provost and VPA, DP Markham, Deans of LSE, Graduate Studies, and FES, CIO, AVP Research, AVP Development, AVP Finance / Search in progress for Dean of AMPD
- c) Established GRACE Committee to coordinate and advise President on government relations, advancement, communications and events

- d) New Strategic Communications Plan developed
- e) First year of SHARP (new budget model) implementation
- f) Balanced budgets to the positive / finished 2017-2018 with surplus
- g) Continuing complement recovery in 2017-2018
- h) Implementation of administrative services streamlining e.g., Cubane Benchmarking Project - completed Phase 1
- i) Building stronger metrics
 - Developed and signed off on institutional metrics in SMA 2017-2020
 - Supported by OIPA efforts to define metrics and altmetrics, York has developed a Report Card aligned with SMA 2017-2020 metrics (further work needed 2018-2019)
 - Begun to implement necessary technology to track metrics
- j) Enterprise Risk Management is a related but separate tool to track risks based on thresholds
 - Updated this past year to reflect significant changeover in leadership, cybersecurity, improved metrics
- k) Advancement success e.g.:
 - 1st among 12 Ontario universities for average engagement per post at 1.10%
 - Exceeded goal of \$50m for 2017-18 towards \$500m goal for the Impact Campaign (\$400 million cumulative)
 - Engaged more than 100,000 alumni around the world
 - Surpassed 45,000 donors (75% alumni)
 - 80+ advancement events
 - Greater engagement of alumni
 - * Alumni Affinity program generated \$1.7m
 - * More than 170 new gifts of \$25,000+
 - * Nine new gifts of \$1m

Looking Ahead to 2018-2019

As we move into the second last year of the UAP 2015-2020, it is essential to take stock on progress, gaps, newly emerging opportunities and focus on consolidation of initiatives. What is key to our success? Realizing our vision?

On-going and new efforts are highlighted below organized by the four pillars although it is worth noting that various initiatives advance more than one pillar.

1) Focus on excellence is key

- *Advancing program quality:*
 - Establish a Task Force on Reinvigorating the Liberal Arts
 - Continue to strengthen comprehensiveness in strategic areas e.g., interdisciplinary programs to meet emerging needs (professional and applied programming, health, engineering) seeking to align opportunities with research strengths/opportunities in:
 - * Digital cultures
 - * Healthy individuals, healthy communities and global health
 - * Indigenous Futurities
 - * Integration of AI into Society
 - * Public engagement for a just and sustainable world
 - * Entrepreneurial innovation and the public good
 - * Fundamental inquiry and critical knowledge
 - * Advancing cultures and mobilizing creativity
 - * Frontiers of science and technology
 - Enhance multiple credential completion / opportunities to align with WIL/career readiness
 - Intensify implementation of Faculty Program Quality Plans
- *Intensifying and amplifying SRC, Innovation and Entrepreneurship highlighting York's distinct contribution in social innovation and interdisciplinary SRC:*
 - Advance PIER
 - Faculty Research Plans and targets
 - Continue to establish York as an innovation / entrepreneurial hub
- *Continue to enhance campus experience and critical infrastructure to support pedagogy, research, Employee Engagement and student experience*
 - Build new School of Continuing Studies
 - Engineering/Science complex
 - Start Markham construction

- *Intensify FT complement renewal program:*
 - Diversifying complement plan to support excellence in teaching as well as research
 - Continuing to build strong leadership team - bold progressive thinking

2) Enhancing access and student success

- *Review and revise, as necessary, SEM and enrolment plans in context of CUPE 3903 labour disruption*
 - Identify and implement new access initiatives e.g., Indigenous Strategic Framework
 - Identify key pathway opportunities to further enhance student mobility ladder-ing pathways with colleges
 - Renew efforts to maintain 10% of applications in system/enrolment recovery strategy while continuing to advance GPA goals in White Paper
- *Continue to advance student advising and support projects based on high touch/high tech principles*
 - New SIS
 - YUStart 1,2,3,4
 - Complete FGS revisioning
 - Advance CoP
 - Implement Watson (first of its kind in Canada way-finding project)
- *Set and meet targets for pedagogical innovation - in particular:*
 - Experiential Education e.g., Shopify collaboration
 - TEL
 - Research opportunities
 - international activities
- *Expand Continuing Studies, YUELI, LLL*
- *Work closely with government and other bilingual institutions to meet needs of Franco-Ontarions*

3) Strengthening connectedness

- *Continue to advance York in York Region (significant potential) / contributing to building resilient and inclusive cities:*
 - Leverage Markham opportunity in York Region
 - Continue to develop plans with Mackenzie Health and the City of Vaughan for a new Vaughan Health Precinct towards goal of establishing an MOU
- *Complete review and finalize revised Global Engagement Strategy to enhance York's international reputation (essential to York's future):*
 - Strengthen global partnerships and collaboration

- Support international recruitment
- *Hire new VP Equity, People and Culture (VP EPC) to lead new Division:*
 - Resume Employee Engagement efforts
 - Support community building, positive labour relations
 - Support and strengthen equity throughout institution
- *Continue to evolve relationship with all levels of government to identify opportunities for York/shape HE policy / expand Office of Government and Community Relations*

4) Intensifying impact

- *Continue to develop new understandings and discoveries that have an impact, and promote the advancement of society, national competitiveness, and global economic, social, cultural, environmental well-being:*
 - Continue to increase applied research, industry-research and community partnerships
 - Continue to support creation of intellectual property and start-up ventures that will attract investment and create jobs in Ontario
 - See a 30% increase in growth of knowledge transfer over next 5 years
- *Enhance the student learning experience including high quality programs, international experiences, WIL, experiential education and research activities*
- *Continue to enhance sustainability:*
 - Enhancing financial sustainability, leveraging SHARP, etc
 - Confirm plans for Glendon and FES
 - Meet or exceed advancement targets (YU Communications Strategy, Fund-raising and Alumni Development)
 - Reinvigorate Lands for Learning - ecological sustainability, necessary resources for capital infrastructure to meet LSE growth, research space for complement renewal, develop Capital Development Framework, MOECC and potential for research park explored, etc
- *Complete Phase 2 of Cubane Project Benchmark and implement pilots in urgent areas with greatest potential for streamlining administrative services*
 - IT
- *Enhance data analytics to support evidence-based decision-making:*
 - Finalize metrics and altmetrics, set targets to assess progress, finalize York University Report Card
- *Amplify distinct York University reputation locally and globally as evidenced in student surveys, rankings (strike recovery)*
 - Advance York as destination
 - Implement Strategic Communications Plan



Rhonda L. Lenton

Board of Governors Meeting
JUNE 26, 2018
(Revised September 24, 2018)

PRESIDENT'S KUDOS REPORT

SEPTEMBER 2018



Peter Constantinou, Professor in the School of Public Policy & Administration, fulfilled his childhood dream of climbing Mt. Kilimanjaro with his daughter this summer, and they carried York's flag to the summit. He says, "I emphasize in my teaching that without the prospect of failure, there is no opportunity to learn and grow. A big part of this is walking the talk."



Four York Professors were inducted into the [Royal Society of Canada](#), and one was inducted into the Royal Society of Canada's College of New Scholars, Artists and Scientists:



- Wenona Giles, Professor, Department of Anthropology, LA&PS
- Joan Judge, Professor, Department of History, LA&PS
- Paul Sych, Associate Professor, Department of Design, AMPD
- David Vaver, Professor, Osgoode Hall Law School
- and to the College of New Scholars, Artists and Scientists: John Moores, Assistant Professor of Space Engineering, Department of Earth & Space Science & Engineering, Lassonde School of Engineering.



York launches the new [Black Canadian Studies Certificate](#) in September for the 2018-19 academic year through the Department of Humanities in the Faculty of Liberal Arts and Professional Studies. Students enrolled in the certificate will study Black Canada through four humanities and fine arts approaches: cultural studies, history, literature and music.



A [York lab](#) is among 11 flagship laboratories launched by the Fields Centre for Quantitative Analysis and Modelling (Fields-CQAM) that aim to solve commercial problems using applied mathematics research. Based at York, the Mathematics for Public Health Lab (MfPH) will be run by director and York Mathematics Professor Jianhong Wu in collaboration with other investigators.



Two LA&PS researchers [Professors Carla Lipsig-Mummé and Andrea O'Reilly](#) have been shortlisted for the prestigious SSHRC Impact Awards. These awards recognize outstanding researchers and celebrate their achievements in research, research training, knowledge mobilization and outreach activities funded partially or completely by the Social Sciences and Humanities Research Council of Canada.



[A new logo and brand](#) were unveiled on August 22, 2018, which will take the Lions into the next era of athletics and recreation at York.



York University English Language Institute has been named 2018-19 World Language School of the Year (North America), the highest award for a language institution, by [iStudy Guide Magazine](#). The title is awarded based on student satisfaction, diversity and use of technology, among other criteria.



The Faculty of Education, in partnership with the Toronto District School Board, has created a new degree program, [Wabaan Indigenous Teacher Education](#), in response to the Truth and Reconciliation Commission Report. Designed by Professor Susan Dion to address the persistent need for more Indigenous educators across Ontario, the program will be opening in 2019.



The [Bryden Alumni Awards](#) celebrate outstanding York alumni who have achieved the extraordinary and made remarkable contributions in their fields, communities and to the University. This year's winners, who will be celebrated in November, are:

- Paul Sanberg (BSc '76);
- Cheryl and Rob McEwen (MBA '78, LLD '05);
- Pernille Ironside (JD '99);
- and Jamil Jivani (BA '10).



The York University Magazine won an international gold award from the Council for Advancement and Support of Education (CASE) in the [Digital Magazines](#) category of the Circle of Excellence competition. The publication also won a bronze for Best Magazine in the Canadian Council for the Advancement of Education (CCA) 2018 Prix d'Excellence competition.



With a \$3-million investment, made in partnership with Professor Emeritus Allan Carswell and the Carswell Family Foundation, York will share the wonders of the universe with students, youth in the community and the public through the creation of a the new [Allan I. Carswell Chair for the Public Understanding of Astronomy in the Faculty of Science](#).



The Economist has ranked the [Schulich School's Executive MBA program](#), run in partnership with Kellogg School of Management at Northwestern University, among the top 10 in the world, citing the opportunities it offers for personal development, educational experience and career development.



Innovation York announced the winners of the first round of the National Research Council Canada-Industry Research Assistance Program (NRC-IRAP) funded, Artificial Intelligence Industry Partnership Fund. [Five projects](#) were selected from the 23 applications that were received (only four can be named):

- Dapasoft and York Mathematics and Statistics Professors Steven Wang and Hongmei Zhu for their project "Improving Patient Gridlock conditions in Emergency Department ED using Machine Learning or other AI Technology";
- Nuco and Schulich School of Business Professor Henry Kim for "Applying Deep Neural Networks for Blockchain Interoperability";
- Samco and York Mathematics and Statistics Professor Michael Chen for "Optimization of Industrial Machinery through Artificial Intelligence";
- and uBioDiscovery and York Mathematics and Statistics Professors Steven Wang and Xin Gao and Biology Professor Gary Sweeney for "Using AI to identify personalized linkage patterns between microbiome profiles and lifestyle parameters".



Lassonde School of Engineering graduate students Abdullah Sawas, Abdullah Abuolaim and Mahmoud Afifi, under the supervision of Professor Manos Papagelis, received the best paper award at the 19th [Institute of Electrical and Electronics Engineers International Conference](#) on Mobile Data Management. The group's paper is titled "Tensor Methods for Group Pattern Discovery of Pedestrian Trajectories."



The International Council for Canadian Studies (ICCS) awarded a Certificate of Merit to Professor [Colin Coates](#), coordinator of the Canadian Studies program at Glendon Campus for his important and diverse contributions in both French and English to historical and interdisciplinary scholarship on Canada, intervening in the fields of environmental history and francophone Canada studies.



Athletics and Recreation and the School of Kinesiology and Health Science will welcome four student-athletes, one coach and, for the first time in school history, a team as inductees into the [York University Sport Hall of Fame's](#) class of 2018. This year's inductees are:

- Mark Bellai, basketball player;
- Craig Cavanagh, track and field athlete;
- Tammy Holt, field hockey player;
- Cheryl Phillips, rugby player;
- Eric Bojesen, tennis coach;
- and the 1969-70 men's hockey team.



Dozens of Grade 11 students from the Toronto area took part in a newly-expanded [Summer Student Research and Mentorship Program](#) at Lassonde School of Engineering. The expanded program this year is supported by a \$160,000 donation from the Carswell Family Foundation, continued support from the Association of Ontario Land Surveyors, and a donation from computer engineering alumnus Abdullah Merei (BASC '09; MBA '15).

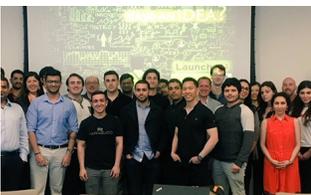


Kinesiology student [Syed Hassan](#) won the first-place award at the Summer Undergraduate Research Conference.



Four Osgoode Hall Law School alumni are among *Canadian Lawyer's* [Top 25 Most Influential](#) in the justice system and legal profession in Canada for 2018:

- Esi Codjoe LLM '12;
- Brian Greenspan LLB '71;
- Naiomi Metallic LLM '16;
- and Rachel Notley LLB '90.



York's entrepreneurship program, LaunchYU, awarded [five startups](#) from the 2018 cohort of its AccelerateUP program with \$3,000 in development funds:

- Blade Filters, which creates activated carbon air filters that encompass a replaceable carbon cartridge that is exchanged once the carbon becomes exhausted;
- Candy Cutlery, the first brand to create environmentally friendly edible utensils for the food service industry;
- Nugget, a talent discovery platform that helps employers create and launch task-based assessments to find the right candidate fit, solving personalized recruitment at scale;
- Ohh Foods, which innovates healthier snacking alternatives with "free from" attributes. All snacks manufactured by Ohh Foods are free from the eight most common food allergens in Canada;
- RedPine Music, which is changing the way artists and venues book concerts as artists booking with RedPine crowdfund shows.



Undergraduate student [Aleria McKay](#) was the first Indigenous contestant to win a Miss Teenage Ontario title, and is using the platform to raise awareness of Indigenous youth suicide rates and to advocate for increased mental health services.



Professor [Michael Jenkin](#) will lead the 'interactive autonomy' theme in the new NSERC Canadian Robotics Network (NCRN), which received \$5.5 million in funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) as part of the \$78-million Strategic Partnership Grant (SPG).



The [Canadian Association for Graduate Studies](#) (CAGS) announced that York's Faculty of Graduate Studies is the winner of the 2018 Award for Excellence and Innovation in Enhancing the Graduate Student Experience (GSE). Specifically, CAGS seeks to recognize the outstanding achievements of the [Wellness Consultation](#) Service, which provides graduate students at York University with access to specialized mental health resources, consultation, and counselling services.



Faculty of Education PhD candidate [Kyo Maclear](#) was named winner of the Trillium Book Award for her memoir *Birds Art Life*. Maclear is a children's and youth literature and film scholar who also received a prestigious Vanier Graduate Scholarship in 2015.



Following the highly successful launch of its one-of-a-kind York Science Communicator in Residence program last year, the Faculty of Science has selected [three impressive science communicators](#) for 2018-19:

- Molly Segal;
- B.D. Colen;
- and Dan Falk.



[Six York professors](#) received Social Sciences and Humanities Research Council of Canada Connection grants. The grants, which are valued at up to \$25,000 each, support events and outreach activities geared toward short-term, targeted knowledge mobilization initiatives related to the professors' research. The recipients are:

- Susan McGrath, professor, LA&PS - Connecting Emerging Scholars and Practitioners to Foster Critical Reflections and Innovation on Migration Research, ongoing to March 31, 2019;
- Richard Saunders, professor, LA&PS - Resource Nationalism in Southern Africa: Emerging Challenges and New Opportunities, September 22 to 26;
- Marlis Schweitzer (with co-applicant Banting postdoctoral Fellow Heather Fitzsimmons Frey), professor, AMP&D - Playing with History: A Performance-Based Historiography Symposium, October 11 and 12;
- Jamie Cameron, professor, Osgoode Hall Law School - Defamation Law and the Internet, May 3;
- Joseph DeSouza, professor, Faculty of Health - First International Symposium for Dance and Well-Being: Advancing Research, Policy and Practice, May 24 to 26;
- and Philip Girard, professor, Osgoode Hall Law School - Beyond Harvard; Transplanting Legal Education International Conference, June 5 and 6.





Nine York community members were appointed to the [Order of Canada](#), which recognizes outstanding achievement, dedication to the community and service to the nation:

- Cindy Blackstock, O.C. (LLD [Hon.] '17 - Osgoode) for her leadership as a champion of Indigenous children and for her efforts to build a culture of reconciliation;
- Hedi Bouraoui, C.M., a longtime York faculty member and esteemed poet, novelist and essayist;
- Roberta Bondar, C.C., O.Ont. (DSc [Hon.] '92 - Glendon) for her contributions to society's awareness of environmental sustainability and her pioneering work in space medicine research;
- Barry Callaghan, C.M., professor emeritus of English at York. He was recognized for his contributions, as a publisher and writer, to the promotion of Canadian literature in Canada and abroad;
- Wendy Craig, O.C., O.Ont., (MA '89, PhD '93), a Bryden Award recipient and York alumna recognized for her seminal research on bullying and its impact on youth, and for her groundbreaking work in linking basic research, public policy and community action to address the issue;
- Agnes Di Leonardi, C.M., (BBA '82) for her leadership in the automotive industry and her commitment to mentoring and supporting Canadian women leaders through her work with the International Women's Forum of Canada;
- Sheila Fraser O.C., (LLD [Hon.] '10 - Faculty of LA&PS), for her dedication to enhancing the accountability of governmental institutions and to promoting Indigenous rights across Canada;
- Ted (Edward) H. Garrard, C.M., (BA '80, MA '81), who was recognized for his leadership in the charitable sector as an innovator who has developed giving strategies in the fields of health care and education;
- and Beverley McLachlin, P.C., C.C., (LLD [Hon.] '99 - Osgoode), for her impact on Canada's legal landscape, notably as the longest-serving chief justice of Canada, and the first woman in the role.



Japanese-to-English translator and humanities Professor [Ted Goossen](#) is the recipient of the Order of the Rising Sun, Gold Rays with Rosette, an honour celebrating his achievements in promoting Japanese culture on a global scale.



Schulich Professor [Dirk Matten](#) received the prestigious Academy of Management Review (AMR) "Paper of the Decade" award for his paper entitled, "'Implicit' and 'Explicit' CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility", co-authored with Jeremy Moon (Copenhagen Business School).



[Junjie Kang](#) and [Peng Li](#), two PhD students at the Lassonde School of Engineering, are among the only five Canadians to ever receive the highly prestigious COSPAR Outstanding Paper Award for Young Scientists. Both were named recipients of the 2018 Committee on Space Research (COSPAR) award for their papers published in COSPAR's journal, *Advances in Space Research*.



Shayan Nandi, who begins studies in biomedical science in the Faculty of Science this fall, was selected by a random draw from 13,000 entries as the winner of the [Open Your Mind First-Year Free Tuition Contest](#).



Alumna [Cynthia Beretta](#) is among the winners of the Canadian Grocer's 2018 Star Women Award.



Lions' Women's Wrestling Team member [Alex Town](#) won the bronze medal in the Canada Cup, while teammate [Christelle Lans](#) took home gold in the Ontario Cup.



[The Faculty of Education](#) has launched the Equity in Education Hub, an online repository for research reports that will include identity-based student data. The growing collection will shine a light on the lived experiences and schooling realities in Kindergarten to Grade 12, largely in the Greater Toronto Area.



Professor [Marin Litoiu](#) is one of 18 professors nationwide to win the Natural Sciences and Engineering Research Council of Canada's 2018 CREATE competition. Dr. Litoiu's interdisciplinary research, which focuses on Internet of Things applications, will receive \$1.65 million in funding.



Business & Society undergraduate student [Semhar Berhe](#) will take part in the Killam Fellowship Program, which allows undergraduate students from Canada and the United States to participate in a program of binational residential exchange. Semhar will study public policy at American University this fall.



[Five PhD students](#) have been awarded prestigious Vanier Canada Graduate Scholarships to support their research projects:

- Ogamauh annag qwe miinwa Waasaunda qwe (Susan Bell Chiblow), Environmental Studies;
- Leigha Comer, Sociology;
- Rivka Green, Psychology;
- Natasha Henry, History;
- and Hannah Rackow, Theatre & Performance Studies (not pictured).



Beginning this fall, the [York Research Chairs \(YRC\) Program](#) will be expanding, with seven centrally supported Chairs available and there will also be up to two additional Chairs linked to the Vision: Science to Applications (VISTA) Canada First Research Excellence Fund program. This expansion of the YRC program places particular emphasis on York's outstanding emerging researchers who are within the first five years of their careers.



York has officially launched the [President's Ambassador Program](#), which offers opportunities for current students to serve as representatives of the University and to share their experiences as York students with fellow students, staff, faculty and alumni.



Osgoode PhD candidate [Jake Okechukwu Effoduh](#) is one of 90 environmentalists from Canada who recently received training from former U.S. vice-president and Nobel laureate Al Gore on mobilizing action around the issue of climate change.



Social science professor [Kamala Kempadoo](#) is the 2018 recipient of the Caribbean Studies Association (CSA) Lifetime Achievement Award for her influential research contributions to feminist gender, sexuality and labour studies.



Undergraduate students [Katrina Carver](#) and [Jack Wawrow](#) are among the 2018 Schulich Leaders, and have been awarded scholarships for the promise they show as innovators in STEM.



A \$200,000 investment from the Ontario Trillium Foundation's Youth Opportunities Fund has been awarded to Business and Society student [Jamar Grandison](#) and his colleagues from Black Physicians of Tomorrow.



After the success of [the pilot program](#) in partnership with the FCJ Refugee Centre, 16 more students with precarious immigration status joined York this fall to pursue a degree.



Biology Professor [John McDermott](#), who is the McLaughlin Research Chair in the Faculty of Science, has received funding to explore how gene expression is controlled in the heart.



Professor Emeritus [Bryn Greer-Wootten](#) was presented the prestigious Karel Engliš Honorary Medal for Merit for his outstanding scholarly contributions in the social and economic sciences.



Amenda Chow (Mathematics & Statistics) received an award from the Academic Innovation Fund to develop an [experimental math space](#).



Graduate student [Sepideh Sharif](#) (supervised by Mike Organ, Chemistry) was awarded a prize for a poster she presented at the Chemical Society Conference in Edmonton.



[Dirk Matten](#), Professor of Strategy and Hewlett-Packard Chair in Social Responsibility at Schulich, was the only academic selected for this year's "Top 100 Corporate Social Responsibility Influence Leader" list.



[Antonnia \(Kiana\) Blake](#) was recognized at June Convocation as the recipient of the 2018 Murray G. Ross Award for excellence in scholarship and outstanding participation in undergraduate student life.



At Fall Convocation, York will honour five outstanding honorary degree recipients:

- Dr. Frances Shepherd, eminent medical oncologist;
- Dame Moya Greene, global business leader;
- Anna Maria Tremonti, award-winning journalist;
- Colleen Johnston, business and community leader;
- And Thandika Mkandawire, international leader in development studies.

and two Distinguished Research Professors:

- Professor Anne Russon, Dept. of Psychology, Glendon Campus;
- And Professor Nantel Bergeron, Dept. of Mathematics and Statistics, Faculty of Science.



Professor [Lisa Philipps](#) was appointed York's Provost & Vice-President Academic, effective July 1, 2018. Professor Philipps has served as Interim Provost since May 2017.



Dr. [Rui Wang](#) was appointed the inaugural Deputy Provost Markham of York's Markham Centre Campus.



Dean [Ananya Mukherjee-Reed](#) of the Faculty of Liberal Arts & Professional Studies was appointed Provost and Vice-Principal Academic at the University of British Columbia's Okanagan campus.



Professor [John Justin \(J.J.\) McMurtry](#) has been appointed Interim Dean of the Faculty of LA&PS.



Professor [Donald Ipperciel](#) was appointed the Chief Information Officer at York.



Professors [Dominique Scheffel-Dunand](#) and [Ian Roberge](#) were appointed Co-Interim Principals of Glendon Campus.



Dean [Ray Jayawardhana](#) of the Faculty of Science was appointed the Harold Tanner Dean of the College of Arts and Sciences at Cornell University.



Professor [EJ Janse van Rensburg](#) was appointed Interim Dean of the Faculty of Science.



Former Interim Dean of the Faculty of Graduate Studies and Associate Vice-President Graduate [Fahim Quadir](#) was appointed vice-provost and dean of the School of Graduate Studies at Queen's University.



Professor [Thomas Loebel](#) has been appointed Dean of our Faculty of Graduate Studies and Associate Vice-President Graduate.



Professor [Jane Goodyer](#) was appointed the new Dean of the Lassonde School of Engineering.



Professor [Alice J. Hovorka](#) was appointed the new Dean of the Faculty of Environmental Studies.



Dr. Lori Walls has been hired as York's new Director of Student Counselling & Development (SCD).



Professor [Gertrude Mianda](#) has been appointed director of the Harriet Tubman Institute for Research on Africa and its Diasporas at York. In addition to continuing the Institute's ongoing work, Dr. Mianda aspires to expand membership to include members of the francophone community.



Vinitha Gengatharan was appointed the inaugural Executive Director of [York International](#).



[Eleonora Dimitrova](#) has been appointed director of the Law in Action Within Schools (LAWS) program, an innovative partnership between Osgoode Hall Law School, the University of Toronto Faculty of Law and the Toronto District School Board.



The first holder of the Allan I. Carswell Chair for the Public Understanding of Astronomy in the Faculty of Science for a three-year term will be University Professor and Senior Lecturer [Paul Delaney](#).



[Three York professors](#) have earned Massey College appointments for the 2018-19 academic year:

- Jennifer Steele, associate professor, Psychology, Faculty of Health (York-Massey Fellowship);
- Gabrielle Slowey, associate professor, Politics, LA&PS (York-Massey Visiting Scholarship);
- and Joan Judge is a professor in the Department of History, LA&PS (York-Massey Visiting Scholarship).



[Tina Cook](#) has been named assistant coach of the York Lions' women's soccer program.



Alumnus [Thomas Kehoe](#) (MBA '94) was added to the Board of Directors of Raise Production Inc.



Pollution Probe appointed alumnus [Christopher Hilkene](#) (MES '96) as Chief Executive Officer, effective August 1, 2018.



Alumnus [Doug Downey](#) has been named Parliamentary Assistant to the Minister of Finance.



Alumna [Effie Triantafilopoulos](#) was named the Parliamentary Assistant to the Minister of Health and Long-Term Care.



Alumna and environmental lawyer [Hannah Askew](#) was appointed Executive Director of Sierra Club BC.



[Janice Fukakusa](#) (MBA; LLD '16) has been named the new Chancellor of Ryerson University.



[Naomi Adelson](#), who was previously associate dean, research at the Faculty of LA&PS, was appointed as Ryerson University's first associate vice-president, research and innovation.



York honorary degree recipient [Steve Paikin](#) has been appointed for a second term as Chancellor of Laurentian University.

Board of Governors

Memorandum

To: Board of Governors

From: Bobbi White, Chair, Academic Resources Committee

Date: October 2, 2018

Subject: October 2018 Report on Appointments, Tenure and Promotion

Recommendation:

The Academic Resources Committee recommends that the Board of Governors approve the President's October 2018 report on appointments, tenure and promotion.

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

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

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

As is customary in the autumn, a cumulative report on the appointments, tenure and promotions decision over the past twelve months is also provided as Appendix C.

Table 1 2018-29 Recommendations for Appointment – Full-Time Faculty Members¹ (since the meeting of June 25, 2018)

Name (Gender)	Department, Field	Rank²	Highest Degree (University, Year)	Research Agenda/Specialization	Funding
Arts, Media, Performance and Design					
Bunch, Mary (F)	Cinema and Media Arts/Theatre	Assistant Professor, PC2	PhD, Theory and Criticism (Western, 2011)	Dr Bunch will be nominated for a Tier 2 Canada Research Chair in Vision, Disability Studies and the Arts in the October 2018 competition. Dr Bunch comes to us from her faculty position with the Institute for Gender, Sexuality and Feminist Studies at McGill University. Her research interests are in critical disability theory and political imaginary.	Specially Funded
Education					
Shah, Vidya (F)	Leadership and Education	Assistant Professor, PC1	EdD, Educational Administration (OISE, 2016)	Dr Shah has held a seconded faculty position in the Faculty of Education at York since 2013. From 2009 to 2013, she held the position of Lead Teacher, Model Schools for Inner Cities at the Toronto District School Board. Dr Shah's research interest draws on the intersections of bodies of knowledge: leadership for social justice; equity, anti-oppression and anti-colonial education; and, spirituality/the soul and education.	Faculty Funded
Health					
Chaufan, Claudia (F)	SHPM, Globalization, Health Equity and Policy	Associate Professor, C1	PhD, Sociology (California Santa Cruz, 2006)	Dr Chaufan recently held a two-year contractually limited appointment in the School of Health Policy and Management at York. Previously she held a faculty position in the School of Nursing at the University of California, Santa Cruz. Dr Chaufan's research is mainly in sociology and political economy of health and health care;	Faculty Funded

¹ All appointments effective July 1, 2018 except where indicated in the Name column.

² Faculty members hired as Assistant Professors in the professorial stream are in pre-candidacy or candidacy prior to applying for tenure and promotion to Associate Professor. In this table, for example, PC1 = Pre-candidacy 1, normally the first year of hire. The stage of Candidacy 1, or C1, is normally reached in the fourth year of an appointment or if hired at the rank of Associate Professor..

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

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

				comparative health policy; and in the social determinants of health with a focus on the effects of neoliberal globalization on health equity.	
Evans, Sarah (F)	Nursing, Common and Complex Health Challenges	Assistant Lecturer, PC1	PhD, Health Education (D'Youville, 2012)	This appointment is made to the alternate stream. Dr Evans comes to us from her faculty position at the Sally Horsfall Eaton School of Nursing, George Brown College. For the past 10 years she has been extensively involved in simulation education and she is currently working on a Certification with the Society of Simulation in Healthcare. Her interest in simulation education is focused on student learning and knowledge transfer to clinical settings.	Faculty Funded
Hillier, Sean (M)	SHPM, Indigenous Health	*Lecturer/ Assistant Professor, PC1	PhD, Policy Studies (Ryerson, 2018)	Mr Hillier is expected to defend his PhD in Fall 2018. He has taught numerous courses at Ryerson University since 2015 in the subject area of sociology, health & law and political science. Mr Hillier's research focus is in the area of Indigenous Health & wellness and two-spirit / queer Indigenous identities.	Specially Funded
Nicholson, Laura (F)	Nursing, Nursing Simulation	Assistant Lecturer, PC1	PhD, Health Education (D'Youville, 2012)	This appointment is made to the alternate stream. Dr Nicholson has held a contractually limited appointment at York since 2015 and served as the Director of the Nursing Simulation Suite. She is a registered nurse and has achieved the designation of Certified Healthcare Education from the Society for Simulation in Healthcare. Her interest is on the use of simulated clinical experience in nursing.	Faculty Funded
Pottinger, Anne (F)	Nursing, Mental Health/Mental Illness	Assistant Lecturer, PC1	MA, Nursing (Toronto, 2003)	This appointment is made to the alternate stream. Ms Pottinger comes to us from her position as Clinical Director at the Centre for Addiction and Mental Health (CAMH). She has over 11 years of experience as a contractually limited appointment, a course director and clinical course director with the School of Nursing at York. Ms Pottinger's expertise is across the mental health and addiction continuum of care ranging from community, inpatient,	Faculty Funded

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

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

				geriatric and emergency mental health nursing.	
Vorstermans, Jessica (F)	SHPM, Disability, International Human Rights	Assistant Professor, PC1	PhD, Critical Disability Studies (York, 2017)	Dr Vorstermans recently completed a postdoctoral fellow with the School of Early Childhood Studies at Ryerson University. Prior to her doctorate studies, she was Co-executive Director of a national experimental learning program by Jean Vanier entitled Intercordia Canada and she served as a contract instructor for several years at King's University College, Western University. Dr Vorsterman's research is intersectional and takes up the tangled field of human rights and disability and equity.	Faculty Funded
Liberal Arts and Professional Studies					
Pitawanakwat, Brock (1-Jan-19) (M)	Equity Studies, Indigenous Studies	Associate Professor, Tenured	PhD, Indigenous Governance (Victoria, 2009)	Dr Pitawanakwat currently holds a faculty position at the University of Sudbury where he teaches courses on Indigenous Research Methodologies and Ojibwe language, Governance, Health, Education and Politics. Dr Pitawanakwat is an established scholar and his current research interests include Anishinaabe health, Indigenous electoral participation, and cultural revitalization for Indigenous resurgence.	Faculty Funded
Weitzner, David (M)	ADMS, Management	Assistant Professor, PC1	PhD, Business Policy and Strategy (York, 2006)	Dr Weitzner has recently held a contractually limited appointment at the Schulich School of Business and previously held a faculty position at the Kogod School of Business at American University in Washington. Dr Weitzner's research interests are in understanding how managers and entrepreneurs helping multi-objective organizations make their strategic decisions.	Faculty Funded
Lassonde					
Butler, Liam (Jan. 1, 2019) (M)	Civil Engineering, Materials	Assistant Professor, PC1	PhD, Civil Engineering (Waterloo, 2012)	Dr Butler comes to us from the Department of Engineering at the University of Cambridge where he has held the position of Postdoctoral Research Associate since 2014. He also holds a joint appointment as Group Leader with	Faculty Funded

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

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

				the Alan Turing Institute. Dr Butler's research interests include developing sustainable, self-sensing and self-healing concrete materials and structures, rehabilitation using smart composites, and applying data-centric engineering approaches to civil engineering research.	
Maxwell, Andrew (M)	Mechanical Engineering	Associate Professor, PC1	PhD, Management of Technology (Waterloo, 2012)	Dr Maxwell has recently held a contractually limited appointment in the Lassonde School of Engineering and held the role of Director, Bergeron Entrepreneurs in Science and Technology. Dr Maxwell previously taught at Temple University, the University of Toronto and the University of Waterloo. Dr Maxwell's area of expertise is in technology entrepreneurship and innovation management, especially in the areas of university-industry interactions, technology commercialization and new venture creation.	Faculty Funded
Orszulik, Ryan (1-Jan-19) (M)	ESSE, Engineering Design	Assistant Professor, PC1	PhD, Earth and Space Science (York, 2014)	Since graduating, Dr Orszulik has received a prestigious Alexander von Humboldt Research Fellowship in Germany and currently holds an NSERC postdoctoral fellow at the Wyss Institute for Biologically Inspired Engineering at Harvard University. Dr Orszulik's research interests are in the fields of space engineering, systems engineering, and mechatronics.	Faculty Funded
Rizvi, Reza (1-Jan-19) (M)	Mechanical Engineering	Assistant Professor, PC2	PhD, Mechanical Engineering (Toronto, 2014)	Dr Rizvi comes to us from his faculty position in the Department of Mechanical, Industrial and Manufacturing Engineering at the University of Toledo. Previously he held a postdoctoral fellowship in the Department of Chemistry and Biochemistry at UCLA. Dr Rizvi's research is in traditional manufacturing, bio-based technologies and energy systems.	Faculty Funded
Tandon, Neil (M)	ESSE, Atmospheric Science	Assistant Professor, PC1	PhD, Applied Physics & Applied Mathematics (Columbia, 2013)	Dr Tandon comes to us from his position as Visiting Postdoctoral Fellow at Environment and Climate Change Canada. He previously held a postdoctoral fellowship at the University of Toronto. Dr Tandon's research is on	Faculty Funded

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

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

				climate dynamics, addressing fundamental questions of how the atmospheric circulation influences Earth's climate.	
York University Libraries					
Wang, Minglu (F)	Open Scholarship Department, Research Data Librarian	Assistant Librarian, PC1	MA, Library and Information Science (Iowa, 2009)	Ms Wang comes to us from her position as Research Commons Librarian at Simon Fraser University. She previously held positions as Data Services Librarian at Rutgers University and Digital Library Fellowship at the University of Iowa. Ms Wang has solid experience and expertise in the field of Research Data Management.	Faculty Funded
Schulich					
Bamber, Matt (M)	Accounting	Assistant Professor, PC2	PhD, Accounting (Exeter, 2011)	Dr Bamber comes to us from his faculty position at Rotman School of Management, University of Toronto. He is a Chartered Accountant, whom prior to his academic career, practiced in the UK and the US. Dr Bamber's research interests focus on theories of performance, identity, and surveillance to better understand managerial disclosure choices.	Faculty Funded
Mead, Nicole (1-Jan-19) (F)	Marketing	Associate Professor, Tenured	PhD, Social Psychology (Florida State, 2009)	Dr Mead is currently an Associate Professor of Marketing in the Faculty of Business and Economics at the University of Melbourne, Australia. Dr Mead's research interests focus on social influence; self-control; sustainable consumption; behavioural ethics; the psychology of money; and, power and leadership.	Faculty Funded

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

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

Table 2 Recommendations for Appointment – Contactually Limited Appointments³ (since meeting of June 25, 2018)

Name	Department, Field	Rank	Highest Degree (University, Year)	Research Agenda/Specialization	Length of Term
Zarza, Zaira (F)	Cinema and Media Arts	Sessional Assistant Professor	PhD, Cultural Studies (Queen's 2015)	Dr Zarza comes to us from her contract position in the Department of Modern Languages and Cultural Studies at the University of Alberta. Dr Zarza has also taught at the University of Havana and Queen's University. She previously held a Killam Memorial Postdoctoral Fellowship at the University of Alberta and has professional expertise as an art historian, curator and film critic. Dr Zarza's research is in screen cultures in both developed and developing countries.	10 months
Friesner, Michael (1-Aug-18) (M)	Language Training Centre for Studies in French	Sessional Assistant Lecturer	PhD, Linguistics (Pennsylvania, 2009)	This appointment is made to the alternate stream. Dr Friesner obtained an MBA from Georgetown University McDonough School of Business in 2017. Dr Friesner has held faculty positions at the Université du Québec à Montréal, the University of Pennsylvania and Dartmouth College. Dr Friesner has strong and diverse experience in language teaching in various settings.	10 months
Marsiej, Juan (1-Sept-18) (M)	Political Science	Sessional Assistant Professor	PhD, Political Science (Toronto, 2017)	Dr Marsiej comes to us from his limited term faculty position in the Department of Political Studies at the University of Toronto and he has also taught at Ryerson University. Dr Marsiej's research is on the social mobilization of LGBTQ groups in Latin America.	10 months
George, Tammy (F)	Kinesiology and Health Science,	Sessional Assistant Lecturer	PhD, Sociology and Equity Studies in Education (Toronto,	This appointment is made to the alternate stream. Dr George comes to us from her limited term faculty appointment in the Department of Sociology at Ryerson University. She has	3 years

³ All appointments effective July 1, 2018 except where indicated in the Name column.

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

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

Board Academic Resources Committee – October 1, 2018 APPENDIX A

	Critical Socio-Cultural & Policy Studies		2016)	previously taught at the University of Ottawa, University of Toronto and York University. Dr George has years of education and training in the areas of sociological inquiry, gender and racial inequity and issues of citizenship and national belonging in the contemporary moment.	
Abbruzzese, Teresa (F)	Social Science, Urban Studies	Sessional Assistant Professor	PhD, Environmental Studies (York, 2012)	Dr Abbruzzese has recently held a contractually limited appointment in the Urban Studies Program at York University and was awarded the Ian Greene Award for Excellence in Teaching in 2015. Dr Abbruzzese's research interests are interdisciplinary, encompassing critical and feminist urban theory, urban and regional planning, human geography, cultural studies, critical anthropology, and sociology.	2 years
Duncan, Liisa (1-Sept-18) (F)	Languages, Literatures & Linguistics, Linguistics	Sessional Assistant Professor	PhD, Linguistics (Toronto, 2015)	Dr Duncan is a contract faculty member in the Department of Languages, Literatures & Linguistics at York. She has also taught at Brock, Trent and Toronto. Dr Duncan specializes in linguistics and was nominated for a Dean's Award for Excellence in Teaching at York in 2017.	1 year
Khan, Shahed (M)	Economics, Theoretical	Sessional Assistant Professor	PhD, Economics (McMaster, 2018)	Dr Khan has taught a variety of economics courses at McMaster University, Boston College and York University. Dr Khan's research involves both theoretical and empirical analysis.	1 year
Russell, Devlin (M)	Philosophy, Philosophy of Mind and Cognition	Sessional Assistant Professor	PhD, Philosophy (Toronto, 2016)	Dr Russell comes to us from the Department of Philosophy, University of Buffalo where he held a Visiting Assistant Professor position. Dr Russell's research focuses on intention and practical knowledge.	1 year
Rwigema, Marie-Jolie (F)	Social Work	Sessional Lecturer	PhD, Social Work (Toronto, 2018)	Ms Rwigema is expected to complete her PhD in Fall 2018. Ms Rwigema recently held a contractually limited appointment in the School of Social Work at York and has taught numerous courses as course director. Since 2005, she has held the role of Anti-Oppression Facilitator/Consultant. Ms Rwigema's research interests include the Rwandan genocide and its politics, histories and impacts on survivors.	2 years

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Squire, Jeffrey (M)	Social Science, Urban Studies	Sessional Assistant Professor	PhD, Urban and Regional Planning (Waterloo, 2012)	Dr Squire has taught in the Department of Social Science and Equity Studies at York, in the Department of Geography and Planning at the University of Toronto and in the School of Environment, Enterprise and Development at the University of Waterloo. Dr Squire's research is focused on environmental health and African urbanism.	2 years
Thakur, Monika (F)	Politics	Sessional Assistant Professor	PhD, International Relations (London, 2006)	Dr Thakur comes to us from her limited appointment in the Department of Political Science at St. Francis Xavier University. She previously held a contractually limited appointment in the Department of Political Science at York and has also taught at Concordia and McMaster. Dr Thakur specializes in international relations, comparative politics and the international politics of Africa.	1 year
Watters, Elizabeth (F)	Social Work	Sessional Lecturer	PhD, Social Work (Wilfrid Laurier, 2018)	Ms Watters is expected to complete her PhD in Fall 2018. Ms Watters has teaching experience in Social Work at Wilfrid Laurier University. She has held professional roles such as Health Promotion Specialist with Wellington-Dufferin-Guelph Public Health and Diversity Specialist at the Canadian Cancer Society. Ms Watter's research explores the impact of precarious employment on the health of racialized immigrant women.	2 years
York University Libraries					
Montgomery, David (M)	Digital Scholarship Infrastructure, Metadata Librarian	Adjunct Librarian	MA, Information Science & Technology (Toronto, 2010)	Mr Montgomery is currently a Music Cataloguer with Bibliographic Services at York. He has held limited term teaching positions in the Faculty of Music at both Queen's University and the University of Toronto. Mr Montgomery is a music specialist and has a passion for metadata.	2 years

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Recommendations for Promotion to Full Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Krasny, K (F)	Education		PhD (Texas A&M)	Language and Literacy
Lehrer, U (F)	Environmental Studies		PhD (California)	Built Environment in a Globalizing World
Maas, W (M)	Glendon	Political Science	PhD (Yale)	Comparative and European Politics
Daly, T (F)	Health	School of Health Policy and Management	PhD (Toronto)	Health Policy
Ginsburg, L (F)	Health	School of Health Policy and Management	PhD (Toronto)	Health Management and Evaluation
Hynie, M (F)	Health	Psychology	PhD (McGill)	Social Psychology
Westra, H (F)	Health	Psychology	PhD (Western Ontario)	Clinical Psychology
Daly, M (M)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD (McMaster)	Engineering Physics
Palermo, D (M)	Lassonde School of Engineering	Civil Engineering	PhD (Toronto)	Structure
Andrews, K (F)	Liberal Arts and Professional Studies	Philosophy	PhD (Minnesota)	Philosophy of Psychology
Buturovic, A (F)	Liberal Arts and Professional Studies	Humanities	PhD (McGill)	Islamic Studies
Chuang, Y-T (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Toronto)	Organization Theory and Strategic Management
Creet, J (F)	Liberal Arts and Professional Studies	English	PhD (California, Santa Cruz)	History of Consciousness
Curto, J (M)	Liberal Arts and Professional Studies	History	PhD (California)	African History

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Das, R (M)	Liberal Arts and Professional Studies	Geography	PhD (Ohio State)	Human Geography
Etkin, D (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (York)	Disaster and Emergency Management
Johnson, M (F)	Liberal Arts and Professional Studies	History	PhD (John Hopkins)	African History
Latham, R (M)	Liberal Arts and Professional Studies	Political Science	PhD (New School for Social Research)	Political Theory and International Relations
Lawrence, B (F)	Liberal Arts and Professional Studies	Equity Studies	PhD (Toronto)	Indigenous Studies
Leblanc, R (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (York)	Law, Governance and Ethics
Rubenstein, A (F)	Liberal Arts and Professional Studies	History	PhD (Rutgers State)	Latin American History
Wong, Y-L (F)	Liberal Arts and Professional Studies	Social Work	PhD (Toronto/OISE)	Social Work
Deutsch, Y (M)	Schulich School of Business	Strategic Management/ Policy	PhD (British Columbia)	Strategic Management, Entrepreneurial Studies

Recommendations for Tenure and Promotion to Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Dossou-Yovo, A (M)	Glendon	International Studies	PhD (Quebec)	Management and Entrepreneurship
Karoui, A (M)	Glendon	International Studies	PhD (HEC Montréal)	Finance, Mutual Fund Performance
Lebel, M (F)	Glendon	Language Training Centre for Studies in French	PhD (Québec)	Applied Linguistics

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Stevens, D (M)	Health	Psychology	PhD (Toronto)	Neuropsychology
Farag, H (M)	Lassonde School of Engineering	Electrical Engineering and Computer Science	PhD (Waterloo)	Microgrids and Distribution Systems
Jiang, Z (M)	Lassonde School of Engineering	Electrical Engineering and Computer Science	PhD (Queen's)	Software Engineering and Computer Systems
Leung, S (F)	Lassonde School of Engineering	Mechanical Engineering	PhD (Toronto)	Mechanical Engineering
Moore, J (M)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD (Arizona)	Space Science and Engineering
Rezai, P (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (McMaster)	Thermofluidic Science, Microfluidics, bioengineering
Bickford, A (F)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Social-Cultural Anthropology and Historical Sociology
Huss, B (M)	Liberal Arts and Professional Studies	Philosophy	PhD (Minnesota)	Epistemology, Philosophy of Psychology
Koffman, D (M)	Liberal Arts and Professional Studies	History	PhD (New York)	History and Hebrew and Judaic studies
Lawrence, G (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Toronto/ OISE)	Second Language Acquisition and Comparative
Letkiewicz, J (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Ohio State)	Consumer and Personal Finance
Marcus, J (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Wilfrid Laurier)	Sustainability/ Organizational Behaviour

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Mekouar, M (M)	Liberal Arts and Professional Studies	Social Science	PhD (McGill)	Political science, international development
Ojo, T (M)	Liberal Arts and Professional Studies	Communication Studies	PhD (Queensland)	Global Media, Journalism and International Communication

Recommendations for Tenure and Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Page-Cutrara, K (F)	Health	Nursing	PhD (Duquesne)	Nursing

Recommendations for Tenure at the Rank of Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Czekanski, A (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (Toronto)	Computational Solids Mechanics, Additive Manufacturing, Design Engineering Education
Rozdilsky, J (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Michigan State)	Resource Development and Urban Studies

,Table 1 (Cumulative) 2018-19 Recommendations for Appointment – Full-Time Faculty Members¹

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Funding
AMPD						
Becker, Manfred	M	Cinema and Media Arts	Assistant Professor, PC1	M.A., Interdisciplinary Studies (York, 2011)	Mr. Becker has been a course director at York since 2005 and between 2011 and 2016 he taught at Seneca College in their Documentary Diploma Program, at Humber College in their School of Media Studies, and at Ryerson University in their Image Arts Program and the Documentary Media Graduate Program. Mr. Becker has extensive professional experience including participation in the Academic of Canadian Cinema and Television, The HotDocs Film Festival, and a number artistic output including Director/Writer and Editor/Writer, etc.	Faculty Funded
Bunch, Mary	F	Cinema and Media Arts/Theatre	Assistant Professor, PC2	PhD, Theory and Criticism (Western, 2011)	Dr. Bunch will be nominated for a Tier 2 Canada Research Chair in Vision, Disability Studies and the Arts in the October 2018 competition. Dr. Bunch comes to us from her faculty position with the Institute for Gender, Sexuality and Feminist Studies at McGill University. Her research interests are in critical disability theory and political imaginary.	Specially Funded
EDUCATION						
Delgado Vintimilla, Cristina	F	Early Childhood Education	Assistant Professor, PC1	PhD, Education (UBC, 2012)	Dr. Delgado Vintimilla comes to us from Capilano University where she has been an instructor since 2005 and has held a leadership role in the development of the Capilano University Children's Centre. Dr. Delgado Vintimilla is deeply immersed in the word of early childhood education, but also brings an interdisciplinary focus to this through exploring the intersection among early childhood, the environmental humanities, Indigenous knowledges, and contemporary critical theory.	Faculty Funded
Shah, Vidya	F	Leadership and	Assistant	Ed.D., Educational	Dr. Shah has held a seconded faculty position in the Faculty of	Faculty

¹ All appointments effective July 1, 2018 except where indicated in the Name column.

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		Education	Professor, PC1	Administration (OISE, 2016)	Education at York since 2013. From 2009 to 2013, she held the position of Lead Teacher, Model Schools for Inner Cities at the Toronto District School Board. Dr. Shah's research interest draws on the intersections of bodies of knowledge: leadership for social justice; equity, anti-oppression and anti-colonial education; and, spirituality/the soul and education.	Funded
GLENDON						
Challal, Samia	F	Mathematics	Assistant Lecturer, PC1	PhD, Mathematics (Metz, 1994)	This appointment is made to the alternate stream. Dr. Challal has held course directorships and a contractually limited appointment at Glendon College since 2010. She has also held a course directorship in the Health Science College in Saudi Arabia for one year and was a visiting researcher at the Fields Institute in Toronto from 2008 to 2010.	Faculty Funded
Chapdelaine-Feliciati, Clara	F	International Studies	Assistant Professor, PC1	PhD, International Law (Oxford University, 2016)	Dr. Chapdelaine-Feliciati comes to us from the University of Toronto where she has been a Sessional Lecturer in the Faculty of Arts & Sciences this past year. She previously held a limited term assistant professor position at the Ted Rogers School of Management at Ryerson University. Dr. Chapdelaine-Feliciati's areas of interest are International Law, International Organizations, Human Rights Law, International Criminal Law, etc.	Faculty Funded
Laxer, Emily	F	Sociology	Assistant Professor, PC1	PhD, Sociology (Toronto, 2015)	Dr. Laxer has recently completed a two-year postdoctoral fellowship in the Department of Sociology at the University of Michigan. She has taught undergraduate courses in the Department of Sociology at the University of Toronto. Dr. Laxer's primary areas of interest are immigration, race and ethnicity, gender, political sociology, comparative politics, citizenship and nationalism.	Faculty Funded
HEALTH						
Adam, Simon	M	Nursing, Primary	Assistant	PhD, Adult	Dr. Adam has recently completed a postdoctoral fellow in the School of	Faculty

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		Health	Professor, PC1	Education and Community Development (Toronto, 2017)	Nursing at Trent University. He is a registered nurse with the College of Nurses of Ontario and has 11 years of clinical experience. Dr. Adam has been a lecturer at the Trent School of Nursing for the past several years. His research takes a community-based approach to understanding mental health and mental illness.	Funded
Appel, Lora	F	Health Policy & Management, Informatics & Analytics	Assistant Professor, PC1	PhD, Communication and Information Science (Rutgers, 2015)	Dr. Appel recently held a postdoctoral visitor appointment in the School of Health Policy & Management in the Faculty of Health and has held the position of Project Lead at Open Lab at the University Health Network since 2012. Dr. Appel is involved in exploring the use of virtual reality and informatics technology in healthcare. Her research focuses on the interplay among health organizations, human, cultural, and organizational factors and information communication technology.	Faculty Funded
Chaufan, Claudia	F	SHPM, Globalization, Health Equity and Policy	Associate Professor, C1	PhD, Sociology (California Santa Cruz, 2006)	Dr. Chaufan recently held a two-year contractually limited appointment in the School of Health Policy and Management at York. Previously she held a faculty position in the School of Nursing at the University of California, Santa Cruz. Dr. Chaufan's research is mainly in sociology and political economy of health and health care; comparative health policy; and in the social determinants of health with a focus on the effects of neoliberal globalization on health equity.	Faculty Funded
Cheng, Arthur	M	Kinesiology, Muscle Physiology	Assistant Professor, PC1	PhD, Kinesiology (Western Ontario, 2010)	Dr. Cheng comes to us from Korolinska Institutet where he is employed as a researcher under the leadership of world renowned physiologist Dr. Hakan Westerblad. He also completed a postdoctoral fellowship at the Korolinska Institutet. Dr. Cheng's research is in the area of applied muscle physiology that scales from single muscle fibre to whole body physiological assessments of muscle contractile function.	Faculty Funded
Evans, Sarah	F	Nursing, Common and Complex Health Challenges	Assistant Lecturer, PC1	PhD, Health Education (D'Youville, 2012)	This appointment is made to the alternate stream. Dr. Evans comes to us from her faculty position at the Sally Horsfall Eaton School of Nursing, George Brown College. For the past 10 years she has been extensively involved in simulation education and she is currently working on a Certification with the Society of Simulation in Healthcare.	Faculty Funded

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					Her interest in simulation education is focused on student learning and knowledge transfer to clinical settings.	
Freud, Erez	M	Psychology, Visual Neuroscience	Assistant Professor, PC1	PhD, Psychology (Ben-Gurion, 2015)	Dr. Freud has recently completed a two-year postdoctoral fellow in the Department of Psychology and Center for the Neural Basis of Cognition, Carnegie Mellon University. Dr. Freud is a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr. Freud's research focuses on two major questions in cognitive neuroscience: what are the cognitive and neural mechanisms that support different visual functions and what is the developmental trajectory of different visual functions?	Specially Funded
Hillier, Sean	M	SHPM, Indigenous Health	*Lecturer/ Assistant Professor, PC1	PhD, Policy Studies (Ryerson, 2018)	Mr. Hillier is expected to defend his dissertation in Fall 2018. He has taught numerous courses at Ryerson University since 2015 in the subject area of sociology, health & law and political science. Mr. Hillier's research focus is in the area of Indigenous Health & wellness and two-spirit / queer Indigenous identities.	Specially Funded
Jeurgensen, Linda	F	Nursing, Primary Health Care & Systems	*Lecturer/ Assistant Professor, PC1	PhD, Nursing (Ottawa, 2018)	Ms Jeurgensen is expected to defend her dissertation in December 2018. Ms Jeurgensen has 15+ years of experience as a Registered Nurse in the areas of health promotion and infectious diseases prevention. Her areas of research are in critical theory, public health and HIV care.	Faculty Funded
Josse, Andrea	F	Kinesiology, Nutritional Interventions	Assistant Professor, PC3	PhD, Kinesiology (McMaster, 2011)	Dr. Josse comes to us from her position as an Assistant Professor in the Department of Kinesiology at Brock University. She is also an Affiliate Scientist with the Li Ka Shing Knowledge Institute at St. Michael's Hospital. Dr. Josse's research focus is on nutritional and physical activity interventions for health promotion and lifestyle modifications in obesity.	Faculty Funded
Nicholson, Laura	F	Nursing, Nursing Simulation	Assistant Lecturer, PC1	PhD, Health Education (D'Youville, 2012)	This appointment is made to the alternate stream. Dr. Nicholson held a contractually limited appointment at York since 2015 and served as the Director of the Nursing Simulation Suite. She is a registered nurse and has achieved the designation of Certified Healthcare Education from the Society for Simulation in Healthcare. Her interest is on the use of	Faculty Funded

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					simulated clinical experience in nursing.	
Pottinger, Anne	F	Nursing, Mental Health/Mental Illness	Assistant Lecturer, PC1	MA, Nursing (Toronto, 2003)	This appointment is made to the alternate stream. Ms Pottinger comes to us from her position as Clinical Director at the Centre for Addiction and Mental Health (CAMH). She has over 11 years of experience as a contractually limited appointment, a course director and clinical course director with the School of Nursing at York. Ms Pottinger's expertise is across the mental health and addiction continuum of care ranging from community, inpatient, geriatric and emergency mental health nursing.	Faculty Funded
Premji, Shahirose	F	Nursing	Full Professor, Tenured	PhD, Clinical Health Sciences (McMaster, 2000)	Dr. Premji will hold the position of Director of the School of Nursing for a five-year term, renewable upon mutual agreement. She comes to us from the School of Nursing at the University of Calgary where she has been a faculty member since 2002. She also completed a postdoctoral fellowship in the Department of Pediatrics/Faculty of Nursing at the University of Calgary in 2001. Dr. Premji is a registered nurse in the Province of Alberta and was previously been licensed to practice in Ontario. She has received the Jeanne Mance Award in 2016. Dr. Premji has an impressive record of research, scholarship and mentorship. Her research program investigates psychosocial, cultural, and environmental factors as both risk factors and target of intervention to prevent preterm birth.	Faculty Funded
Rodney, Ruth	F	Nursing, Global Context of Nursing	Assistant Professor, PC1	PhD, Nursing (Toronto, 2017)	Dr. Rodney has 14 years of professional clinical nursing experience including the past 10 years as an emergency department nurse, one year as an infectious disease specialist, and multiple international placements in the U.S., Bolivia, Guyana, Kenya and Cuba. She is a Team Leader at the Women's Health Survey in Guyana focusing on violence against women and a research team member with PREVnet (Promoting Relationships and Eliminating Violence Network). Dr. Rodney's areas of expertise are health promotion, violence prevention, and gender issues.	Faculty Funded

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Roudier, Emilie	F	Kinesiology, Chronic Diseases	Assistant Professor, PC1	PhD, Biology and Biomedical Sciences (Université Joseph Fourier, 2002)	Dr. Roudier recently held a contractually limited appointment in the School of Kinesiology and Health Science at York. She teaches in both the undergraduate and graduate levels in Global Health and Kinesiology and Health Science programs. She has completed postdoctoral trainings at the prestigious Karolinska Institute in Sweden and at Montreal. Dr. Roudier's research expertise is in the study of determinants of chronic diseases both from a global health perspective and with an in-depth cellular, molecular, and integrative physiological approach.	Faculty Funded
Vorstermans, Jessica	F	SHPM, Disability, International Human Rights	Assistant Professor, PC1	PhD, Critical Disability Studies (York, 2017)	Dr. Vorstermans recently completed a postdoctoral fellow with the School of Early Childhood Studies at Ryerson University. Prior to her doctorate studies, she was Co-executive Director of a national experimental learning program by Jean Vanier entitled Intercordia Canada and she served as a contract instructor for several years at King's University College, Western University. Dr. Vorsterman's research is intersectional and takes up the tangled field of human rights and disability and equity.	Faculty Funded
LA&PS						
Boyd, Kendra	F	History, US History	Assistant Professor, PC1	PhD, History (Rutgers, 2017)	Dr. Boyd has held a postdoctoral research associate position at Rutgers University since 2017. She is a scholar of black entrepreneurship, racial capitalism, migration, and urban history. Dr. Boyd has a strong track record of funding and awards and a good publication record for her stage of career.	Faculty Funded
Chowdan, James	M	Human Resource Management	Assistant Professor, PC1	PhD, Management of Organizational Behaviour (McMaster, 2013)	Dr. Chowdan comes to us from his position as Regional Manager in the Microdata Access Division at Statistics Canada. He has also held an Adjunct Assistant Professor position at DeGroote School of Business, McMaster University since 2013. Dr. Chowdan's research focuses on human capital under three main themes: strategic macro human	Faculty Funded

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					resources management, micro human resources management and workers' health outcomes.	
Dao, Nga	F	Social Science, Business & Society and International Development Studies	Assistant Professor, PC1	PhD, Geography (York, 2012)	Dr. Dao comes to us from her role as Founder and Director at the Center for Water Resources Conservation and Development in Vietnam. Since 2012, she has been course director for five distinct courses in the Department of Social Science at York. Dr. Dao also holds two Masters degrees – MSc in Financial Economics, Cornell University (1996) and an MA in International Agriculture, Cornell University (2002). Dr. Dao's current research uses a political economy framework and feminist approach to examine how corporate agriculture has affected river food systems and agro-ecosystems in the Mekong delta.	Faculty Funded
Djogbenou, Antoine	M	Economics, Financial	Assistant Professor, PC1	PhD, Economics (Montreal, 2016)	Dr. Djogbenou has taught undergraduate courses and graduate level courses at both the University of Montreal and Queen's University. His research interests are at the intersection of financial economics and applied econometrics.	Faculty Funded
Ebrahim, Sepideh	F	Administrative Studies, Management Information Systems	Assistant Professor, PC1	PhD, Business Administration (McMaster, 2018)	Dr. Ebrahim was recently awarded her PhD from McMaster University. Dr. Ebrahim's main research interests falls within the area of effective use of data analytics. She has a strong research profile with a clear vision of how her research will evolve over the next 5-10 years. Dr. Ebrahim has taught a variety of MIS courses relevant to the area.	Faculty Funded
Fleming, Jason	M	Administrative Studies, Taxation	Assistant Lecturer, PC1	MA, Accounting (Waterloo, 1999)	This appointment is made to the alternate stream. Mr. Fleming is a CPA (2012) and CA (2000). From 1999-2003, he was Tax Manager at Ernst & Young LLP. He provided CPA/CA professional exam consulting services for 15 years. Mr. Fleming has been teaching at York since 2003 and an expert qualified to teach tax and across the accounting curriculum.	Faculty Funded

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Fresco, Estee	F	Communication Studies	Assistant Professor, PC1	PhD, Media Studies (Western, 2015)	Dr. Fresco recently held a contractually limited appointment in the Department of Communication Studies at York. She has also taught at Western and Ryerson universities. Dr. Fresco's research looks at international sporting events as venues for the fusion of nationalism and consumption with an emphasis on events held in Canada between 1976 and 2010.	Faculty Funded
Hepburn, Shamette	F	Social Work	Assistant Professor, PC1	PhD, Social Justice Education (OISE/Toronto, 2018)	Since 2012, Dr. Hepburn has held the position of Gerontological Social Worker/Supervisor at VHA Rehab Solutions. She has taught undergraduate and graduate courses in the School of Social Work at York for the past few years. Dr. Hepburn's research focus is on transnational aging.	Faculty Funded
Kennedy, Eric	M	Administrative Studies, Disaster and Emergency Management	Assistant Professor, PC1	PhD, Human & Social Dimensions of Science & Technology (Arizona State, 2018)	Dr. Kennedy was recently awarded his PhD from Arizona State University. He has taught numerous undergraduate and graduate courses with very good teaching evaluations. Dr. Kennedy's research brings together science policy, environmental management, and institutional analysis to address the management of and response to natural hazards.	Faculty Funded
Lande, Kevin (1-Jul-19)	M	Philosophy, Perception	Assistant Professor, PC1	PhD, Philosophy (California, 2018)	Dr. Lande was recently awarded his PhD in March 2018 from the University of California at Los Angeles. Dr. Lande is a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr. Lande's research program demonstrates deep contact with vision science and he will contribute to the Cognitive Science Program, the Department of Philosophy, to the Faculty and beyond.	Specially Funded
Laurin-Lamothe, Audrey (1-Jul-19)	F	Social Science, Business & Society	Assistant Professor, PC1	PhD, Sociology (Québec, 2017)	Dr. Laurin-Lamothe is currently a postdoctoral researcher in the Department of Social Sciences at the Université du Québec À Montréal. She is a sociologist with broad interests in economics and financialization.	Faculty Funded

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Nielsen, Emilia	F	Social Science, Health & Society	Assistant Professor, PC1	PhD, Gender, Race, Sexuality and Social Justice (UBC, 2013)	Dr. Nielsen comes to us from her position as Visiting Scholar at the Canadian Literature Centre at the University of Alberta. Previously she completed a two-year Instructorship in Women's and Gender Studies at the University of Alberta. Situated in the field of feminist cultural studies of health, medicine and disability, Dr. Nielsen uses poetic expressions as ways of understanding different types of illnesses, including chronic illnesses and breast cancer.	Faculty Funded
Olawoye, Salewa Yinka	F	Social Science, Business & Society	Assistant Professor, PC1	PhD, Economics (Kansas City, 2016)	Dr. Olawoye recently held a limited term faculty position in the Department of Economics at Ryerson University. Dr. Olawoye is a trained heterodox economist with expertise in global South economies, natural resource stewardship and the potential for positive environmental outcomes from resource-based economies.	Faculty Funded
Pitawanakwat, Brock (1-Jan-19)	M	Equity Studies, Indigenous Studies	Associate Professor, Tenured	PhD, Indigenous Governance (Victoria, 2009)	Dr. Pitawanakwat currently holds a faculty position at the University of Sudbury where he teaches courses on Indigenous Research Methodologies and Ojibwe language, Governance, Health, Education and Politics. Dr. Pitawanakwat is an established scholar and his current research interests include Anishinaabe health, Indigenous electoral participation, and cultural revitalization for Indigenous resurgence.	Faculty Funded
Pitt, Kendra-Ann	F	Social Work	Assistant Professor, PC1	PhD, Social Justice Education & Women and Gender Studies (OISE/Toronto, 2017)	Dr. Pitt recently held a postdoctoral fellow at the Dalla Lana School of Public Health, University of Toronto. From 2003 to 2008, she held the position of Domestic Violence Coordinator at Sure Start Hounslow in Middlesex, U.K. Dr. Pitt has taught a variety of courses at Ryerson and the University of Toronto. Her research and teaching interests engage the overlaps of critical social work, critical race, transnational feminist, critical disability and mad studies.	Faculty Funded
Prince, Enamul	M	Information	Assistant	PhD, Computer	Dr. Prince recently held a postdoctoral fellow at Stanford University.	Faculty

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		Technology, Applied Big Data	Professor, PC1	Science (UBC, 2017)	He has taught at the University of British Columbia, Memorial University and Chittagong University of Engineering and Technology. Dr. Prince's research interest lies in the intersection among data visualization and analytics, human-computer interaction, and natural language processing.	Funded
Roburn, Shirley	F	Communication Studies, Critical Race, New Media Technology, and Policy	Assistant Professor, PC1	PhD, Communication Studies (Concordia, 2015)	Dr. Roburn recently held a Visiting Scholar in the Department of Art History and Communication Studies at McGill University where she also held a two-year postdoctoral fellowship. Dr. Roburn's interdisciplinary research addresses questions of translocal digital citizenship, civic engagement, cross-cultural coalition building within social movements, and environmental protest in a digital age.	Faculty Funded
Rotz, Sarah (1-Jul-19)	F	Social Science, Interdisciplinary Social Science	Assistant Professor, PC1	PhD, Geography (Guelph, 2017)	Dr. Rotz currently holds a postdoctoral fellow at Guelph's Arrell Food Institute and she has recently held the position of Research Associate, Conservation as Reconciliation Major Research Project at Guelph. Dr. Rotz's research and teaching interests include critical Indigenous studies, critical mixed methodologies, and political ecologies of land/food systems.	Faculty Funded
Scott, Sonya	F	Social Science, Business & Society	Assistant Professor, PC1	PhD, Social and Political Thought (York, 2008)	Dr. Scott recently held a contractually limited appointment in the Department of Social Science at York. She has taught courses at Wilfred Laurier, Humber College, Guelph-Humber and York. Dr. Scott's primary areas of research include the history of economic thought, feminist political economy and heterodox political economy.	Faculty Funded
Sharpe, Christina	F	Humanities, Black Diaspora Studies	Full Professor, Tenured	PhD, English Language and Literature (Cornell, 1999)	Dr. Sharpe comes to us from Tufts University where she has been a faculty member since 1999 in the Department of English with cross-appointments to Africana Studies and Women's, Gender, and Sexuality Studies. Dr. Sharpe's teaching and research interests are interdisciplinary and collaborative: Black Studies, African American and African Diasporic literatures, visual arts, and theory; Black cultural	Faculty Funded

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					studies; queer theory; and Black feminist theory.	
Sriskandarajah, Anuppiriya	F	Humanities, Children's, Childhood and Youth Studies	Assistant Professor, PC1	PhD, Sociology (Windsor, 2017)	Dr. Sriskandarajah recently held a limited term position at the Pauline Jewett Institute of Women's and Gender Studies, Carleton University where she teaches both undergraduate and graduate courses. Her research interests include youth activism, transnational social fields, spatiality, and belonging.	Faculty Funded
Weitzner, David	M	ADMS, Management	Assistant Professor, PC1	PhD, Business Policy and Strategy (York, 2006)	Dr. Weitzner recently held a contractually limited appointment at the Schulich School of Business and previously held a faculty position at the Kogod School of Business at American University in Washington. Dr. Weitzner's research interests are in understanding how managers and entrepreneurs helping multi-objective organizations make their strategic decisions.	Faculty Funded
LASSONDE						
Butler, Liam (Jan. 1, 2019)	M	Civil Engineering, Materials	Assistant Professor, PC1	PhD, Civil Engineering (Waterloo, 2012)	Dr. Butler comes to us from the Department of Engineering at the University of Cambridge where he has held the position of Postdoctoral Research Associate since 2014. He also holds a joint appointment as Group Leader with the Alan Turing Institute. Dr. Butler's research interests include developing sustainable, self-sensing and self-healing concrete materials and structures, rehabilitation using smart composites, and applying data-centric engineering approaches to civil engineering research.	Faculty Funded
Cheung, Gene	M	EECS, Communications & Controls	Associate Professor, Tenured	PhD, Electrical Engineering (California, 2000)	Dr. Cheung is a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr. Cheung comes to us from the National Institute for Informatics in Japan where he has been an Associate Professor since 2012. His research interests are in 3D image processing and graph signal processing.	Specially Funded

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Cooper, Thomas	M	Mechanical Engineering, Energy Systems	Assistant Professor, PC1	PhD, Mechanical Engineering (ETH Zurich, 2014)	Dr. Cooper comes to us from his position as Lecturer and Postdoctoral Associate in Mechanical Engineering at Massachusetts Institute of Technology. His research interest is in the critical rethinking of transport processes in energy systems, specifically, ultra-low-cost solar collectors, transparent thermal insulators, and liquid fuels from thin air.	Faculty Funded
Karimpour, Shooka (1-Jul-19)	F	Civil Engineering, Water Resources Engineering	Assistant Professor, PC1	PhD, Civil Engineering (McGill, 2015)	Dr. Karimpour has held back-to-back postdoctoral fellowships at McGill University and Université du Québec À Montréal. He has over a decade of international industrial experience in the areas of Hydro-technical Engineering and Water Resources Management. Dr. Karimpour's research currently focuses on the impact of water use in the energy industry.	Faculty Funded
Maxwell, Andrew	M	Mechanical Engineering	Associate Professor, PC1	PhD, Management of Technology (Waterloo, 2012)	Dr. Maxwell recently held a contractually limited appointment in the Lassonde School of Engineering and held the role of Director, Bergeron Entrepreneurs in Science and Technology (BEST). Dr. Maxwell previously taught at Temple University, the University of Toronto and the University of Waterloo. Dr. Maxwell's area of expertise is in technology entrepreneurship and innovation management, especially in the areas of university-industry interactions, technology commercialization and new venture creation.	Faculty Funded
Mondal, Pulin	M	Civil Engineering,	Assistant Lecturer, PC1	PhD, Civil Engineering (Toronto, 2012)	This appointment is made to the alternate stream. Dr. Mondal comes to us from his position as Research Associate at the Groundwater Research Lab in the Department of Civil Engineering, University of Toronto. He has taught at the University of Toronto, Windsor and two universities in Bangladesh. Dr. Mondal has substantial experience in teaching civil engineering courses (both theory and lab), managing research labs and projects, working at industry pilot facilities, conducting research in hydrogeology, groundwater contamination and wastewater treatment.	Faculty Funded
Orszulik, Ryan (1-Jan-19)	M	ESSE, Engineering Design	Assistant Professor, PC1	PhD, Earth and Space Science (York, 2014)	Since graduating, Dr. Orszulik has received a prestigious Alexander von Humboldt Research Fellowship in Germany and currently holds an NSERC postdoctoral fellow at the Wyss Institute for Biologically	Faculty Funded

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					Inspired Engineering at Harvard University. Dr. Orszulik's research interests are in the fields of space engineering, systems engineering, and mechatronics.	
Rizvi, Reza (1-Jan-19)	M	Mechanical Engineering	Assistant Professor, PC2	PhD, Mechanical Engineering (Toronto, 2014)	Dr. Rizvi comes to us from his faculty position in the Department of Mechanical, Industrial and Manufacturing Engineering at the University of Toledo. Previously he held a postdoctoral fellowship in the Department of Chemistry and Biochemistry at UCLA. Dr. Rizvi's research is in traditional manufacturing, bio-based technologies and energy systems.	Faculty Funded
Sachlos, Terry	M	Mechanical Engineering	Assistant Professor, PC1	PhD, Materials (Oxford, 2004)	Dr. Sachlos recently held a contractually limited appointment in the Department of Mechanical Engineering at York and is an Associate Director – Bergeron Entrepreneurs in Science and Technology (BEST). He has made substantial contributions including to the BEST initiative, first year teaching of Renaissance Engineering, chairing the Engineering Common Core Task Force, serving as first-year coordinator, and spearheading the recent FIRST Robotics Canada competition at York.	Faculty Funded
Tabassum, Hina	F	EECS, Electrical Engineering	Assistant Professor, PC1	PhD, Electrical Engineering (Abdullah University, 2013)	Dr. Tabassum comes to us from her position as Postdoctoral Research Associate in the Electrical and Computer Engineering Department at the University of Manitoba. She has taught several engineering courses and served as a Lecturer and Lab Instructor for two years at NED University of Engineering and Technology, Pakistan. Dr. Tabassum's research areas include massive MIMO networks, full-duplex networks, wireless backhaul networks, energy recycling and harvesting networks, etc.	Faculty Funded
Tandon, Neil	M	ESSE, Atmospheric Science	Assistant Professor, PC1	PhD, Applied Physics & Applied Mathematics (Columbia, 2013)	Dr. Tandon comes to us from his position as Visiting Postdoctoral Fellow at Environment and Climate Change Canada. He previously held a postdoctoral fellowship at the University of Toronto. Dr. Tandon's research is on climate dynamics, addressing fundamental questions of how the atmospheric circulation influences Earth's climate.	Faculty Funded
Wang, Ping	F	EECS, Electrical Engineering	Associate Professor,	PhD, Electrical and Computer	Dr. Wang comes to us from her position as Associate Professor in the School of Computer Science and Engineering at Nanyang	Faculty Funded

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			Tenured	Engineering (Waterloo, 2008)	Technological University in Singapore. She previously held the position of Telecommunications Engineer with China Telecom Guangzhou branch in China. Dr. Wang is an exceptional researcher working in wireless communication networks.	
LIBRARIES						
Wang, Minglu	F	Open Scholarship Department, Research Data Librarian	Assistant Librarian, PC1	MA, Library and Information Science (Iowa, 2009)	Ms Wang comes to us from her position as Research Commons Librarian at Simon Fraser University. She previously held positions as Data Services Librarian at Rutgers University and Digital Library Fellowship at the University of Iowa. Ms Wang has solid experience and expertise in the field of Research Data Management.	Faculty Funded
OSGOODE						
Faraday, Fay	F	Economics and Social Justice	Assistant Professor, PC2	LL.B. (Osgoode, York, 1993)	Professor Faraday recently held the positions of Visiting Professor at Osgoode Hall Law School and Packer Visiting Chair in Social Justice in the Department of Political Science at York since 2014. Professor Faraday has practiced law since 1996 at Cavalluzzo Hayes Shilton McIntyre & Cornish LLP and Faraday Law with a focus on labour, human rights and constitutional law, pay equity, administrative law and public law.	Faculty Funded
Parachin, Adam	M	Business Law	Associate Professor, Tenured	LL.M. (Toronto, 2004)	Professor Parachin comes to us from the Faculty of Law at Western University where he has been a faculty member since 2004. Prior to joining Western, he articulated and practiced law for two years with Fasken Martineau LLP, focusing on estates, trusts and charities law.	Faculty Funded
Smith, Adrian	M	Economics and Social Justice	Associate Professor, Tenured	Doctor of Civil Law (McGill, 2011)	Professor Smith comes to us from the Department of Law and Legal Studies at Carleton University where he has been a faculty member since 2011. Prior to joining Carleton, he articulated with Fasken Martineau DuMoulin LLP, worked as a Litigation Associate with Lerner LLP in Toronto and Montreal, and served as a Lead Researcher with the Law Commission of Ontario.	Faculty Funded
White, Emily Kidd	F	Public Law	Assistant Professor, PC1	JSD. (New York, 2017)	Since graduating, Dr. White held a postdoctoral fellow at Osgoode and was an instructor of Jurisprudence. Prior to her graduate work at New York University she practiced law with McMillan LLP. Dr. White's research interests span the subjects of public law, constitutional law,	Faculty Funded

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					political and legal theory, legal reasoning, human rights, etc.\	
SCHULICH						
Bamber, Matt	M	Accounting	Assistant Professor, PC2	PhD, Accounting (Exeter, 2011)	Dr. Bamber comes to us from his faculty position at Rotman School of Management, University of Toronto. He is a Chartered Accountant, whom prior to his academic career, practiced in the UK and the US. Dr. Bamber's research interests focus on theories of performance, identity, and surveillance to better understand managerial disclosure choices.	Faculty Funded
Mead, Nicole (1-Jan-19)	F	Marketing	Associate Professor, Tenured	PhD, Social Psychology (Florida State, 2009)	Dr. Mead will come to us from her faculty position as Associate Professor of Marketing in the Faculty of Business and Economics at the University of Melbourne, Australia. Dr. Mead's research interests focus on social influence; self-control; sustainable consumption; behavioural ethics; the psychology of money; and, power and leadership.	Faculty Funded
Philipps, Robert	M	Strategic Management/ Policy	Full Professor, Tenured	PhD, Business Administration (Virginia, 1997)	Dr. Philipps comes to us from his position as Professor of Business and holder of the David Meade White, Jr. Chair in Business at the Robins School of Business, University of Virginia. He will hold the George R. Gardiner Professorship in Business Ethics at York. Dr. Philipps' work has an impressive breadth, spanning from strategic management, theory of the firm to more specific business ethics topic, most notably pragmatist philosophy.	Specially Funded
Shao, Ruodan	F	Organization Studies, Meso Organizational Behaviour	Associate Professor, Tenured	PhD, Organizational Behaviour and Human Resources (UBC, 2010)	Dr. Shao comes to us from her position as Associate Professor and Norman Frohlich Fellow in Management in the Department of Business Administration at Asper School of Business, University of Manitoba. Dr. Shao's research interests focus on corporate social responsibility; business ethics/ethical decision-making; organizational justice; cross-cultural management; and, strategic human resources management.	Faculty Funded
Voronov, Maxim	M	Organization Studies, Organizational Theory	Full Professor, Tenured	PhD, Social-Organizational Psychology (Columbia, 2006)	Dr. Voronov comes to us from his position as Full Professor of Management at Goodman School of Business, Brock University. During his academic career, he has taught a variety of courses at the undergraduate and graduate levels and has made significant contributions to scholarship, teaching and service. Dr. Voronov's research interests focus on the dynamics of change and stability of	Faculty Funded

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					social arrangements at the organizational, industry and societal levels, and, integrating emotions into institutional theory.	
SCIENCE						
Douglas, Conor	M	Science and Technology Studies	Assistant Professor, PC1	PhD, Sociology (University of York, 2010)	Dr. Douglas comes to us from Maastricht University where he has held the faculty position in the Technology & Society Studies Department since 2015. He did postdoctoral work at Section Community College, Vrije University Medical Center in Amsterdam, and the Faculty of Pharmaceutical Science at UBC between 2010 and 2015. During his postdoctoral appointments, he was lead researcher on the “Wealth of Data” project funded by the Dutch Centre for Society and Genomics and also submitted a research proposal to help inform equitable coverage decision-making in Canada for drugs for rare disease.	Faculty Funded
Harris, Deborah (1-Jul-19)	F	Physics & Astronomy, Experimental Neutrino Physics	Full Professor, Tenured	PhD, Physics (Chicago, 1994)	Dr. Harris will come to us from her position as a Senior Scientist at the Fermi National Accelerator Laboratory where she is co-spokesperson of the MINERvA collaboration since 2010 and Neutrino Physics Centre co-Leader since 2015. Dr. Harris has a long connection to neutrino physics and is considered a global leader in neutrino cross-section measurements.	Specially Funded
Mermut, Ozzy	F	Physics & Astronomy, Biophysics	Assistant Professor, PC3	PhD, Physical Chemistry (Berkeley, 2006)	Dr. Mermut comes to us from her position as R&D Manager, Biophotonics at INO (National Optics Institute) in Quebec City. She has held an Adjunct Professorship since 2012 in the Department of Ophthalmology at Laval University. Dr. Mermut's research spans interdisciplinary fields such as physics in medicine, surface and interfacial engineering, and applied optics with a heavy focus on biophotonics.	Faculty Funded
Moyles, Iain (1-Jan-19)	M	Mathematics & Statistics, Applied Math	Assistant Professor, PC1	PhD, Applied Mathematics (UBC, 2015)	Dr. Moyles comes to us from his position as postdoctoral researcher at the University of Limerick. He has worked in collaborations on large projects in very diverse areas of biology, chemistry and physics. Dr. Moyles is interested in the effect soil microbial dynamics and the implications for nutrient supply, groundwater quality and plant growth as well as mathematical problems arising from industrial applications.	Faculty Funded

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Pugliese, Stephanie	F	Science and Technology Studies/Natural Science	Assistant Lecturer, PC 1	PhD, Atmospheric Chemistry (Toronto, 2017)	This appointment is made to the alternate stream. Dr. Pugliese recently completed a postdoctoral fellow in the Department of Chemical and Physical Sciences at the University of Toronto Mississauga. She also held the role of Pedagogical Research Associate in the Department of Geography Programs in the Environment and in the Robert Gillespie Academic Skills Centre. Dr. Pugliese has experience as a supervisor and mentor of undergraduate students and has attended Pedagogical Workshops including the Canadian Chemistry Conference and Exhibition.\	Faculty Funded
Rehan, Sandra (1-Jul-19)	F	Biology, Molecular	Assistant Professor, C1	PhD, Ecology and Evolution (Brock, 2011)	Dr. Rehan is currently an Assistant Professor of Genome Enabled Biology in the Department of Biological Sciences & Hubbard Center for Genome Studies at the University of New Hampshire. She is also Assistant Curator of the University of New Hampshire Insect Collection. Dr. Rehan's research focuses on molecular phylogenetics and comparative genomics.	Faculty Funded
Sargent, Pamela (1-Jul-20)	F	Mathematics & Statistics	Assistant Lecturer, PC1	PhD, Mathematics (UBC, 2018)	This appointment is made to the alternate stream. Ms Sargent is expected to successful complete her PhD prior to starting her appointment at York. She has taught university and college courses since 2015. She is interested in minimal surface theory, a branch of differential geometry, and index bounds of free boundary minimal hypersurfaces of convex bodies.	Faculty Funded
Skelton, Andrew	M	Mathematics & Statistics	Assistant Lecturer, PC1	PhD, Applied Mathematics (Guelph, 2014)	The appointment is made to the alternate stream. Dr. Skelton comes to us from his position as full-time instructor and outreach officer at the University of Guelph. He has taught over 18 undergraduate courses at Brock and Guelph universities. Dr. Skelton is interested in increasing his involvement in the scholarship of teaching and learning and in curriculum development.	Faculty Funded
Troje, Nikolaus	M	Biology	Full Professor, Tenured	PhD, Biology (Albert-Ludwings,	Dr. Troje will be nominated for a Tier 1 Canada Research Chair in Visual Science in the October 2018 competition and is a Research	Specially Funded

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				1994)	Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr. Troje comes to us from his faculty position as Full Professor of Psychology at Queen's University with cross-appointments in Biology and Computer Science. He held a Canada Research Chair in Vision and Behavioural Sciences appointment between 2008 and 2013. Dr. Troje's substantial research output in the field of vision and behavioural sciences is contained in 108 papers in journals ranging from PLoS ONE to Human Movement to Journal of Vision.	
Zylberberg, Joel (1-Jan-19)	M	Physics and Astronomy	Assistant Professor, PC2	PhD, Physics (California, 2012)	Dr. Zylberberg will be nominated for a Tier 2 Canada Research Chair in Visual Science in the October 2018 competition and is a Research Enhanced Hire and a VISTA core member through the Canada First Research Excellence Fund (CFREF) program. Dr. Zylberberg comes to us from his faculty position in Physiology and Biophysics at the University of Colorado School of Medicine. Dr. Zylberberg is a computational neuroscientist who models signal processing and learning, mostly in early visual pathways.	Specially Funded

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

Name	Gender	Department, Field	Rank	Highest Degree	Research Agenda/Specialization	Length of Term
AMPD						
Johnson, Monique	F	Visual Arts & Art History	Sessional Assistant Professor	PhD, History of Art (Michigan, 2014)	Dr. Johnson comes to us from a contract position as research assistant with the Art Gallery of Ontario. She previously held a contract as Assistant Curator with the Royal Ontario Museum. Dr. Johnson has more than 6 years of experience teaching at the university level. Dr. Johnson specializes in nineteenth-century French art and the history and theory of photography.	1 year

² All appointments effective July 1, 2018 except where indicated in the Name column.

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Zarza, Zaira	F	Cinema and Media Arts	Sessional Assistant Professor	PhD, Cultural Studies (Queen's 2015)	Dr. Zarza comes to us from her contract position in the Department of Modern Languages and Cultural Studies at the University of Alberta. Dr. Zarza has also taught at the University of Havana and Queen's University. She previously held a Killam Memorial Postdoctoral Fellowship at the University of Alberta and has professional expertise as an art historian, curator and film critic. Dr. Zarza's research is in screen cultures in both developed and developing countries.	10 months
GLENDON						
Nadeau, Robin (1-Sep-18)	M	History, Ancient History	Sessional Assistant Lecturer	PhD, History (Université Paris, 2008)	This appointment is made to the alternate stream. Dr. Nadeau has a decade of teaching experience at Mount Allison University, Laurentian University, Durham University in the UK and most recently at Bishop's University in Quebec. His interests focus on two broad areas: food history and health, and cross-cultural exchanges in ancient Greece and the Roman world.	10 months
Friesner, Michael (1-Aug-18)	M	Language Training Centre for Studies in French	Sessional Assistant Lecturer	PhD, Linguistics (Pennsylvania, 2009)	This appointment is made to the alternate stream. Dr. Friesner obtained an MBA from Georgetown University McDonough School of Business in 2017. Dr. Friesner has held faculty positions at the Université du Québec à Montréal, the University of Pennsylvania and Dartmouth College. Dr. Friesner has strong and diverse experience in language teaching in various settings.	10 months
Marsiej, Juan (1-Sept-18)	M	Political Science	Sessional Assistant Professor	PhD, Political Science (Toronto, 2017)	Dr. Marsiej comes to us from his limited term faculty position in the Department of Political Studies at the University of Toronto and he has also taught at Ryerson University. Dr. Marsiej's research is on the social mobilization of LGBTQ groups in Latin America.	10 months
HEALTH						
George, Tammy	F	Kinesiology and Health Science, Critical Socio-Cultural & Policy Studies	Sessional Assistant Lecturer	PhD, Sociology and Equity Studies in Education (Toronto, 2016)	This appointment is made to the alternate stream. Dr. George comes to us from her limited term faculty appointment in the Department of Sociology at Ryerson University. She has previously taught at the University of Ottawa, University of Toronto and York University. Dr. George has years of education and training in the areas of sociological	3 years

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					inquiry, gender and racial inequity and issues of citizenship and national belonging in the contemporary moment.	
LA&PS						
Abbruzzese, Teresa	F	Social Science, Urban Studies	Sessional Assistant Professor	PhD, Environmental Studies (York, 2012)	Dr. Abbruzzese has recently held a contractually limited appointment in the Urban Studies Program at York University and was awarded the Ian Greene Award for Excellence in Teaching in 2015. Dr. Abbruzzese's research interests are interdisciplinary, encompassing critical and feminist urban theory, urban and regional planning, human geography, cultural studies, critical anthropology, and sociology.	2 years
Duncan, Liisa (1-Sept-18)	F	Languages, Literatures & Linguistics, Linguistics	Sessional Assistant Professor	PhD, Linguistics (Toronto, 2015)	Dr. Duncan is a contract faculty member in the Department of Languages, Literatures & Linguistics at York. She has also taught at Brock, Trent and Toronto. Dr. Duncan specializes in linguistics and was nominated for a Dean's Award for Excellence in Teaching at York in 2017.	1 year
Khan, Shahed	M	Economics, Theoretical	Sessional Assistant Professor	PhD, Economics (McMaster, 2018)	Dr. Khan has taught a variety of economics courses at McMaster University, Boston College and York University. Dr. Khan's research involves both theoretical and empirical analysis.	1 year
Lee, Ahrong	F	Languages, Literatures and Linguistics, Korean	Sessional Assistant Lecturer	PhD, English (Wisconsin, 2009)	This appointment is made to the alternate stream. Dr. Lee has been at York since 2011 as a contractually limited appointment and course director teaching Korean language and linguistics courses. She also has taught at the University of Wisconsin-Milwaukee. Dr. Lee has experience teaching courses in technology-enhanced learning environments.	2 years
Russell, Devlin	M	Philosophy, Philosophy of Mind and Cognition	Sessional Assistant Professor	PhD, Philosophy (Toronto, 2016)	Dr. Russell comes to us from the Department of Philosophy, University of Buffalo where he held a Visiting Assistant Professor position. Dr. Russell's research focuses on intention and practical knowledge.	1 year
Rwigema, Marie-Jolie	F	Social Work	Sessional Lecturer	PhD, Social Work (Toronto, 2018)	Ms Rwigema is expected to complete her PhD in Fall 2018. Ms Rwigema recently held a contractually limited appointment in the School of Social Work at York and has taught numerous courses as course director. Since 2005, she has held the role of Anti-Oppression	2 years

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					Facilitator/Consultant. Ms Rwigema's research interests include the Rwandan genocide and its politics, histories and impacts on survivors.	
Squire, Jeffrey	M	Social Science, Urban Studies	Sessional Assistant Professor	PhD, Urban and Regional Planning (Waterloo, 2012)	Dr. Squire has taught in the Departments of Social Science and Equity Studies at York, in the Department of Geography and Planning at the University of Toronto and in the School of Environment, Enterprise and Development at the University of Waterloo. Dr. Squire's research is focused on environmental health and African urbanism.	2 years
Thakur, Monika	F	Politics	Sessional Assistant Professor	PhD, International Relations (London, 2006)	Dr. Thakur comes to us from her limited appointment in the Department of Political Science at St. Francis Xavier University. She previously held a contractually limited appointment in the Department of Political Science at York and has also taught at Concordia and McMaster. Dr. Thakur specializes in international relations, comparative politics and the international politics of Africa.	1 year
Watters, Elizabeth	F	Social Work	Sessional Lecturer	PhD, Social Work (Wilfrid Laurier, 2018)	Ms Watters is expected to complete her PhD in Fall 2018. Ms Watters has teaching experience in Social Work at Wilfrid Laurier University. She has held professional roles such as Health Promotion Specialist with Wellington-Dufferin-Guelph Public Health and Diversity Specialist at the Canadian Cancer Society. Ms Watter's research explores the impact of precarious employment on the health of racialized immigrant women.	2 years
LIBRARIES						
Montgomery, David	M	Digital Scholarship Infrastructure, Metadata Librarian	Adjunct Librarian	MA, Information Science & Technology (Toronto, 2010)	Mr. Montgomery is currently a Music Cataloguer with Bibliographic Services at York. He has held limited term teaching positions in the Faculty of Music at both Queen's University and the University of Toronto. Mr. Montgomery is a music specialist and has a passion for metadata.	2 years

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Table 3 (Cumulative) 2018-19 Recommendations for Promotion to Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Krasny, K (F)	Education		PhD (Texas A&M)	Language and literacy
Martin, L (M)	Education		Dphil (Oxford)	Education
Lehrer, U (F)	Environmental Studies		PhD (California)	Built environment in a globalizing world
Maas, W (M)	Glendon	Political Science	PhD (Yale)	Comparative and European politics
Daly, T (F)	Health	School of Health Policy and Management	PhD (Toronto)	Health policy
Gage, W (M)	Health	Kinesiology & Health Science	PhD (Waterloo)	Biomechanics
Ginsburg, L (F)	Health	School of Health Policy and Management	PhD (Toronto)	Health management and evaluation
Hynie, M (F)	Health	Psychology	PhD (McGill)	Social psychology
Lum, L (F)	Health	Nursing	PhD (Toronto)	Nursing
Westra, H (F)	Health	Psychology	PhD (Western Ontario)	Clinical psychology
Daly, M (M)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD (McMaster)	Engineering physics

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

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

President's Report – Cumulative, Appendix C

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Palermo, D (M)	Lassonde School of Engineering	Civil Engineering	PhD (Toronto)	Structure
Andrews, K (F)	Liberal Arts and Professional Studies	Philosophy	PhD (Minnesota)	Philosophy of psychology
Buturovic, A (F)	Liberal Arts and Professional Studies	Humanities	PhD (McGill)	Islamic studies
Chuang, Y-T (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Toronto)	Organization theory and strategic management
Creet, J (F)	Liberal Arts and Professional Studies	English	PhD (California, Santa Cruz)	History of consciousness
Curto, J (M)	Liberal Arts and Professional Studies	History	PhD (California)	African history
Das, R (M)	Liberal Arts and Professional Studies	Geography	PhD (Ohio State)	Human geography
Etkin, D (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (York)	Disaster and emergency management
Johnson, M (F)	Liberal Arts and Professional Studies	History	PhD (John Hopkins)	African history
Ladd-Taylor, M (F)	Liberal Arts and Professional Studies	History	PhD (Yale)	American history
Latham, R (M)	Liberal Arts and Professional Studies	Political Science	PhD (New School for Social Research)	Political theory and international relations
Lawrence, B (F)	Liberal Arts and Professional Studies	Equity Studies	PhD (Toronto)	Indigenous studies
Leblanc, R (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (York)	Law, governance and ethics

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

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

President's Report – Cumulative, Appendix C

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Przychodzen, J (M)	Liberal Arts and Professional Studies	French Studies	PhD (McGill)	Francophone studies, east west cultural dialogue
Rubenstein, A (F)	Liberal Arts and Professional Studies	History	PhD (Rutgers State)	Latin American history
Wong, Y-L (F)	Liberal Arts and Professional Studies	Social Work	PhD (Toronto/OISE)	Social work
Deutsch, Y (M)	Schulich School of Business	Strategic Management/ Policy	PhD (British Columbia)	Strategic management, entrepreneurial studies
Eberlein, B (M)	Schulich School of Business	Policy	PhD (Konstanz)	Public policy
Heffernan, J (F)	Science	Mathematics and Statistics	PhD (Western)	Modelling infectious disease
Kuznetsov, A (M)	Science	Mathematics and Statistics	PhD (Toronto)	Stochastic processes, probability theory

Table 4 (Cumulative) 2018-19 Recommendations for Promotion to Associate Professor with Tenure

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Dossou-Yovo, A (M)	Glendon	International Studies	PhD (Quebec)	Management and entrepreneurship
Karoui, A (M)	Glendon	International Studies	PhD (HEC Montréal)	Finance, mutual fund performance
Lebel, M (F)	Glendon	Language Training Centre for Studies in French	PhD (Québec)	Applied linguistics

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

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

President's Report – Cumulative, Appendix C

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Nakamura, Y (F)	Health	Kinesiology & Health Science	PhD (Toronto)	Socio-cultural study of physical activity and health
Stevens, D (M)	Health	Psychology	PhD (Toronto)	Neuropsychology
Farag, H (M)	Lassonde School of Engineering	Electrical Engineering and Computer Science	PhD (Waterloo)	Microgrids and distribution systems
Jiang, Z (M)	Lassonde School of Engineering	Electrical Engineering and Computer Science	PhD (Queen's)	Software engineering and computer systems
Leung, S (F)	Lassonde School of Engineering	Mechanical Engineering	PhD (Toronto)	Mechanical engineering
Moore, J (M)	Lassonde School of Engineering	Earth and Space Science and Engineering	PhD (Arizona)	Space science and engineering
Rezai, P (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (McMaster)	Thermofluidic science, microfluidics, bioengineering
Bickford, A (F)	Liberal Arts and Professional Studies	Social Science	PhD (York)	Social-cultural anthropology and historical sociology
Chakraborty, K (F)	Liberal Arts and Professional Studies	Humanities	PhD (Queensland)	Critical youth studies (Post colonial)
Emberly, A (F)	Liberal Arts and Professional Studies	Humanities	PhD (Washington)	Ethnomusicology (Children's musical cultures)
Huss, B (M)	Liberal Arts and Professional Studies	Philosophy	PhD (Minnesota)	Epistemology, philosophy of psychology
Koffman, D (M)	Liberal Arts and Professional Studies	History	PhD (New York)	History and hebrew and Judaic studies
Lawrence, G (M)	Liberal Arts and Professional Studies	Languages, Literatures and Linguistics	PhD (Toronto/ OISE)	Second language acquisition and comparative

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

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

President's Report – Cumulative, Appendix C

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Letkiewicz, J (F)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Ohio State)	Consumer and personal finance
Marcus, J (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Wilfrid Laurier)	Sustainability/ organizational behaviour
Mekouar, M (M)	Liberal Arts and Professional Studies	Social Science	PhD (McGill)	Political science, international development
Ojo, T (M)	Liberal Arts and Professional Studies	Communication Studies	PhD (Queensland)	Global media, journalism and international Communication
Boisselle, A (F)	Osgoode Hall Law School		PhD (Victoria)	Indigenous law, constitutional law, legal anthropology, post-colonial
Daum Shanks, S (F)	Osgoode Hall Law School		PhD (Western)	Indigenous governance, indigenous peoples and Canadian law, law and economics, legal
Chen, J (F)	Science	Chemistry	PhD (Toronto)	Photnoics, sensor technologies
Mialet, H (F)	Science	Science and Technology Studies	PhD (Paris)	Contemporary technology
Paluzzi, J (M)	Science	Biology	PhD (Toronto)	Animal physiology & neuroendocrinology
Rosonina, E (M)	Science	Biology	PhD (Toronto)	Cell and molecular biology

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

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

Table 5 (Cumulative) 2018-19 Recommendations for Promotion to Associate Lecturer

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Popovic, C (F)	Education		EdD (Birmingham)	
Page-Cutrara, K (F)	Health	Nursing	PhD (Duquesne)	Nursing
Smith, J (M)	Lassonde School of Engineering	Electrical Engineering & Computer Science	PhD (McGill)	Electrical Engineering & Computer Science

Table 5 (Cumulative) 2018-19 Recommendations for Tenure at the Rank of Associate Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Proulx, G (M)	Glendon	Psychology	PhD (Ottawa)	Cognitive health
Czekanski, A (M)	Lassonde School of Engineering	Mechanical Engineering	PhD (Toronto)	Computational solids mechanics, additive manufacturing, design
Rozdilsky, J (M)	Liberal Arts and Professional Studies	School of Administrative Studies	PhD (Michigan State)	Resource development and urban studies

Table 6 (Cumulative) 2018-19 Recommendations Tenure at the Rank of Assistant Professor

Name	Faculty	Unit (If Applicable)	Highest Degree (University)	Specialization(s)
Podhorsky, A (F)	Liberal Arts and Professional Studies	Economics	PhD (Princeton)	International trade, environmental economics, microeconomics

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

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

Board of Governors

Memorandum

To: Board of Governors

From: Bill Hatanaka, Chair, Finance and Audit Committee

Date: 2 October 2018

Subject: Hilliard Residence Renovations and Mechanical Upgrades

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve a \$7M capital project for renovations and mechanical upgrades of the Hilliard Residence, to be funded as part of the multi-year Housing Renewal Plan.

Rationale:

This project is part of the 10-year, \$70M York University Housing Strategy that was approved by the Board in 2012.

The renovations and upgrades are consistent with similar projects completed in the Wood, Vanier, Winters and Tatham Hall residences. This project consists of modernization of communal washrooms, kitchenettes, Don's bathrooms, common rooms, lobbies, addition of an elevator, and mechanical and electrical upgrades. Project planning will ensure compliance with the 2015 Ontario Building Code and current AODA standards.

Financial Considerations:

Cost estimates for the washrooms and elevator were provided by an independent consultant. Additional cost estimates are based on similar past projects and provided by staff. The total estimated cost includes the following:

- Washrooms renovations and upgrades - **\$2M**

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- Student spaces, accessibility including an elevator, and mechanical/electrical upgrades **\$4.3M**
- Hazardous Materials Removal - **\$0.6M**

The attached table provides cost per square foot for similar projects. Project construction is scheduled to begin in November 2018 with a targeted completion date of August 2019.

Funding

Housing Renewal Plan Capital Reserves

Undergrad Residences Matrix Table

Comparative Costing

General Data	Hilliard and Wood Res. Estimated cost including Standard and Accessibility Washrooms	Hilliard and Wood Residence Washrooms Mechanical & Electrical +Student Public Space, Accessibility Measures, Asbestos	Tatham Hall Residence Estimated cost including Standard & Accessibility Washrooms	Tatham Hall Res. Estimated cost including Washrooms + Mechanical & Electrical +Student Public Space +Accessibility Measures	Tatham Hall Res. Estimated cost including All Washrooms Mechanical & Electrical +Student Public Space, Accessibility Measures +Asbestos	Wood Residence Construction cost at completion	Vanier Residence at completion	Winters Residence at completion
Area sf	3,665	7,940	8,820	31,183	31,183	13,789	6,189	8,231
Total cost	\$2,004,000.00	\$6,601,386.00	\$3,981,000.00	\$8,429,639.00	\$10,517,389.00	\$2,938,558.00	\$2,690,755.00	\$3,910,885.00
Cost per sf	\$546.79	\$831.41	\$451.36	\$270.33	\$ 337.28	\$213.1	\$434.76	\$475.17
Bid Cost per sf						\$174.8	\$348.6	\$362.5
Number of washrooms	7	7	15	15	15	15	13	12
No. of don's kitchen/bath	20	20	7		7	0	0	0
No. of fixtures	120	120	204	204	204	155	148	150
Cost per fixture	\$16,700.00	\$55,011.55	\$19,514.71	\$41,321.76	\$51,555.83	\$18,958.44	\$18,180.78	\$26,072.57

Board of Governors

Memorandum

To: Board of Governors

From: Bill Hatanaka, Chair, Finance and Audit Committee

Date: 2 October 2018

Subject: Computer Purchase Contract

Recommendation:

The Finance and Audit Committee recommends to the Board of Governors approval to enter into a contract with Dell Canada Inc. (Dell), covering the period of 1 October 2018 to 30 September 2025, for the supply of desktop computers, laptops and monitors. The projected value of the contract, including York's options, is \$12M exclusive of HST.

Rationale:

The Ontario Education Collaborative Marketplace ("OECM"), a not-for-profit collaborative Broader Public Sector sourcing partner, issued a Request for Proposal ("RFP") for the supply and delivery of desktop computers, laptops and monitors. The RFP was posted for public competition by OECM, and after a comprehensive bid evaluation process, Dell was awarded a master agreement which is open for participation by any Broader Public Sector entity, including universities.

York Procurement Services conducted its own due diligence to confirm that the RFP evaluation and selection process have been conducted in an open, fair and transparent manner, in accordance with the Province's Broader Public Sector Procurement Directive. Based on its review, Procurement Services concluded this contract has more advantageous terms than York's current arrangement with Dell.

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Contract Terms / Details:

The initial term of the contract is for three years, expiring on 30 September 2021, with two York optional twenty-four-month renewal extensions.

The contract contains a non-exclusivity clause which allows York to procure these items from any other supplier at York's discretion.

During the course of negotiating York's individual client-supplier contract with Dell, York's procurement services successfully negotiated additional discounts in addition to those previously negotiated by OEM. These are detailed below.

Product	Old Discount	Negotiated Discount
Desktops	42%	53%
Laptops	45%	50%
Monitors	45%	50%
Servers	44%	46%

As this contract is projected to exceed \$2M, it requires the Board's approval.

Board of Governors

Memorandum

To: Board of Governors

From: Bill Hatanaka, Chair, Finance and Audit Committee

Date: 2 October 2018

Subject: Appointment of the External Auditor

Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the appointment of Ernst and Young, Chartered Professional Accountants, as auditors for the year ending 30 April 2019 under terms and fees to be negotiated consistent to prior years.

Background and Rationale:

As requested by the Finance and Audit Committee, York University issued a Request for Proposals (the “RFP”) for Audit Services for the following entities:

- York University
- York University Pension Fund
- York University Development Corporation

The RFP was posted on 20 July 2018 with a closing date of August 14, 2018.

The RFP was downloaded from the Merx site by the following organizations:

Grant Thornton
BDO
McMillan LLP
Deloitte
PWC
Cyber Security Audit Corporation
CRE Advisory Services
Ernst and Young

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The University sector in Ontario is audited by the following firms:

Audit Firm	Universities Audited
KPMG	Brock, Carleton, Laurentian, McMaster, Nipissing, OCADU, UOIT, Ottawa, Queen's, Ryerson, Western, Wilfrid Laurier, Windsor
Ernst and Young	Guelph, Toronto, Waterloo, York
BDO	Algoma, Lakehead, NOSM
McColl Turner	Trent

(Prepared in March 2017 by: Council of Ontario Universities)

Only one firm responded to the RFP, which was the incumbent (Ernst and Young). KPMG did not respond as a partner of this firm is a member of the Board of Governors of York University, thereby creating an independence issue.

The Committee that evaluated the bids comprised of the following individuals:

Bill Hatanaka, Chair of the Finance and Audit Committee
Carol McAulay, Vice-President, Finance and Administration
Aldo DiMarcantonio, AVP Finance and CFO
Sanish Samuel, University Comptroller
Ran Lewin, Director, Internal Audit

The sole bid was evaluated on August 23, 2018.

Based on its evaluation, the Committee recommended that Ernst and Young be reappointed as auditor of York University, the York University Pension Fund and York University Development Corporation.

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 2 October 2018

Subject: Revisions to the Statement of Investment Policies and Procedures

Recommendation:

The Investment Committee recommends that the Board of Governors approve the following revisions to the Statement of Investment Policies and Procedures:

- **the addition of a comprehensive Statement of Beliefs for Sustainable Investing (sections 3.10 – 3.21) to replace the existing Responsible Investing statement (section 3.10 – 3.11), as set out in Appendix A**
- **update to Section 2.3 to reflect approved changes to the mandates of the Investment and the Finance & Audit committees, as set out in Appendix A**

Background and Rationale for Changes to the Statement of Beliefs

Addition of the Statement of Beliefs for Sustainable Investing

In 2006 the United Nations-supported Principles for Responsible Investment (PRI) were launched. The Principles are based on the notion that environmental, social and governance (ESG) issues, such as [climate change](#) and [human rights](#), can affect the performance of [investment portfolios](#) and should therefore be considered alongside more traditional financial factors if investors are to properly fulfill their [fiduciary](#) duty.

In 2006, the Board of Governors endorsed the Investment Committee’s Socially Responsible Investing (SRI) initiative and asked the Committee to proceed with the initiative on a “steady and progressive” course. The Committee aimed to establish principles and guidelines to address Environmental, Social, and Governance (ESG) factors within the investment portfolio. To advance this goal, the Committee reviewed relevant literature and cases, including the Sullivan Principles (1977), which helped inform institutional policies that contributed to the dismantling of Apartheid in South

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Africa. The review noted a legal opinion carried out on behalf of the Asset Management Working Group of the UN's Environment Program (UNEP) which stated that an institution's fiduciary duties were not mutually exclusive from consideration of ESG factors and that, the link between ESG factors and financial performance were increasingly being recognized.

This review laid the foundation for a number of initiatives in 2008; York became one of only three universities to hold membership in the Canadian Coalition for Good Governance. York also became a signatory to two important initiatives: the Carbon Disclosure Project (CDP) and the Extractive Industries Transparency Initiative (EITI). CDP provides environmental information to help guide investments and the EITI promotes transparency, good governance, and accountability for mineral resources.

To help guide its investment practices, the University included the following in its Statement of Investment Policies and Procedures (SIPP) in 2008:

Integration of environmental, social, and governance (ESG) factors in the investment selection and evaluation process is consistent with the expectation that endowments shall provide sustainable payout over the long term.

To further align York's investment strategy with the University's growing profile in sustainability, as fostered by the President's Sustainability Council, a further clause was added to the SIPP in 2011:

Management shall communicate general guidelines for shareholder voting in Mandates for actively managed equity held in segregated portfolios.

Building on these principles, the University started in 2011 to communicate within the proxy voting system with its investment managers who began to raise issues and to advance responsible corporate initiatives directly to corporate managements. Proxy voting guidelines were also incorporated into the mandates for three investment managers.

By 2012, the University had joined the Social Investment Organization, a respected source of responsible investing research and analysis, which supports institutional investors in Canada. Dialogue between the University and its investment managers, who were increasingly proponents of responsible investing, included updates on incremental progress in integrating ESG factors into their investment processes and engagements with corporate managements to induce sustainable practices.

At the same time, York recognized the need to engage the wider York community to gain an understanding of the community's perspective on sustainable investment.

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Noting its core values of accessibility, social responsibility, and excellence, as well as confirming its values of sustainability and responsible investing, the University established the *York University Advisory Committee on Responsible Investing* (YUACRI) in December 2013. YUACRI held its inaugural meeting in March 2014. As part of the process of creating YUACRI, the University reaffirmed that its investment strategy incorporated ESG factors into the investment selection and investment decision making processes. The Administration outlined its approach to ESG as follows:

ESG factors include environmental issues such as climate change, pollution and resource depletion, social considerations such as human rights, ethical business practices and fair labour conditions, and governance issues such as executive compensation, Board accountability, shareholder rights and appropriate reporting and disclosure.

To support this commitment to ESG, the following statement was added to the SIPP in 2014:

The management of security level exposures to ESG factors that may have a material impact on the financial return of an investment falls in the domain of the Investment Managers of Pooled and Segregated Portfolios. Selection by the [Investment] Committee of Investment Managers that pursue a fundamental investment style toward security selection and consider ESG factors in their research supports the process of engagement between the Investment Manager and corporate managements concerning specific ESG risks and their impact on investment value.

In 2016 the University made another forward-looking amendment to the SIPP:

The management of security-level exposure to ESG factors, which may have a material impact on the financial return of an investment, is an element of security selection performed by the individual Investment Managers for each of the Pooled Funds and Segregated Portfolios. The Investment Committee integrates ESG in its manager selection process and seeks to hire Investment Managers with a fundamental style toward security selection that consider ESG factors in their research and selection. This client-manager alignment gives weight to the process of engagement that occurs between Investment Managers and corporate managements where dialogues on specific ESG risks and their impact on long-term investment value are conducted.

It was within this wider context of sustainable investment that YUACRI was established and its role outlined in its Terms of Reference:

The Advisory Committee shall be the forum and venue for producing the opinions and ideas, arising from serious research, analysis, and consideration. The advice is to be delivered in the form of documented recommendations, those

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recommendations having merit, balance and relevance to York University and its diverse constituents. The advice, subject to the approval of the Vice-President Finance and Administration, shall further be the material basis of engagement undertaken by the University with its investment managers.

Over the next three years, under the leadership of Professor Irene Henriques, YUACRI undertook a number of initiatives, including the following:

- Hosted two panel discussions for the York community entitled “Responsible Investment and the York Endowment Fund: Share Value or Shared Values” and “Responsible Investing: A Multi-Perspective Discussion”
- Undertook research on best practices at universities with respect to ESG policies, proxy voting guidelines, coalition engagement, and ESG screening
- Developed a process for community engagement
- Called for community proposals and received the following two in 2016:
 - “YU Divest – A Call from the York Community”, which called on the University to permanently divest from five companies involved in armament development
 - “Make YorkU a Climate Leader: The Case for Fossil Fuel Divestment”, which called on the University to freeze immediately fossil fuel investments, divest from companies on the Carbon Underground 200 list by December 2017, and divest from companies producing, refining, or selling fossil fuels, reinvesting in low carbon producing companies (by December 2018)

The University endeavoured from the inception of YUACRI to ensure that the tone and nature of the deliberations were collegial and that all members of the Committee were able to express their opinions in a safe and supportive environment. This was built into Section 3 of YUACRI’s Terms of Reference. However, while YUACRI was engaged in the process of formally reviewing and endorsing the YUDivest proposal, its deliberations came to the point where they were no longer collegial, resulting in some members feeling unsafe at Committee meetings. This shift in tone and demeanour prompted four members of the Committee, including the Chair, to resign. Because of this, the Committee was suspended with no formal recommendations being presented to the University.

Divestment

Most, if not all universities across the country are reviewing and debating the issue of divestment, especially with respect to fossil fuels. The issue of divestment does not contemplate debating climate change. The science of climate change is universally

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accepted. As noted in the report – “Beyond Divestment: Taking Decisive Action on Climate Change”, by University of Toronto President Meric Gertler – universities must play their part in helping the nation achieve its commitments to climate change.

The University is called to look realistically at what impact divestment in fossil fuel will have at this time. Publicly traded companies represent a small percentage of oil reserves in the world, while governments hold a disproportionately large share. As an example, the Saudi Arabian Oil Company holds some 260B barrels of oil in reserves, while ExxonMobil holds 7.6B. Until the technology, products, and infrastructure exist to supply alternative fuel sources to all facets of the economy, society will continue to rely, on a decreasing basis, on fossil fuels to heat homes, transport people, and manufacture goods. The impact of divestment from fossil fuels is more symbolic than meaningful. Emerging best practices at campuses across the country seem to support this. However, some universities have decided to divest from fossil fuel companies. Only one institution in Canada – Université Laval – is pursuing divestment. Laval announced in 2017 that as part of its broader sustainability commitment, it would switch its investments in fossil fuels to other areas such as renewable energy.

With respect to arms-related investments, there currently is no Canadian university that has opted for divestment.

Sustainable Investing Going Forward

It is increasingly recognized that there is not, or ought not to be, a disconnection between public institutions’ fiduciary responsibilities over their investments and the application of ESG factors. As more public institutions adopt ESG factors to inform their investments, ESG factors will become more important determinants of the long-term financial stability of companies. The *2017 ESG Survey* by the US-based Callan Institute indicates that of the institutional US funds respondents (representing a total of \$1 trillion), 37% use ESG factors, while 78% of large funds (over \$20 billion) use ESG factors. Half of respondents who have adopted ESG factors have added related language to their investment policy statements and there has been a 68% increase in ESG adoption since 2013 when the Callan survey started. A comparable Canadian review by the Responsible Investment Association reported that there was a 49% increase over two years (2013-2015) in assets invested using ESG factors to a total of \$1.5 trillion. Responsible investing now represents 38% of the Canadian investment industry, with ESG factors surpassing engagement as the leading RI strategy. It is worth noting that Canadian investors seem much more in line with their European counterparts rather than their American counterparts in terms of ESG adoption levels. Companies that fail to keep pace with public and governmental initiatives toward the achievement of the Paris Conference goal, or that fail to address ESG concerns, may represent greater financial risks over time than those that are open and transparent in their commitments to diminish the impact of climate change.

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While York has been committed to advancing ESG factors in its relationships with its investment managers, the University should now be prepared to deepen that commitment. To do so, it is recommended that York's SIPP be amended to include a statement of belief with respect to sustainable investments.

CONCLUSION

Many members of the York community – students, faculty, and staff alike – are deeply committed to a broad approach to divestment. Their efforts through research and activism are well known. However, a more dispassionate review leads to the conclusion that the best way to achieve sustainable investment is through engagement and a broader application of ESG factors, including climate change, in the selection of investment managers and, in turn, the selection of investments on behalf of the University. A proactive alignment between the Investment Strategy and the President's Sustainability Strategy (2017) is an institutional priority. The inclusion of a "*Statement of Beliefs*" in York's SIPP that further emphasizes the University's commitment to ESG factors and climate change risk is an important step in ensuring the sustainability of York's investments.

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 2 October 2018

Subject: Revisions to Asset Mix Policy - SIPP

Recommendation:

That Investment Committee recommends that the Board approve revisions to the revised Target Asset Mix Policy (Section 4.3) in the Statement of Investment Policies and Procedures, set out in Appendix A.

Background

In January 2018, the University launched an Asset-Liability Modeling Study for Endowment Fund to review and align the asset mix with the University's investment objectives, to assess the direction being pursued by the Pension Fund, and to restructure the equity portion of the Endowment Fund.

The following members provided guidance and input on the project:

Randy Williamson, Investment Committee Chair
Guy Burry, Investment Committee Member
Andrew Lennox, Investment Committee Member
Joel Roberts, Investment Committee Member
Elisa Alloul, Investment Committee Member

Aldo DiMarcantonio, Interim AVP Finance & CFO, and Jenny Wang, Interim Treasurer, also participated in the study.

Aon Investment Consulting was retained to conduct the asset-liability modeling. A copy of their full report, attached, includes analysis, conclusions and recommendations.

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The Working Group engaged with the consultant to develop appropriate economic assumptions, including 10-year asset class nominal and real returns, risks, and correlations among asset classes. The assumptions formed the fundamental input for modeling and analysis of the current and prospective asset mixes.

The Working Group also provided guidance on asset class inclusion. An expanded set of asset classes was considered. The Working Group believed that a broader set of asset classes would provide diversification and enhance the ability of the University to achieve its investment objectives.

Key changes on the asset classes are provided below:

1. Two additional asset classes were considered, namely Unconstrained Fixed Income (UFI) and Global Infrastructure (GI). UFI provides managers the flexibility to invest in a broad range of fixed-income securities, without the constraints of a benchmark index. The strategy can tactically vary exposures to sectors, geographies, credit quality and duration. The strategy is absolute-return oriented, and helps to minimize the potential of negative returns in a rising rate environment. GI was introduced as it is expected to generate equity-like return, provide diversification and offer inflation hedging potential.
2. The composition of the equity portfolio was changed to global equity. Geographically specialized equity portfolios, such as Canadian equities and U.S. SMid equities, were removed from the study. This recommendation followed the direction pursued by the York's Pension Fund.
3. The Canadian long-term bonds continued not to be included in the study due to the flat Canadian yield curve. The Working Group believed that additional yield pickup from investing in long bonds would not be sufficiently compensated for the additional risk. In a rising rate environment, the long-term bonds have higher probability to experience negative returns. The Investment Committee will re-consider the long-term bonds when the shape of the yield curve become normalized.

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The agreed upon asset classes and weighting constraints for the purposes of the modelling were:

Asset Class	Minimum	Maximum
Equities	0%	100%
Global equities		
Fixed Income	0%	30%
Canadian bonds - universe		
Canadian bonds - Short term		
Global high yield bonds		
Unconstrained fixed income ^(new)		
Real Assets	0%	20%
Real estates		
Global infrastructure ^(new)		

Recommended Asset Mix

The consultant developed the full forward-looking optimization with the established criteria for economic assumptions, asset classes and weighting constraints. Key variables, such as nominal return, real return, Endowment Fund market value, and annual distribution were projected over a 10-year horizon under 1,000 different capital market simulations. Stress testing was also performed using the return assumptions gathered from other sources¹ by the Working Group.

The iterative modelling process explored the potential of risk and return improvements by evaluating a series of portfolio mixes across multiple measures. The study finally identified the following asset mix that offers a reasonably good balance between risk and reward with respect to the Fund's objectives. The proposed portfolio has the potential to increase returns and reduce volatility in the portfolio through enhanced diversification and flexibility.

¹ Global equity expected returns from *Capital Market Assumptions: 10 Consultant*, eVestment, February 2018; Expected returns for Unconstrained fixed income strategy from TDAM and PH&N

Board of Governors – Investment Committee

Asset Class	Current Asset Mix	Proposed Asset Mix
Canadian equities	10%	
US SMid equities	20%	
Global equities	30%	50%
Total Equities	60%	50%
Canadian bonds - universe	10%	
Canadian bonds - Short term	10%	
Global high yield bonds	10%	
Unconstrained fixed income ^(new)		
Total Fixed Income	30%	30%
Real estates	10%	
Global infrastructure ^(new)		
Total Real Assets	10%	20%

The findings of this exercise were as follows:

- The risk diagnosis demonstrated that the current benchmark portfolio offers a good balance between risk and reward with respect to the Fund's objectives. However, the current portfolio is below the efficient frontier due to the lack of inherent diversification.
- The long-term risk-reward profile of the fund can still be improved upon by primarily:
 - Increasing allocation to Real Assets
 - Broadening the definition of the Real Assets category to include more geographic diversification and possibly Global Infrastructure
 - Loosening the constraints on the fixed income assets by introducing Unconstrained Fixed Income
 - Removing the geographical split in equities
- The recommended asset mix is expected to generate average, annualized net returns of 3.8% over a 10-year period. This compares favourably to the current asset mix's expected return of 3.6%. More importantly, the proposed portfolio has greater potential to lower risk. An estimate of severe annual loss² is at -15.6% for the proposed portfolio compared to -17.5% for the current portfolio, a reduction of 1.97%.
- The recommended asset mix is expected to support the Smoothed Banded Inflation (SBI) spending policy. Under SBI, the annual distribution rate grows at

² Defined as the average of annual real return for the worst 5% of the 1,000 simulated scenarios

Board of Governors – Investment Committee

the rate of inflation, as long as the spending remains within a band percentage of a smooth market value over a four-year period. York's Endowment Fund sets a 3% lower band and a 6% upper band. The probability of supporting the current spending policy for the recommended portfolio is estimated at 96.8% ten years into the future. This compares with a 96.6% probability of supporting the current spending with the current asset mix.

- The proposed portfolio leads to greater exposure to developed markets equities outside of the U.S. & Canada, and emerging markets equities because of replacing standalone U.S. and Canadian allocations with global equity allocation.

Two additional asset classes in the proposed asset mix, namely Unconstrained Fixed Income and Global Infrastructure, would be accommodated through a reduction in total equity exposure, a reduction in Canadian bonds, and rolling global High Yield Bonds into Unconstrained Fixed Income.

A number of challenges with respect to the feasibility of implementing these recommendations were recognized:

- The increased level of complexity, resource-intensity and cost of the proposed portfolio on the size of an approximate \$470 million Endowment Fund.
- The need to define an appropriate benchmark or risk budget since Unconstrained fixed income is not bound by a traditional bond index.

Next Steps

Upon approval of the proposed changes, the Working Group will revise the Fund benchmarks in Statement of Investment Policies and Procedures (SIPP).

A subcommittee will be established to conduct manager searches on Unconstrained Fixed Income, Global Infrastructure, and transition into global equities.



York University Endowment Fund

STATEMENT OF INVESTMENT POLICIES AND PROCEDURES

June 5, 2018



SECTION I – Introduction and Overview of the Endowment Fund

- 1.1 The York University Endowment Fund (“Fund”) is a commingled pool of individual endowments that have been gifted by donors. The donations to the University form the corpus of invested assets of the Fund.
- 1.2 Endowed accounts are established for designated purposes that include academic chairs, scholarships and bursaries. The donations, gifts, and bequests that have been received together with any matching funds from external or University programs, have been designated to specific purposes as agreed to between each donor and the University.
- 1.3 The purpose of the Fund is to, in perpetuity, preserve the endowed capital in real terms and provide annual distributions to endowment beneficiaries for spending. The Fund assets are invested to protect the corpus in real terms and produce returns sufficient to provide a steady amount of annual distribution toward spending for the beneficiary purposes.
- 1.4 The investment objective for the Fund is to earn a real return from long-term investments that protects endowment capital and provides stable inflation-adjusted annual distributions for endowed account beneficiaries.
- 1.5 Distributions from the Fund for beneficiary spending are subject to the University policies and procedures governing Endowment Fund distributions as well as any restrictions that may apply to individual endowed accounts.
- 1.6 The purpose of the Statement of Investment Policies and Procedures (“Policy”, “SIPP”) is to detail the terms that apply to the investment of the Fund.

SECTION II – Governance and Administration

Board of Governors

- 2.1 The University through its Board of Governors has responsibility for the Endowment Fund and for approval of the Statement of Investment Policies and Procedures, as may be amended from time to time.
- 2.2 The Board of Governors has appointed an Investment Committee (“Committee”) to oversee the assets and investment of the Fund.
- 2.3 The Investment Committee has been delegated the responsibility to establish the annual distribution rate for endowment accounts and coordinate with the Finance & Audit Committee when any deviation from the applicable policy occurs.
- 2.4 The Board of Governors through its Investment Committee may rely on independent experts for certain aspects of the Fund’s operations where expert knowledge is

required or where a perceived or actual conflict of interest exists.

- 2.5 The Board of Governors has delegated to the Investment Committee the responsibility for selecting and appointing the Investment Managers, Custodian, Recordkeeper and various agents as may be required for the care and administration of the Fund.
- 2.6 Neither the Governors, the Committee, nor the staff of the University representing Administration, shall select securities on behalf of the Fund.

Investment Committee

- 2.7 The Investment Committee shall develop this Policy and recommend its adoption to the Board of Governors.
- 2.8 The Investment Committee shall provide periodic reports including advice of any changes to Investment Managers or service providers and deliver an annual report on the assets and performance of the Fund to the Board of Governors.
- 2.9 The Investment Committee shall select and retain one or more competent external professional Investment Managers of Pooled Funds, Segregated Portfolios, or short-term deposits for the Fund.

The terms of each Investment Manager appointment shall be contained in an Investment Mandate approved by the Committee. The Committee shall alter its selection of Managers and amend the Mandates from time to time as it deems to be in the best interest of the Fund.

The Committee shall ensure at all times that there are no conflict of interest issues in connection with such appointments.

- 2.10 To the extent the Fund invests in Pooled Funds, each Investment Manager shall provide a copy of its investment policy for a specific Pooled Fund and notification of amendments to the investment policies of the Pooled Funds, as made from time to time, and these shall be deemed to be incorporated in the respective Manager Mandate.
- 2.11 The Investment Committee shall meet as required with each Investment Manager to review its firm, investment strategy, portfolio and performance as well as any other significant issues.
- 2.12 The Investment Committee shall appoint one or more Custodians for all or part of the Fund assets. Any appointed Custodian shall be a trust company registered in Canada. All investments and assets of the Fund shall be held by a Custodian. The Committee shall further retain the services of any independent experts and various agents as may be required for the care and administration of the Fund.

Administration

- 2.13 The Administration of the University is responsible for directing the allocation of Fund assets including contributions to and distributions from the Fund.
- 2.14 Administration shall deliver monthly reports on Fund assets and performance of the Fund and its Investment Managers to the Committee.
- 2.15 Administration shall conduct Investment Manager searches, due diligence studies and oversight meetings with Managers as required and provide recommendations to the Committee
- 2.16 Administration shall develop the Investment Mandates in accordance with the Fund's investment strategy and any relevant changes in the external environment or best practices and recommend approval to the Committee.
- 2.17 Administration shall communicate general guidelines for voting to each Investment Manager of an actively-managed Segregated Portfolio of equities.
- 2.18 Administration shall review the compliance of each Manager to the Investment Mandate and report any issues to the Committee.
- 2.19 Administration shall ensure that the Fund is managed in accordance with the Policy and compliant with applicable legislation and regulatory requirements.
- 2.20 Administration shall ensure that all investments in the Fund are recorded in the financial records as subject to the annual audit by the University's independent auditors.

SECTION III – Investment Strategy

- 3.1 The investment strategy expressed in the Asset Mix Policy takes into consideration certain investment factors and principles, described in this section, with the goal of generating a target return and level of risk that support the Fund's ability to meet its obligations.

Diversification

- 3.2 Diversification of investment exposures increases long-term risk-adjusted return potential. The characteristics of different asset classes combined in target proportions increase the probability of achieving target return and risk suitable to the Fund obligations.
- 3.3 Diversification reduces exposure to specific investment risks, among these: equity risk, interest rate risk, credit risk, inflation risk, liquidity risk, single issuer risk, and manager risk.

- 3.4 Equity returns are expected to exceed fixed income returns over the long term. Return objectives are tempered for risk, however, as excessive volatility of equity returns can negatively impact the Fund's ability to match obligations.
- 3.5 Fixed income provides term and credit diversification, reduces Fund volatility and enhances Fund liquidity.
- 3.6 Real Assets provide diversification in respect of Equities and Fixed Income and a hedge against inflation.
- 3.7 Using skilled active management can provide superior returns or decrease the risk of the Fund, or both, relative to a market-oriented benchmark.

Liquidity

- 3.8 Liquidity is required to enable the Fund to meet its obligation of annual distributions to endowed accounts adjusted for inflation. The Fund is managed to permit sufficient liquidity to generate cash for distribution, contain costs, and periodically realign asset class weights to Policy weights within the current context of the Fund's net annual outflows.
- 3.9 Liquidity requirements in a long-term strategy are sustained by diversified holdings in publicly-traded securities. Illiquid strategies and securities tend to constrain access to liquidity and add to the opportunity and transaction costs associated with raising cash.

Sustainable Investing

Statement of Beliefs for Sustainable Investing

- 3.10 The University has a fiduciary responsibility to manage the long-term sustainability of its investments in such a manner as to provide predictable funding to students and researchers, consistent with donor intent;
- 3.11 To sustain such long-term returns, relevant risks must be appropriately managed and assessed;
- 3.12 York University is committed to a sustainable investment strategy which integrates environmental, social and governance (ESG) factors in the overall management of its endowment portfolio. York University believes these factors can affect risks and returns, and that organizations that effectively manage environmental, social and governance factors are more likely to endure and create sustainable value over the long term. The University's approach to sustainable investing is evolving, recognizing that it is not a static concept, but one which changes and adapts, as the linkage between ESG factors and risk and returns becomes better understood over time.

- 3.13 Better returns are more likely to be achieved when the University selects and monitors Investment Managers who actively integrate ESG factors in their investment evaluation processes;
- 3.14 The consideration of ESG factors is an important element of risk which Managers must assess and manage;
- 3.15 The University believes active engagement through its Investment Managers is an effective approach in assessing ESG factors;
- 3.16 The University believes engagement through its Investment Managers will generate better and sustainable returns relative to a negative screening process, which would arbitrarily exclude certain investments

Implementing Sustainable Investing

- 3.17 The consideration and integration of ESG risk factors in the investment selection and evaluation processes are consistent with the investment objectives of the Fund of providing beneficiaries with a sustainable payout over the short and long terms.
- 3.18 The Investment Committee will integrate ESG-related criteria in its Manager selection process and hires Managers who demonstrate transparent processes incorporating material ESG consideration in their research and investment decision-making process. The University will ensure through Investment Management Agreements and Mandates that Investment Managers actively consider ESG factors.
- 3.19 The University will monitor Investment Manager ESG integration and engagement on a regular basis. Such monitoring will include an annual reporting process to the University on incorporation of ESG factors by Investment Managers.
- 3.20 The University will report annually to the University community, as part of its overall reporting of investment performance, on how Managers incorporate ESG factors in their evaluation process.
- 3.21 The University will collaborate with like-minded investors and associations to help raise awareness of the benefits of ESG factors in investment decision making.

SECTION IV – Asset Mix Policy

Asset-Liability Studies

- 4.1 The target asset mix is developed in asset-liability studies that take into consideration the Fund's long-term investment horizon, annual obligations to beneficiaries, ability to manage risk, liquidity constraints and administrative capacity.

Introduction of Real Assets

4.2 The introduction of Real Assets was approved by the Board of Governors in April 2014.

Target Asset Mix Policy

4.3 The long-term Target Asset Mix Policy effective as of **December 31, 2018** is shown in the table below.

ASSET CLASS	MIN. Weight	TARGET	MAX. Weight
Global Equity, All Countries	45%	50%	55%
TOTAL EQUITIES	45%	50%	55%
Cash and Equivalents	0%	0%	10%
TOTAL FIXED INCOME	25%	30%	35%
TOTAL REAL ASSETS	15%	20%	25%
TOTAL FUND		100%	

Asset Class Ranges

- 4.4 Ranges are approved for normal degrees of variance from Target of asset class weights. The range that each asset class weight is permitted to vary within is +/- 5% of its Target Weight.
- 4.5 Global Equities encompasses developed and emerging markets. Allocation weights in emerging markets as a sub-category of Global Equity shall be generally aligned to the market capitalization weight as expressed in the index. Limits on emerging markets exposures in the portfolios are expressed within the individual manager mandates.
- 4.6 Real Assets, due to a necessary phase-in, will cause aggregate weights in the Equities classes to vary above Target Weight. The approved temporary variance above Target for aggregated equity classes is to a maximum of 15% during the phase-in period.
- 4.7 Cash and Equivalents are held at low levels in the Fund. Cash levels held in portfolios are at the discretion of each Investment Manager and in accordance with each Manager Mandate. For the purpose of monitoring and measuring, cash in portfolios is deemed to be included in that Manager's asset class.
- 4.8 Rebalancing of Fund asset weights will be conducted periodically in response to cashflows, or when actual asset mix weights deviate outside the normal ranges.

Reallocation among portfolios will be conducted to bring the asset class weights back within Policy ranges.

Currency Hedging

- 4.9 The impact on returns and risk due to currency exchange rate volatility can provide diversification or negatively accentuate risk depending on each type of asset class holding the foreign-denominated exposures. To manage desirable and undesirable currency risk, the following Policy parameters for currency hedging to the Canadian dollar shall be applied to foreign-denominated exposures, on a passive basis:

Asset Class	Passive Hedge Ratio
Equities	0%
Real Assets	50%
Fixed Income	100%

SECTION V – Portfolio Diversification and Constraints

- 5.1 The Fund assets shall at all times be prudently invested in a diversified manner in accordance with the Policy. The Committee shall ensure that the diversification requirements in the Policy and each of the Manager Mandates, in combination with the amount of assets allocated to each Manager of a Segregated Portfolio or Pooled Fund, are consistent with the limits in this section.
- 5.2 In no case shall the Fund own more than 10% of any class of the securities of a corporation.
- 5.3 In no case shall the Fund have more than 10% of its total investments invested in the securities of any one corporation, government, or trust, other than in the governments of G7 nations.
- 5.4 In respect of the Equities held for the Fund:
- All holdings shall be listed on a public exchange or be convertible or exchangeable into such securities.
 - Holdings shall be diversified by company, region, industry, currency and country; however, consideration may be given to the relative sizes of economic activity and stock markets capitalization.
- 5.5 In respect of the Fixed Income held for the Fund:
- All holdings in corporate Fixed Income shall be diversified by company, region, industry and country; however, consideration may be given to the relative size of

the opportunity set in different countries.

5.6 In respect of the Real Assets held for the Fund:

- (a) No direct holdings in real assets are permitted.
- (b) All holdings in Real Assets shall be diversified by industry, company, region and country; however, due to the illiquid nature of these assets, time may be required to develop diversification.

5.7 In respect of Cash and Equivalents held for the Fund:

- (a) All Cash and Equivalents holdings shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.
- (b) Cash and Equivalents and deposits with banks or trust companies must be rated “A”, or better, or be held with institutions that have a long-term rating of “A”, or better.

5.8 In respect of Derivatives employed for the Fund:

- (a) All use of Derivatives shall be in accordance with the Policy and any Pooled Fund policy that has been specifically considered and approved for inclusion in a Manager Mandate.
- (b) Derivatives may be used only to:
 1. Create an asset mix position within ranges and among the asset classes set out in the Policy;
 2. Replicate the investment performance of a recognized capital market index or the impact of changes in interest rates;
 3. Create an exposure to securities that are otherwise permitted under this Policy;
 4. Manage the currency exposure of foreign-denominated holdings; or
 5. Reduce risk as part of a hedging strategy.

5.9 The Fund may lend its securities through the Custodian, subject to applicable legislation and providing that minimum collateral of 105% of the market value of the loaned securities, marked to market daily, is maintained at all times in cash or high quality, liquid securities.

5.10 Any endowed gifts to the University of securities will be sold as soon as practicable upon receipt.

SECTION VI – Return Expectations

Performance Objective

- 6.1 The Fund performance objective is to produce a moving four-year annualized rate of return, net of investment fees, that meets or exceeds the four-year annualized rate of return of the Fund Benchmark for the same period.

Fund Benchmark

- 6.2 The Fund Benchmark is a composite of market indices. Each market index shall be chosen for being the most effective broad representation of its Policy asset class, as gauged by its investable universe, return characteristics and risk profile.
- 6.3 The composite Fund Benchmark excludes the impact of currency hedging. For the purpose of reporting and measuring relative performance of the Fund including the effects of currency hedging, the monthly return from passive hedges held for the Fund shall be additive both to total Fund performance and to total Benchmark performance.
- 6.4 The following Benchmark is effective as from August 1, 2016. The Benchmark return shall be calculated to assume monthly rebalancing and is expressed in Canadian dollar terms.

Asset Class	Index	Current Weight	Target Weight
Canadian Equity	S&P/TSX Composite	15%	10%
US Small/Mid Cap Equity	Russell 2500	20%	20%
Global Equity	MSCI ACWI, net dividends	35%	30%
Canadian Universe Bonds	FTSE TMX Universe Bond	10%	10%
Canadian Short Term Bonds	FTSE TMX Short Term Bond	10%	10%
Global High Yield Bonds	Citigroup High Yield Market Capped	10%	10%
Global Real Estate	FTSE TMX Universe Bond + 2%	0%	10%
		100%	100%

- 6.5 The market indices prescribed for the Fund Benchmark above are chosen for their representative characteristics. The Benchmark indices established in each approved Manager Mandate may vary.

The indices above may be amended by the Committee from time to time, as necessary; such amendments will be reflected in the next revision of the Policy.

- 6.6 During the phase-in period for the Real Estate asset class, the current Benchmark weight will be held at 0% or 5%, whichever is closer to the Fund exposure, until the exposure has been fully developed to at or near 10%, at which time the 10% Benchmark weight shall apply. The offset weight during the phase-in period will be applied to equity classes.
- 6.7 The Fund's historical record of performance shall be reported and compared to a linked series of distinct composite benchmarks as specified in successive Board of Governors approved versions of the Policy and as verifiable to the documents and minutes of the meetings of the Investment Committee.

SECTION VII – Valuation of Investments

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

SECTION VIII – Voting Rights

- 8.1 The responsibility of exercising and directing voting rights acquired through the Fund's holdings in securities shall normally be delegated to the Investment Manager, who shall be required at all times to act prudently and in the best interest of the Fund.
- 8.2 The Investment Managers shall maintain a record of how the Fund's voting rights were exercised and provide a copy of such record to Administration at least annually.
- 8.3 The Committee reserves the right to direct the voting decision of an Investment Manager if in its view such action is in the best interests of the Fund.
- 8.4 The above constraints and voting rights may not be directly enforceable to the extent that Fund assets are held in Pooled Funds. Nonetheless, the Investment Manager of a Pooled Fund shall be required to act prudently and in the interests of its investors and shall be required to provide a copy of the Pooled Fund's voting rights policy to Administration.

SECTION IX – Monitoring

Investment Managers Monitoring

- 9.1 For monitoring and assessing the case for retention of each Investment Manager, the Committee shall consider:
- (a) Each Investment Manager's performance in terms of returns and volatility;
 - (b) Changes in each Investment Manager's organizational structure;
 - (c) Changes in key personnel in the relevant investment team of each Investment Manager;
 - (d) Consistency of each Investment Manager's investment strategy and style;
 - (e) Regulatory issues that may affect each Investment Manager;
 - (f) Compliance of each Investment Manager to the Policy and respective Manager Mandate;
 - (g) Quality of service provided by each Investment Manager;
 - (h) Success of each Investment Manager toward achieving the value added and risk objectives of each Investment Mandate; and
 - (i) Suitability of each Investment Manager toward meeting the objectives of the Fund and the respective Investment Mandate.

Fund Performance Monitoring

- 9.2 The Committee shall, at least annually, review an analysis of Fund and asset class performance, to include comparison of Fund return and risk metrics to:
- (a) Performance of the Fund composite Benchmark; and
 - (b) Relevant measures of risk.

Policy Implementation Monitoring

- 9.3 The implementation of the Policy shall be reviewed over the normal course of the four-year measurement period in line with the performance objective. Such review shall consider inputs from the Fund's investment consultant, including advice, asset-liability studies and ongoing manager monitoring, as well as the evidences from similar funds of results and best practices. The following are subject to assessment by the Committee, in the context of Fund obligations, risk tolerance and liquidity requirements:
- (a) Effectiveness of the implementation of the Investment Strategy and Asset Mix Policy;
 - (b) Appropriateness of the Fund Benchmark;

- (c) Appropriateness of currency hedging given the Fund's foreign-denominated holdings and asset class exposures;
- (d) Suitability of the Investment Manager structure; and
- (e) Cost-effectiveness of the implementation.

SECTION X – Policy Review

The Policy shall be reviewed and affirmed or amended at least annually.

Approved by the Investment Committee:
Approved by the Board of Governors:

June 5, 2018
October 2, 2018

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Investment Committee

Date: 2 October 2018

Subject: Endowment Distribution Accrual Rate 2018-19

Recommendation:

The Investment Committee recommends that the Board of Governors approve the 2018-19 distribution accrual rate of \$4.08 per unit, representing an increase of \$0.06 per unit over the 2017-18 distribution accrual rate of \$4.02 per unit.

Rationale:

The York University Endowment Fund includes all endowed donations received by York University. The donations are generally for the awarding of scholarships and bursaries, research chairs and other special projects. The endowed assets are invested in long-term investments in accordance with the Board approved Statement of Investment Policies and Procedures. The distribution accrual rate is used to set aside funds within each endowment, which will then be made available as expendable funds for the fiscal year, 2019-20.

The University has adopted a Smoothed Banded Inflation (“SBI”) spending policy. Under the SBI approach, the distribution rate grows approximately at the rate of inflation, within a range of 3 to 6 percent of the four-year moving average of the market value of endowment units.

Smoothed Banded Inflation Spending Formula

While the distribution rate is guided by the SBI formula, the following factors determine the recommended amount to be distributed each year:

Board of Governors - Investment Committee

- Fund performance represented by the 4-year rolling moving average unit value (4-Yr rolling MV)
- Inflation rate represented by the year-over-year change in Toronto Consumer Price Index (CPI) as at fiscal year end
- Capacity of individual endowments to sustain the dual objectives of steady inflation-adjusted spending and maintenance of purchasing power of capital (currently only 2 of the 2,110 endowment accounts do not meet these criteria)
- Ability of individual endowments to meet the expectations documented in donor agreements

The SBI formula is $\$ \text{ Spending}_{(t)} = \$ \text{ Spending}_{(t-1)} \times (1 + \text{CPI}_{(t-1)})$

The CPI for Toronto in 2017-18 was 2.4%; this suggests that the spending allotment for each unit for fiscal 2019-20 is the expendable per unit for 2018-19 (\$4.02/unit) multiplied by the inflation rate of 2.4%, resulting in a yield of \$4.12/unit. Administration recommends a distribution rate of \$4.08/unit based on the following considerations:

1. The market value of each unit decreased 1.71% Yr/Yr from \$111.6046 to \$109.6943. (See Table 1 below). This was due to a low return for the Endowment Fund of 2.30% in fiscal 2017-18, which was insufficient to offset the distribution for the same year.
2. In the interests of managing expectations, it is prudent to slowly grow distributions with regular and predictable growth to allow endowments to generate investment income, which will then allow for normal distributions in the event returns are negative over one or two years.
3. Many endowments have unspent distributions from prior years. As of 30 April 2018, approximately 730 of the University's 2100 endowments have unspent distributions from prior years of at least \$1000, 550 endowments have unspent distributions of at least \$2000 and 400 endowments have unspent distributions of at least \$4000.

The recommended increase is \$0.06 per unit, representing an increase of 1.49% over the prior year. Administration deems it prudent to adopt a conservative approach to maintain distribution sustainability. This is particularly important for new endowments with less than two years invested.

The distribution accrual rate of \$4.08 per unit represents a yield of 3.72% of the unit value at 2018 FYE (Fiscal Year End). This is the median value of the yield from the previous five years which have ranged from 3.60% to 4.03% (Table 1).

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The University converted to a new budget model effective May 1, 2017. Under the new budget model any disruption in endowment distributions would have to be absorbed by Faculties. As Faculty budgets continue to be constrained, it remains critical to mitigate budgetary pressures. A decision to increase the distribution rate to \$4.08 per unit will serve to support the University and Faculty budgets.

On a yield basis, the proposed payout of \$4.08/unit represents 3.88% of the previous 4-year moving average of the unit value.

Table 1 shows the actual (2014-17) and proposed 2018-19 yields based on unit distribution accrual rate.

Table 1
Actual and Proposed Distribution Rates and Yields

FYE	Unit Value at Year End	Accrual Distribution Rate	Yield
April 30, 2014	\$100.0000	\$3.90/unit	3.90%
April 30, 2015	\$106.8879	\$3.96/unit	3.70%
April 30, 2016	\$98.2817	\$3.96/unit	4.03%
April 30, 2017	\$111.6046	\$4.02/unit	3.60%
April 30, 2018	\$109.6943	\$4.08/unit	3.72%
4 Year MV (FYE April 30, 2018) = \$105.213453			
Yield for Proposed distribution: $\$4.08 \div \$105.213453 = 3.88\%$			

York University Board of Governors - Minutes

Meeting: Open Session 26 June 2018 at 1:30 pm
 Via Teleconference

Present:	Regrets:	Others:
Rick Waugh, Chair Elisa Alloul Jacques Demers Laura Formusa Sheila Forshaw Bill Hatanaka Vijay Kanwar Konata Lake Julie Lassonde Rhonda Lenton David McFadden David Mutimer Earle Nestmann Lauren Sergio Paul Tsaparis Bobbi-Jean White Henry Wu Hana Zalzal Maureen Armstrong, Secretary Cheryl Underhill, Assistant Secretary	Andy Lennox Debbie Jamieson Jane Rowe Ajay Virmani Randy Williamson	Carol McAulay Robert Everett, Secretariat Elaine MacRae, Secretariat

I. OPEN SESSION

1. Chair's Items

Governors, staff and those gathered to listen to the proceedings were welcomed to the open session of the meeting.

This being his final meeting, the Chair expressed appreciation for the opportunity to give back to the University. He is a proud alumnus, and has enjoyed seeing York grow and thrive over the years to become a burgeoning university that now hosts over 300,000 alumni worldwide. Determined, capable, full of promise and wiser from its challenges, York will build on its strengths to reach new heights. Gratitude was extended to the governors for their generous commitment of time, acumen and support for the advancement of the University. The administration and staff were thanked for their intellect, dedication, and labours.

Appreciation was extended to Lauren Sergio, Elisa Alloul and Sheila Forshaw who are completing their two-year terms on the Board this month. Recognition was also given to

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external members departing, Henry Wu and Hana Zalzal. Mr Wu completed two full terms on the Board, and as Chair of the Academic Resources Committee, member of Executive and a Board representative on Senate, has been a leader, constructively supporting and driving the work of the Board. Ms Zalzal was thanked for five years of service and valuable contributions as a member of the Academic Resources and External Relations committees.

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

a. Report on Items Decided in the Closed Session

The Chair reported the items decided in the Closed session; they are set out below.

The following senior administrative appointments:

- Lisa Philipps, Provost & Vice-President Academic, effective 1 July 2018 – 30 June 2022
- Rui Wang, Deputy Provost, Markham Centre Campus, effective 1 July 2018 for five years
- Thomas Loebel, Dean, Faculty of Graduate Studies, effective 1 July 2018 for five years
- EJ Janse vans Rensburg, Interim Dean, Faculty of Science, effective 1 September 2018
- Ian Roberge and Dominique Scheffel-Dunand, Interim Co-Principals, Glendon, effective 1 July 2018

The following appointments to the Board of Governors, effective 1 July 2018:

- Maxwell Gottlieb for a four-year term
- Francesca Accinelli, alumni nominee, for a four-year term
- Anita Ramjattan, non-academic staff nominee, for a 2-year term
- Ilana Lazar, undergraduate student nominee, for a 2-year term
- George Turlakis, Senator nominee, for a 2-year term

The following appointments of Board Committee Chairs effective 1 July 2018:

- Randy Williamson, Land and Property
- Bobbi-Jean White, Academic Resources
- Jacques Demers, Investment and Pension Fund Board of Trustees

b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 1 May 2018

York University Board of Governors - Minutes

- the appointment of Jasmine Halsband (CUPE 1356-01 nominee) and Ran Lewin, (President's nominee) to the Pension Fund Board of Trustees, each for a three-year term commencing 1 July 2018.
- updates to the Banking Resolution reflecting the new Chair of the Board and changes within the senior administration

2. Executive Committee

Mr Waugh reported that since its last regular meeting on May 1, 2018 the Executive Committee held four special meetings by teleconference to discuss the CUPE 3903 labour disruption. It was given an up-to-date briefing at its meeting earlier in the day by the President. The Committee has affirmed its support for the overall bargaining strategy.

In addition to dealing with strike related matters and the nominations and appointments, the Executive Committee reviewed and approved the performance evaluation of the President and the Vice-Presidents for fiscal 2018, and received updates from all committee chairs.

Finally, the Chair and Vice-Chair have been discussing with the Chair and Vice Chair of Senate options for working together to clarify the jurisdiction of the two governing bodies during labour disputes. It is anticipated that a process for moving that matter forward will be presented to both Senate and Board for approval in the Fall.

3. President's Items

The President expressed her deep gratitude to Mr Waugh for his leadership, guidance and warm support as Chair of the Board. She also welcomed Mr Tsaparis as the incoming Chair, and thanked retiring members of the Board for their many contributions during their terms.

a. Overview of the Year Past and Year to Come

The President's 2017-2018 Year-end report was distributed to governors in advance of the meeting; a copy is filed with these minutes. Dr Lenton spoke to the report, highlighting the many notable achievements from the year that contribute to the advancement of the seven priorities defined in the 2015-2020 University Academic Plan. Solid and exciting progress is being made across the University to enhance the quality of academic programs, increase the impact of faculty members' research and scholarship, embed innovation and experiential education in pedagogy, support student success, enrich the campus experience and extend York's engagement with external communities.

Looking ahead to 2018-2019, implementing the UAP will remain the focus alongside post-strike progress plans. With a new senior leadership team coalescing, foundational plans taking shape for the new Markham Centre Campus and many exciting projects launching, there is a renewed enthusiasm for the next academic year.

York University Board of Governors - Minutes

b. Kudos Report

The report as distributed was noted.

c. Student Representative Roundtable Annual Report

Presentation slides for the annual report were distributed to the Board in advance of the meeting; a copy is filed with these minutes. On behalf of the students serving on the Board, Ms Alloul spoke to the report. Four topics engaged the Student Representative Roundtable this past year: the University's mental health strategy; YorkU pride; the implementation of the SHARP budget model; and overnight housing space on campus for non-residence students. A new initiative also developed this year in conjunction with the Vice-Provost Students, Student Brand Ambassadors. The program will see a small group of students hired as ambassadors by the Office of the Vice-Provost Students to build University pride and engagement in the student body through a variety of media. The Board looks forward to hearing of the success of the ambassadors.

4. Academic Resources Committee

Delivering his final report to the Board, Mr Wu thanked all members past and present for their contributions and work in support of the Academic Resources Committee; a special acknowledgement was extended to Robert Everett for the insight and advice provided as Secretary of the Committee. A summary of key items of business discussed by the committee was provided, including the new Strategic Research Plan, and the notable research progress; Markham campus planning; the impact of the labour disruption on academic programs and enrolments; and faculty complement planning. He encouraged continued discussions on faculty complement in the Board context in the coming years.

Best wishes were offered to Ms White, the succeeding Chair of the committee.

a. Report on Appointments, Tenure and Promotions

Documentation was noted. It was duly *agreed* that the **Board of Governors approve the President's June 2018 report on appointments, tenure and promotion.**

5. External Relations Committee

Points of Pride

Recent points of pride circulated in the agenda were noted.

Campaign and Alumni Engagement Update

Referring to the written brief and documents in the agenda, the President was pleased to advise that the in-year fundraising target of \$50M for 2017-2018 was exceeded, and that collectively \$400M has been raised toward the \$500M goal of the Impact campaign. Governors were also directed to the President's Annual Report for a full summary of the significant achievements in advancement, alumni engagement and communications.

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6. Finance and Audit Committee

a. Budget Plan and Financial Statements

Budget Plan

Referring to the documentation and presentation slides distributed with the agenda, Vice-President McAulay spoke to the proposed updated budget plan. Moving into the second year of SHARP and fully incorporating the general institutional costs for transparency, the proposed budget reflects that:

- the forecasted divisional year end results were positive to the approved budget position (\$47M) due primarily to better than projected in-year positions in several Faculties, enabling them to drive the complement renewal priority
- labour disruption hard costs as of 31 May are approximately \$10M, covering a wide gamut of expenses across the University
- incoming student enrolments for FW 2018-19 are below the promising applications data from the spring: Undergraduate total is -4.1% vs system growth of +0.3%; Graduate enrolments are particularly challenging in doctoral programs at -12.1% vs 2017-18
- it is too early to know continuing students' and transfer students' enrolment data; firm information will be presented in the Fall
- while government funding will be static for the first two years of this 3-year budget, funding in 2020-21 will be partially performance-based against metrics that will be defined in the new SMA-3; at risk will be \$33M in the performance-tied funding envelope that year
- revised pension plan funding rules remove the need to make annual special payments

After a brief discussion of some details it was duly *agreed that the Board of Governors approve the proposed multi-year budget plan 2018-2019 to 2020-2021.*

Financial Statements

Drawing on the documentation, the Vice-President Finance & Administration provided a high-level overview of the financial statements, noting that:

- a standard unqualified audit report was issued by the external auditors
- the statements reflect the impact of the labour disruption, specifically that a portion of tuition fee revenue was deferred (\$47M); tuition credit option for students accounted for (\$15M); and ancillary services revenue was also deferred (\$2M) for a total of \$64M of deferred revenue

In the discussion it was noted that the portion of revenue from government grants is reducing and reliance on student tuition fees is increasing. It was duly *agreed that the*

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Board of Governors approve the Financial Statements for the year ended April 30, 2018.

b. Capital Project

Y-Space Lease

The supporting documentation was *noted*. The University has been using space at the proposed location since November of last year to jump start partnerships for innovation and entrepreneurship within York Region in advance of the Markham campus opening. It is a state-of-the-art fabrication facility aptly serving the needs of the office. Resources for the long-term lease have been dedicated from the University Fund. It was duly *agreed*,

That the Board of Governors approve the execution of a lease agreement with Ruland Properties Inc. for Unit L300 located at 169 Enterprise Boulevard in the City of Markham, for YSpace Markham.

c. Tuition Fees: Master of Marketing and Master of Supply Chain Management

Mr Hatanaka spoke to the supporting material. The tuition fees need to be established for the two new masters programs housed in the Schulich School of Business. The proposed fees are within the framework approved by the Ministry of Advanced Education and Skills Development; however, the Master of Supply Chain Management program will not start until Spring 2019, and approval is being sought to adjust its fees as necessary should the existing 5% increase not be maintained in the new Tuition Fee Framework for 2019-2020.

It was duly *agreed*,

That the Board of Governors approve the following tuition fees for two new graduate programs offered through the Schulich School of Business:

Master of Marketing

- the domestic full-time tuition fee rate for 2018-2019 of \$13,319.76 per term effective Fall 2018 (excludes centrally collected ancillary and student referenda fees), and
- the international full-time tuition fee rate for 2018-2019 of \$25,001.22 per term effective Fall 2018 (excludes centrally collected ancillary fees and student referenda fees).

Master of Supply Chain Management

- the domestic full-time tuition fee rate for 2019-20 of \$20,438.15 per term for 2019-2020, effective Spring 2019 (excludes centrally collected ancillary fees and student referenda fees).
- the international full-time tuition fee rate for 2019-20 of \$26,251.28 per term effective Spring 2019 (excludes centrally collected ancillary fees and student referenda fees)

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7. Governance & Human Resources

Mr McFadden reported that:

- the annual Board survey will be distributed to governors in the coming days; timely responses were encouraged
- the committee was briefed on the 2017 Pension Plan valuation results, which yielded good news on solvency relief for the University
- a report on increasing employee benefit costs was received, and mitigation measures discussed
- the committee received and discussed the 2017 Employment Equity Statistical Report, which will be forwarded to the Board at its meeting in October 2018.

8. Investment Committee

In the absence of Mr. Williamson, Mr Tsaparis reported on the investment performance of the endowment and pension funds; both funds continue to achieve solid results. It was noted that the issue of aligning appropriate benchmarks to the fund's objectives will be a focus of discussion at the Investment Committee in the next year. The 2017 Annual Investment Report for the endowment fund is posted online on the Investment committee website.

The Investment Committee recently approved changes to the sections of the endowment fund Statement of Investment Policies and Procedures pertaining to statements on responsible investing and the asset mix policy. These items will come to the October meeting of the Board for approval.

9. Other Business

There was none.

10. In Camera Session

No *in camera* session was held.

Rick Waugh, Chair _____

M. Armstrong, Secretary _____

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Executive Committee

Date: 2 October, 2018

Subject: Pension Fund Board of Trustees Re-Appointment

Recommendation:

The Executive Committee recommends that the Board of Governors approve the re-appointment below effective October 1, 2018 for a three-year term.

Background:

The Pension Fund Board of Trustees (BoT) has responsibility for the pension fund as delegated by the Board of Governors under a Trust Agreement. Its Terms of Reference, approved by the Board of Governors, specify that various bodies recommend members. Those recommended become members when they are approved by the Board of Governors and have signed an acknowledgement that they are bound by the Trust Agreement. Even though a specific body nominates a Trustee, once appointed, Trustees do not represent only that particular body, but have fiduciary responsibilities to all the members and beneficiaries of the pension plan.

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

Board of Governors

Nominee:

Sylvia Peacock, as a CUPE 3903 nominee

Sylvia E. Peacock, PhD., dr. habil., is a political economist who teaches courses on communication technologies and business at the Department of Business and Society at York University. Her research interests cover information bias in ethical investments, new stock market products, and effects of high frequency trading. She acquired administrative experience abroad, while on a research contract at a German university.

This is Sylvia's second term as a member of the York University Pension Fund Board of Trustees.

Board of Governors

Memorandum

To: Board of Governors

From: Jacques Demers, Chair, Pension Fund Board of Trustees

Date: October 2, 2018

Subject: Revisions to Terms of Reference & Pension Reporting Policy for the York University Pension Plan & Fund and Renaming of Sub-Committee on Investment Performance

Recommendation:

The Pension Fund Board of Trustees (PBOT) recommends to the Board of Governors a revision to the York University Pension Plan and Fund Terms of Reference and Pension Reporting Policy to change the name of the Sub Committee on Investment Performance (SCIP) to the Pension Fund Investment Committee.

Rationale:

Trustees know and appreciate the important role of the Sub Committee on Investment Performance (SCIP) in the governance of the York University Pension Fund. This committee recommends to PBOT key aspects to the pension investment policies, including changes to the asset classes and target allocations for the Asset Mix Policy, changes to the manager structure, and the appointment and termination of investment managers. This committee monitors the risk / return profile for the Pension Fund and the ongoing appropriateness and effectiveness of the pension investment program. In reality, this committee does much more than review the investment performance and the Pension Fund Investment Committee is a much more appropriate name for this important part of York's pension governance structure.

Changes to the name of the committee have often been discussed at meetings, and a name change is supported by committee members.

A copy of the Terms of Reference with the proposed changes is attached as Appendix A.



York University Pension Plan & Fund

Terms of Reference & Pension Reporting Policy

September 201~~8~~²

York University Pension Plan & Fund Terms of Reference & Pension Reporting Policy

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York University Pension Plan & Fund Terms of Reference & Pension Reporting Policy

Introduction

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

York University is both the Plan Sponsor and the legal Plan Administrator and therefore, acts as both employer and fiduciary with respect to the pension plan and is responsible for its overall management. To discharge its duties, the University acts through its Board of Governors, however, the scope of activities that must be attended to in order to operate a pension plan and fund cannot possibly be carried out by the individual Governors, so certain responsibilities have been delegated to specific fiduciary bodies, staff, and agents.

The Board of Governors has delegated specific Plan administration tasks to the Vice-President, Finance & Administration who, in turn, has delegated tasks to employees of the University and to various agents that have been retained to assist in carrying out duties in respect of the Plan. The All University Committee on Pensions acts as an advisory committee to the Vice-President, Finance & Administration on pension benefit issues.

The Board of Governors has appointed a Pension Fund Board of Trustees to discharge the Fund investment duties. These Trustees are appointed following nominations from employee groups, the Administration, and the Board of Governors. The Trustees have delegated tasks to a ~~Sub Committee on Investment Performance~~Pension Fund Investment Committee, to employees of the University, and to various agents to assist them in carrying out their duties in respect of the Fund.

This document outlines the Pension responsibilities for the Board of Governors, the Vice-President, Finance & Administration (VPF&A), the Pension and Benefits Office in the Department of Human Resources, and the Director, Pension Fund in the Department of Finance. It also contains complete Terms of Reference for the Pension Fund Board of Trustees (BoT), the ~~Sub Committee on Investment Performance~~Pension Fund Investment Committee (SCIPPFIC), and the All University Committee on Pensions (AUCP).

This document also includes a Pension Reporting Policy to support the monitoring and oversight requirements of each pension decision-making body as outlined the Accountabilities and Responsibilities sections of the Terms of Reference.

The document supersedes all previous pension related Terms of Reference and/or pension related responsibility documents, with the exception of the Trust Agreement (attached as Appendix A) and the York University Pension Plan Text, which still apply.

York University Pension Plan & Fund Terms of Reference

Board of Governors

I. Authority

The York University Pension Plan is sponsored by York University, which is the legal administrator of the Plan and is responsible for its overall management. The University acts through its Board of Governors (and relevant Board Committees) in discharging its benefit administration duties and appoints a Pension Fund Board of Trustees to act as trustees of the Pension Fund and discharge the Fund investment duties.

II. Accountabilities and Responsibilities

1. Approvals

The Board of Governors shall be responsible for approval of the following:

- i) Pension Plan
 - a) The Plan Mission¹;
 - b) Changes to the Plan text and Plan amendments;
 - c) Funding Policy of the Plan and assumptions used to value the Plan liabilities;
 - d) Required University “Money Purchase” contributions as per the Plan text;
 - e) Additional contributions to the “Minimum Guarantee” fund as deemed necessary by the Actuary;
 - f) Canadian Institute of Chartered Accountants (CICA) valuation for pension expense purposes;
- ii) Pension Fund
 - g) Appointment of members to the Pension Fund Board of Pension Fund Trustees;
 - h) Changes to the Trust Agreement between the University and the Trustees;
- iii) Pension Governance
 - i) Approval of, and changes to, the Terms of Reference and Pension Reporting Policy for the Pension Plan & Fund.

¹ The Plan Mission explains why the pension plan exists, what the objectives are, and provides guidance in setting funding and investment policies.

York University Pension Plan & Fund Terms of Reference

2. Monitoring

The Board of Governors shall be responsible for monitoring the following:

- i) Pension Plan
 - a) Impact of the Canadian Institute of Chartered Accountants (CICA) valuation results on the University's financial statements;
 - b) Achievement of Plan Mission;
 - c) Actuarial funding valuation results, assumptions used, and the funded status of the Plan (i.e. surplus/deficit level);
- ii) Pension Fund
 - d) Achievement of Fund objectives;
 - e) Compliance of the Pension Fund Board of Trustees with the Trust Agreement and Terms of Reference;
- iii) Pension Governance
 - f) Continued appropriateness of pension governance structure and processes.

York University Pension Plan & Fund Terms of Reference

Vice-President, Finance & Administration

I. Accountabilities and Responsibilities

The Vice-President, Finance & Administration is the administrative officer responsible for assisting the Board of Governors in carrying out its duties with respect to the administration and oversight of the York University Pension Plan.

The recommendations of the AUCP will be sought regarding pension benefit issues.

1. Approvals

The Vice-President, Finance & Administration shall be responsible for approval of

- a) Changes to the pension administration policies and systems;
- b) A Pension Communications Policy.

2. Recommendations

The Vice-President, Finance & Administration shall be responsible for recommending for approval the following **to the Board of Governors**:

- a) The Plan Mission;
- b) Changes to the Plan text and Plan amendments;
- c) Funding Policy of the Plan and assumptions used to value the Plan liabilities.
- d) Canadian Institute of Chartered Accountants (CICA) valuation for pension expense purposes.

3. Monitoring

The Vice-President, Finance & Administration shall be responsible for monitoring the planning and effective administration of the Pension & Benefits Office.

York University Pension Plan & Fund Terms of Reference

Pension & Benefits Office

I. Accountabilities and Responsibilities

The Pension & Benefits Office in the Department of Human Resources will assist the Vice-President, Finance & Administration in carrying out his/her duties with respect to the administration and oversight of the York University Pension Plan. The Pension & Benefits Office will contribute to the transparency of pension plan administration at the University by ensuring the availability of all related documentation (including their own records) for review by plan members.

1. Recommendations

The Pension & Benefits Office shall provide research, analysis, and recommendations on the pension plan provisions, amendments, and administration **to the Vice-President, Finance & Administration**, as required.

2. Management / Implementation

The Pension & Benefits Office shall be responsible for day-to-day management and implementation of the following:

- a) Plan provisions and member eligibility requirements as set out in the Pension Plan Text and plan amendments as approved by the Board of Governors;
- b) Remitting monthly employer and employee contributions to the custodian;
- c) Managing activities of any outside agent who provides pension administration services including maintenance of member records, tax reporting, calculation of benefit entitlements, and enrolment of new members. Negotiating service standards with outside agents;
- d) Providing required member data to Third Party Administrator;
- e) Counselling members on retirement and termination options;
- f) Preparation of annual member pension statements;
- g) Communications with members as per the Pension Communications Policy including pension benefit and governance issues;
- h) Secretarial duties for the AUCP;
- i) Maintenance of a Plan Administration Practices and Procedures Manual that defines benefit calculations and eligibility requirements not explicitly defined in the Plan Text.

York University Pension Plan & Fund Terms of Reference

3. Monitoring

The Pension & Benefits Office shall be responsible for monitoring the following:

- a) Reporting to the VPF&A and the Board of Governors as required by the Pension Reporting Policy;
- b) Activities of and reports from Third Party Administrator and custodian to ensure compliance with agreements;
- c) Accuracy of membership data provided to Third Party Administrator;
- d) Accuracy of records maintained and calculations provided by the Third Party Administrator;
- e) Compliance with the Pension Plan Text and filing of plan amendments with regulatory authorities.

York University Pension Plan & Fund Terms of Reference

AUCP

I. Establishment and Authority

The All University Committee on Pensions (AUCP) is an advisory committee to the VPF&A and serves as a forum where representatives of plan members may learn about, review, discuss and make recommendations on pension benefit issues.

II. Membership

- a) The AUCP shall be comprised of eleven members, one appointed by each of the following representative groups:

Pension and Benefits Office of the Human Resources Department;
University Senior Administration;
York University Faculty Association;
York University Staff Association;
York University Retirees Association,
York University Confidential, Professional and Managerial Association;
Osgoode Hall Faculty Association;
Canadian Union of Public Employees Local 3903;
Canadian Union of Public Employees Local 1356;
Canadian Union of Public Employees Local 1356-01; and
International Union of Operating Engineers Local 796.

- b) The normal term of office shall be three years, with retiring members eligible for reappointment.

III. Officers

- a) The AUCP shall elect a Chair from its membership to preside at meetings and carry out such duties as may be appropriate to further the work of the AUCP.
- b) The AUCP shall elect a Vice-Chair from among the members to act in the absence of the Chair.
- c) The Pension and Benefits Office will be responsible for designating an individual to act as Secretary. The Secretary shall (with the assistance of an Assistant Secretary) keep minutes of proceedings, prepare the agenda for meetings, arrange for the gathering of data for members, implement AUCP actions, and discharge such other duties as may be assigned by the AUCP or the Chair.

IV. Meetings

York University Pension Plan & Fund

Terms of Reference

1. Regular Meetings

- a) Meetings shall be held at least twice a year at the call of the Chair or on written request to the Chair of not fewer than three members.
- b) Notice of a meeting in the form of an agenda shall be given by the Secretary at least seven days before the date of the meeting and shall be deemed to be given when the agenda is deposited in the York University postal or other delivery system.
- c) Any item from a member for inclusion on the agenda shall be received by the Secretary at least eight days before the day of the meeting.
- d) The agenda may be altered at the meeting by a vote of a majority of the members present.

2. Quorum

A quorum shall consist of at least six members, with at least one from each of the University Senior Administration, the York University Faculty Association, the York University Staff Association, and the York University Retirees Association, and at least one from each of any two other representative groups. If any member is not able to attend a meeting, it shall be that member's responsibility to provide an alternate to attend that meeting.

3. Voting

- a) The Chair may vote on any question, but no member shall have more than one vote.
- b) All questions shall be decided by the majority of members present. In the case of an equality of vote, the question shall be deemed defeated.

4. Attendance of Plan Members and Pensioners

Members of the Plan or pensioners are entitled to attend meetings of the AUCP as observers, on the understanding that the Chair may restrict a particular meeting or a period of a meeting to members only, having received confirmation of such action by a majority of members present.

York University Pension Plan & Fund Terms of Reference

V. Accountabilities and Responsibilities

1. Recommendations

- a) The AUCP will be responsible for reviewing practice with respect to the scope and nature of the Pension Plan, considering proposals and opportunities for improving the benefits under the Plan, and making recommendations considered to be in the best interest of Plan members.
- b) The recommendations of the AUCP will be submitted **to the Vice President, Finance & Administration** for assessment as to their impact on the University's financial operations and commitments, and their relation to the University's compensation policy and various collective agreements.
- c) The recommendations of the AUCP will be reported, within a reasonable period of time to the Finance and Staff Resources (FSR) Committee of the Board, with commentary and/or recommendations from the VPF&A, and to the Pension Fund Board of Trustees for information.
- d) The administration's position on the recommendations, and their disposition, shall be reported back to the AUCP.

York University Pension Plan & Fund Terms of Reference

Pension Fund Board of Trustees

I. Establishment and Authority

The authority of the Pension Fund Board of Trustees devolves from the Board of Governors of York University and is incorporated in the 1977 Trust Agreement.

II. Membership

- a) The Pension Fund Board of Trustees shall be comprised of the following members appointed by the University who may be, but need not be, members of the York University Pension Plan:

Three members of the Board of Governors of the University;
Three members of the administration recommended by the President, one of whom shall be the nominee of the York University Confidential, Professional and Managerial Association;
Two members of the York University Faculty Association;
Two members of the York University Staff Association;
One member of the Canadian Union of Public Employees Local 3903;
One member of the Canadian Union of Public Employees Local 1356;
One member of the Canadian Union of Public Employees Local 1356-01;
One member of the International Union of Operating Engineers Local 796;
One member of the Osgoode Hall Faculty Association; and
One member of the York University Retirees Association, as recommended by such bodies.

- b) The term of office shall be three years, with retiring members eligible for reappointment. A member may be reappointed to a maximum of three successive terms of membership, so that continuous membership shall not exceed a total of nine years. Trustees whose continuous membership currently exceeds nine years may complete their term. Recommending bodies will arrange staggered nominations to ensure continuity of experience.
- c) In order for an individual to become a member of the Pension Fund Board of Trustees the following is required:
1. Receipt, by the Secretary to the Pension Fund Board of Trustees, of the official recommendation for appointment by the Board of Governors, the President, or the relevant employee group, as applicable;
 2. Approval of the recommendation by the Board of Governors; and,
 3. The signature by the nominee on the Acknowledgement to the Trust Agreement.

York University Pension Plan & Fund Terms of Reference

- d) The Chair of the ~~Sub-Committee on Investment Performance~~Pension Fund Investment Committee, if not a member of the Pension Fund Board of Trustees, shall be an ex-officio member.

York University Pension Plan & Fund Terms of Reference

III. Officers

- a) The Chair of the Board of Governors, in consultation with the President of the University, shall appoint the Chair of the Pension Fund Board of Trustees from among the members of the Pension Fund Board of Trustees to preside at meetings.
- b) The Vice Chair shall be appointed in the same manner as the Chair to act in the absence of the Chair.
- c) The Director, Pension Fund in York University's Department of Finance shall act as Secretary to the Pension Fund Board of Trustees, attending all meetings and keeping minutes of the proceedings (with the assistance of an Assistant Secretary); he/she shall prepare and countersign official documents and discharge such other duties as may be assigned by the Pension Fund Board of Trustees or the Chair. In the case of absence of the Secretary, the Vice-President, Finance & Administration shall appoint a person to act in this role.

IV. Meetings

1. Regular Meetings

- a) Regular meetings shall be held at least twice a year at the call of the Chair.
- b) Notice of a meeting in the form of an agenda shall be given by the Secretary at least 7 days before the date of the meeting and shall be deemed to be given when the agenda is deposited in the York University postal or other delivery system.

2. Motions and Debate

No motion introducing matters of substance, other than matters of privilege or petition, shall be taken into consideration at any meeting, except upon two thirds vote of members present, unless notice in writing has previously been given to the Secretary in time for circulation of the notice of the meeting.

3. Special Meetings

A special meeting may, or on the written request of not fewer than three members of the Pension Fund Board of Trustees shall, be called by the Chair, on not less than twenty-four hours notice, for the transaction of such business only as may be specified in the notice of such a meeting.

4. Quorum

At all regular and special meetings, a quorum shall consist of seven members.

York University Pension Plan & Fund Terms of Reference

5. Voting

- a) The Chair may vote on any question, but no member shall have more than one vote.
- b) All questions shall be decided by the majority of members present. In the case of an equality of vote, the question shall be deemed defeated.
- c) The Chair shall disclose the result of every vote on any question. Any member may require the yeas, nays and abstentions be recorded.

6. Attendance of Plan Members and Pensioners

Both active members of the Plan and pensioners are entitled to attend meetings of the Pension Fund Board of Trustees as observers, on the understanding that the Chair may restrict a particular meeting or a period of a meeting to Trustees only, having received confirmation of such action by a majority of Trustees present.

7. Minutes

The minutes of all Pension Fund Board of Trustee meetings, and any reports tabled at such meetings, shall be kept in the office of the Vice President, Finance & Administration and made available for review by any plan member or beneficiary.

V. Accountabilities and Responsibilities

1. Approvals

The Pension Fund Board of Trustees shall be responsible for approval of the following:

- a) The Statement of Investment Policies and Procedures (SIP&P) for the Pension Fund;
- b) Asset classes and target allocations for the Asset Mix Policy;
- c) Manager Structure;
- d) Other investment policies that are reasonable and necessary to provide for the prudent investment of the Pension assets (i.e. active/passive policy, rebalancing policy);
- e) Appointment / termination of investment managers;
- f) Appointment / termination of the custodian and Custodial Services and Securities Lending Agreements with the custodian;
- g) Appointment / termination of the auditor;

York University Pension Plan & Fund Terms of Reference

- h) Audited financial statements;
- i) Appointment / termination of the actuary;
- j) Appointment of independent professional advisors, as required;
- k) Annual operating budget for investment expenses.

2. **Monitoring**

The Pension Fund Board of Trustees shall be responsible for monitoring the following:

- a) Fund and asset class performance;
- b) Asset mix and manager allocations;
- c) Compliance with the SIP&P and all other investment policies;
- d) Achievement of Fund objectives;
- e) Compliance of the SCIPPFIC with Terms or Reference;
- f) Annual operating expenses relative to operating budget.

York University Pension Plan & Fund Terms of Reference

Sub-Committee on Investment Performance Pension Fund Investment Committee

I. Establishment and Authority

The Pension Fund Board of Trustees has resolved to appoint a ~~Sub-Committee on Investment Performance Pension Fund Investment Committee~~ (~~SCIPPFIC~~) which assists them in carrying out their duties with respect to the administration of the York University Pension Fund.

II. Membership

- a) The ~~SCIPPFIC~~ shall be comprised of at least 5 members from some or all of:

The Board of Governors;
The Pension Fund Board of Trustees;
University administrative officers with responsibilities within the pension operations;
Internal or External expert advisors who are recognised in the pension investment community and respected for their expertise and experience with investment issues.

- b) Membership of ~~SCIPPFIC~~ shall be by appointment by the Pension Fund Board of Trustees in consultation with the President, the Chair of the Board of Governors, and the ~~SCIPPFIC~~.
- c) The term of office shall be four years, with retiring members eligible for reappointment.

III. Officers

- a) The Chair of the Pension Fund Board of Trustees in consultation with the President and the Chair of the Board of Governors shall appoint the Chair of the ~~SCIPPFIC~~ from among the members of the ~~SCIPPFIC~~ to preside at meetings. The Chair of ~~SCIPPFIC~~ shall designate a member of ~~SCIPPFIC~~ to act as Chair in his/her absence.
- b) The Director, Pension Fund in York University's Department of Finance shall act as Secretary to the ~~SCIPPFIC~~, attending all meetings and keeping minutes of the proceedings (with the assistance of the Assistant Secretary to ~~SCIPPFIC~~); he/she shall prepare and countersign official documents and discharge such other duties as may be assigned by the ~~SCIPPFIC~~ or Chair. In the case of absence of the Secretary, the Vice-President (Finance & Administration) shall appoint a person to act in this role.

IV. Meetings

York University Pension Plan & Fund Terms of Reference

1. Regular Meetings

- a) Regular meetings shall be held at least four times a year at the call of the Chair.
- b) Notice of a meeting in the form of an agenda shall be given by the Secretary at least 7 days before the date of the meeting.
- c) Special meetings may be called, without formal notice, if an issue that requires immediate resolution arises.

2. Quorum

At all regular and special meetings, a quorum shall consist of three members.

3. Voting

All questions shall be decided by the majority of members present. In the case of an equality of vote, the question shall be deemed defeated.

4. Minutes

The minutes of all **SCIPPFIC** meetings, and any reports tabled at such meetings, shall be kept in the office of the Vice President, Finance & Administration and made available for review by any plan member or beneficiary.

V. Accountabilities and Responsibilities

1. Approvals

The ~~Sub-Committee on Investment Performance~~ Pension Fund Investment Committee shall be responsible for approval of the following:

- a) Investment manager mandates including investment guidelines and constraints, performance expectations, reporting requirements, and fee schedules;
- b) Appointment / termination of performance evaluation service provider.

2. Recommendations

The ~~Sub-Committee on Investment Performance~~ Pension Fund Investment Committee shall be responsible for recommending the following **to the Pension Fund Board of Trustees**:

- a) Changes to the Statement of Investment Policies and Procedures (SIP&P);

York University Pension Plan & Fund Terms of Reference

- b) Changes to asset classes and target allocations for Asset Mix Policy;
- c) Changes to the Manager Structure;
- d) Appointment / termination of investment managers;
- e) Other investment policies that are reasonable and necessary to provide for the prudent investment of the Pension assets.

3. Monitoring

The ~~Sub Committee on Investment Performance~~ Pension Fund Investment Committee shall be responsible for monitoring the following:

- a) Fund, asset class, and manager performance relative to return expectations and benchmarks;
- b) Investment risk measures of the managers and total fund;
- c) Compliance with the SIP&P, Asset Mix Policy, Manager Structure, and other investment policies;
- d) Compliance with legal and regulatory requirements for the Pension Fund;
- e) Compliance of investment managers with mandates;
- f) Ongoing appropriateness and effectiveness of the pension investment program including Asset Mix Policy, Manager Structure, manager mandates, and other investment policies.

York University Pension Plan & Fund Terms of Reference

Director, Pension Fund

I. Accountabilities and Responsibilities

The role of the Director, Pension Fund is to assist the Pension Fund Board of Trustees and the **SCIPPFIC** in carrying out their duties with respect to the administration and oversight of the York University Pension Fund and to manage the day-to-day pension fund operations in accordance with approved investment policies and strategies.

The Director, Pension Fund reports to the Chief Financial Officer of the University. The objectives for the incumbent in this position shall be developed in consultation with the CFO and the Chair of the Pension Fund Board of Trustees.

1. Recommendations

The Director, Pension Fund shall provide research, analysis, and recommendations on aspects of the pension investment program to the **SCIPPFIC** and/or the **Pension Fund Board of Trustees**, as required.

2. Management / Implementation

The Director, Pension Fund shall be responsible for day-to-day management and implementation of the following:

- a) Cash-flow requirements and payments of non-benefit related investment and administration expenses from the operating fund;
- b) Asset class and investment manager allocations and rebalancing, as required;
- c) Investment policies as set out in the SIP&P and other investment policies approved by the Pension Fund Board of Trustees or **SCIPPFIC**.
- d) Calculation of year-to-date fund return and the Annual Fund Rate and Adjustment of Pensions, as required by the Pension and Benefits Office;
- e) Negotiations with agents and service providers to draft contracts, agreements, and manager mandates;
- f) Secretarial duties for the Pension Fund Board of Trustees and **SCIPPFIC**;
- g) Annual audit of the pension fund;
- h) Communications with members as per the Pension Communications Policy regarding pension investment issues.

York University Pension Plan & Fund Terms of Reference

3. Monitoring

The Director, Pension Fund shall be responsible for monitoring the following:

- a) Reporting to **SCPPFIC**, BoT, and the Board of Governors as required by the Pension Reporting Policy;
- b) Fund cash flows and monthly reconciliation with the custodian statements;
- c) Activities of and reports from investment managers, custodian, and other service providers to ensure compliance with mandates and agreements;
- d) Regulatory compliance and filing requirements for the Fund;
- e) Investment and administration operating costs relative to operating budget.

York University Pension Plan & Fund Pension Reporting Policy

Pension Reporting Policy

The purpose of this Pension Reporting Policy is to ensure that all the pension fiduciaries listed below will be presented with pertinent information to support their monitoring and oversight requirements as outlined above in the Accountabilities and Responsibilities sections of the Terms of Reference.

This policy defines the core reports each fiduciary level is expected to receive and prepare on a regular basis, as well as the frequency of these reports. Additional or occasional reports may be received or prepared, as required. The minimum specific reporting requirements are as follows:

I. The Board of Governors

1. **Annually**, the Board of Governors shall receive a written report **from the VPF&A** covering the following items:
 - a) Achievement of the Plan Mission;
 - b) Actuarial funding valuation results, assumptions used, and the funded status of the Plan (i.e. surplus/deficit level);
 - c) Summary of contributions made during the year;
 - d) Summary of approved changes to the Pension Plan Text and Funding Policy, as applicable;
 - e) Compliance with legal and regulatory requirements for the Pension Plan;
2. **Annually**, the Board of Governors shall receive a written report **from the Pension Fund Board of Trustees** covering the following items:
 - a) Achievement of the Fund objectives;
 - b) Summary of approved changes to the Statement of Investment Policies and Procedures, other investment policies, and membership of the Pension Fund Board of Trustees and the **SCIPPFIC** made during the year, as applicable;
 - c) Compliance of the Pension Fund Board of Trustees with the Trust Agreement and the Terms of Reference;
 - d) The audited Financial Statements for the Pension Fund.

York University Pension Plan & Fund Pension Reporting Policy

3. **Every three years** or sooner, if circumstances warrant it, the Board of Governors shall receive a report **from the VPF&A** containing:
 - a) An assessment of the continued appropriateness of the Plan Mission, which incorporates the effectiveness of the pension benefit, funding, and investment policies;
 - b) An assessment of the effectiveness of the pension governance system.

II. Vice-President, Finance & Administration

1. The VPF&A will provide the relevant portions of the required reporting for the Board of Governors, with the necessary assistance from the Pension and Benefits Office, the Director, Pension Fund, and external sources.
2. The VPF&A shall receive reports **from the Pension and Benefits Office** containing at least the following:
 - a) Compliance of the Third Party Administrator with service standards as per agreement, at least **annually**;
 - b) Recommendations regarding pension administration policies and systems, and plan amendments, **as required**;
 - c) Changes to the Pension Administration Practices and Procedures Manual, **as required**;
 - d) Development of the Pension Communication Strategy, **as required**.
3. **Annually**, the VPF&A shall receive a report **from the actuary** containing at least the following:
 - a) The proposed assumptions used to value the Plan liabilities;
 - b) The actuarial value of assets and liabilities and the funded status of the plan;
 - c) The current service cost (i.e. estimated employer contributions).

York University Pension Plan & Fund Pension Reporting Policy

III. Pension & Benefits Office

1. The Pension and Benefits Office, with the necessary assistance from external sources, will conduct the supporting analysis and prepare the relevant reports as specified in this Pension Reporting Policy.
2. The Pension and Benefits Office will prepare, with the necessary assistance from external sources, the annual pension statements for plan members.
3. The Pension and Benefits Office shall receive the following reports:
 - a) **From the custodian**, pension payments made (Payment Register) on a **monthly** basis;
 - b) **From the Third Party Administrator**, pension administration activities and achievement of service standards, **monthly**.

York University Pension Plan & Fund Pension Reporting Policy

IV. Pension Fund Board of Trustees

1. The Pension Fund Board of Trustees will provide the relevant portions of the required reporting for the Board of Governors, with the necessary assistance from the Director, Pension Fund and external sources.
2. **Semi-annually**, the Pension Fund Board of Trustees shall receive a report **from the SCIPPFIC** containing the following:
 - a) Fund and asset class performance;
 - b) Asset mix and manager allocations;
 - c) Recommendations for approval from the SCIPPFIC and the Director, Pension Fund, as applicable.
3. **Annually**, the Pension Fund Board of Trustees shall receive a report from **the SCIPPFIC** containing the following:
 - a) Achievement of Fund objectives;
 - b) Compliance with the SIP&P and other investment policies;
 - c) Summary of approved changes to the SIP&P and other investment policies made during the year, if applicable;
 - c) Compliance with legal and regulatory requirements for the Pension Fund;
 - d) Compliance of the SCIPPFIC with Terms of Reference.
4. **Annually**, the Pension Fund Board of Trustees shall receive an actuarial valuation report for funding purposes **from the actuary**.
5. **Annually**, the Pension Fund Board of Trustees shall receive the Audited Financial Statements for the York University Pension Fund **from the auditor**.
6. The Pension Fund Board of Trustees shall receive the following reports from the **Director, Pension Fund**:
 - a) **Annually**, an operating budget proposal, and **periodically**, the actual operating expenses relative to the operating budget;
 - b) **Annually**, a summary of initiatives for the coming year for the Director, Pension Fund.

York University Pension Plan & Fund Pension Reporting Policy

V. ~~Sub-Committee on Investment Performance~~ Pension Fund Investment Committee

1. The SCIPPFIC will provide the relevant portions of the required reporting for the Pension Fund Board of Trustees, with the necessary assistance from the Director, Pension Fund and external sources.
2. **Quarterly**, the SCIPPFIC shall receive a report **from the Performance Evaluation Consultant** containing at least the following:
 - a) Fund, asset class, and manager performance relative to return expectations and benchmarks;
 - b) Asset mix and manager allocations;
 - c) Investment risk measures for the managers and total fund;
 - d) Compliance of investment managers with mandates;
 - e) Compliance with the SIP&P, Asset Mix Policy, Manager Structure, and other investment policies.
3. **Quarterly**, the SCIPPFIC shall receive a report **from the Director, Pension Fund** containing the following:
 - a) Asset mix and manager rebalancing done for the relevant quarter, as applicable;
 - b) Recommendations for approval from the Director, Pension Fund or external sources, as applicable.
4. **Annually**, the SCIPPFIC should receive a report **from the Director, Pension Fund** containing the following:
 - a) Achievement of Fund objectives;
 - b) Assessment of appropriateness and effectiveness of the pension investment program.
 - c) Summary of approved changes to the SIP&P and other investment policies made during the year, if applicable;
 - d) Compliance with legal and regulatory requirements for the Pension Fund;
 - e) Summary of operating expenses relative to operating budget.

York University Pension Plan & Fund Pension Reporting Policy

f) Summary of initiatives for the coming year for the Director, Pension Fund.

York University Pension Plan & Fund Pension Reporting Policy

VI. Director, Pension Fund

1. The Director, Pension Fund, with the necessary assistance from external sources, will conduct the supporting analysis and prepare the relevant reports as specified in this Pension Reporting Policy.
2. The Director, Pension Fund shall receive the following reports:
 - a) **From the custodian**, a complete statement of accounts on a **monthly** basis;
 - b) **From the performance evaluation consultant**, a detailed investment performance evaluation on a **quarterly** basis;
 - c) **From the investment managers**, portfolio listings, investment commentary, compliance, and economic outlook at least **quarterly**.
 - d) **From the VPF&A, the Pension & Benefits Office, and service providers**, information, as required, to allow an annual operating budget to be prepared and to periodically report actual operating costs relative to operating budget.

VII. AUCP

1. The AUCP shall receive the following reports **from the Pension & Benefits Office**:
 - a) Recommendations regarding plan amendments not initiated by the AUCP;
 - b) Costing information, as prepared by the actuary, required to consider proposals and opportunities for improving the benefits under the Plan.
 - c) Changes to the administration processes that may affect communications with members or benefit levels.
 - d) Service standards for the Third Party Administrator and compliance with these standards, **annually**.
 - e) The Audited Financial Statements for the York University Pension Fund as prepared by the auditor, **annually**.

Board of Governors

Memorandum

To: Board of Governors

From: Bill Hatanaka, Chair, Finance and Audit Committee

Date: 2 October 2018

Subject: Annual Report on York University Pension Plan and Fund

The York University Pension Plan continues to achieve objectives, with membership and benefits paid increasing, and Fund investment returns remaining positive.

The Pension Plan paid out over \$107M in 2017 (2016 - \$90.6M) in monthly pensions, termination benefits, and death benefits. Overall membership increased slightly to 8,637 members at the end of 2017 (2016 - 8,522). The Plan is maturing with a small decrease in active members and an increase in retirees and terminated members.

The valuation results at December 31, 2017 recorded a going concern surplus of \$20.3M, down from \$139.5M at the end of 2016. This is due primarily to new regulated funding rules as well as changes to mortality assumptions used in the valuation calculations. York's employer contribution requirements for 2018 are expected to be approximately \$38M (2017 - \$40M).

The Pension Fund earned a net investment return of 11.9% for the year. The long-term returns continue to be healthy at 7.3% net per year over the 10 years ending December 31, 2017. The market value of the Pension Fund was \$2.55B at the end of 2017.

The Fund's investment policies have been successful over the years and the Fund has met its objectives over the long term. Looking to continue this success into the future, the investment policies continue to evolve to ensure risk is appropriately managed and the Fund remains well diversified as it grows. In 2016, a project was initiated to restructure the Equity portfolio into a Global Core/Satellites manager structure, to allow more flexibility for the best managers to invest in the best opportunities, without regional restrictions. In 2017, the low volatility core was put in place, with the satellite portion to be in place in 2018. New investments also continue in Real Estate and Infrastructure.

Board of Governors

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

Included in this report are the following documents:

- Annual Report from the Vice-President Finance and Administration, including
 - Funding Valuation Summary as at December 31, 2017, prepared by the actuary
- Annual Report from the Pension Fund Board of Trustees, including
 - Signing Authority Register
 - Statement of Investment Policies and Procedures
 - Audited Pension Fund Financial Statements at December 31, 2017



YORK UNIVERSITY

PENSION PLAN

2017 Annual Report

from the

Vice-President Finance & Administration

for the

Board of Governors

September 2018

Board of Governors - Finance and Audit Committee

Introduction

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

Annual Report Requirements

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

Achievement of Plan Mission

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

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

This objective has been achieved. In 2017 the pension plan provided \$107.7M in pension, death, and termination benefits (\$90.6 million in 2016). The University contributions into the pension fund totaled \$39.8M in 2017 (\$46.4M in 2016).

As of the end of 2017, the Plan had 4,421 active members (4,484 in 2016), 2,533 retirees (2,417 in 2016), and 1,683 terminated members (1,621 in 2016) with deferred pensions.

At the end of 2017, the market value of the York University Pension Fund was \$2.55B (\$2.31B at the end of 2016).

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

An actuarial valuation report is required by legislation to be filed with the provincial regulators at least every three years. On 20 April 2018, the new Ontario Regulation 250/18 that modifies the funding rules for Ontario pension plans was released. This provided an opportunity to eliminate the special pension contributions that the University had been making for the last number of years. The actuarial valuation report at December 31, 2017 was filed with the regulators in July 2018.

The Pension Fund generated a favourable return for the Pension Fund in 2017 of 11.9% net (compared to 10.7% over the last four years, and 7.3% over the last 10 years).

The revised Regulation affecting pension plans in Ontario and changes to the mortality assumptions impacted the valuation of the going concern position of the Fund. The valuation resulted in a reduction of surplus from \$139.5M to \$20.3M.

The funded status of the plan on a wind-up basis (which assumes the University becomes insolvent and the pension plan is wound up) improved to a deficit of \$36.6M from \$116.7M in 2016. This implies that the solvency ratio is now 99% (2016 - 95%). The fact that the solvency ratio is better than 85% allows the University to reduce its special payments to nil, going forward for three years.

For more details, see the attached Funding Valuation Summary as at December 31, 2017 prepared by Aon, the Plan actuary.

Board of Governors - Finance and Audit Committee

Summary of Contributions

The table below shows the actual contributions that were made into the Pension Fund for 2016 and 2017, and the estimated expected contributions for 2018:

	2018 (\$ millions est.)	2017	2016
Employer:			
Money purchase contributions	\$ 31.8	\$ 32,411,067	\$ 32,263,503
Minimum guarantee contributions	\$ 5.9	\$ 5,389,770	\$ 10,097,110
Special payments to fund deficit	\$ 0.0	\$ 2,040,000	\$ 4,080,000
Employees:			
Regular contributions	\$ 31.8	\$ 31,697,323	\$ 31,251,971
Additional voluntary contributions		\$ 473,997	\$ 366,949
Transfers in from other plans		<u>\$ 2,765,020</u>	<u>\$ 2,514,033</u>
Total		\$ 74,777,177	\$ 80,573,566

Changes to the Plan Text and Funding Policy

The pension plan text has been restated effective January 1, 2017 to incorporate any amendments or legislative updates since January 1992. The restated pension plan text will be filed with the regulators upon approval from the Board of Governors.

Legal and Regulatory Requirements

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

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

Board of Governors - Finance and Audit Committee

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

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

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



YORK UNIVERSITY PENSION FUND

2017 Annual Report

from the

Pension Fund Board of Trustees

for the

Board of Governors

September 2018



2017 Annual Report from Pension Fund Board of Trustees to Board of Governors

Introduction

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

Annual Report Requirements

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

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

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

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

Achievement of Fund Objectives

	<u>2017</u>	<u>4 years</u>	<u>5 years</u>	<u>10 years</u>
Gross Fund Return	12.4%	11.1%	12.3%	7.8%
Net Fund Return	11.9%	10.7%	11.9%	7.3%
Benchmark Return	12.4%	10.4%	11.3%	7.2%
CPI	1.9%	1.6%	1.5%	1.6%

2017 Annual Report from Pension Fund Board of Trustees to Board of Governors

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

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

This objective has been achieved; the Fund out-performed the benchmark return over the four and five-year periods ending December 31, 2017. A net added value of 0.3% p.a. was achieved over the past 4 years, and 0.6% over the past 5 years.

Pension Fund Board of Trustees Changes to the Membership, and Compliance with the Terms of Reference

Membership

The Terms of Reference state that the term of office for Trustees shall be three years, with retiring members eligible for reappointment, to a maximum term of 9 years. In 2017 the following people became new members or were re-appointed to the Pension Fund Board of Trustees:

<u>New/Reappointed Trustee</u>	<u>Replaced</u>	<u>Nominated by</u>
Randy Williamson, Chair	Reappointed	Board of Governors
Christine Silversides	Reappointed	President
Sonny Day	Michael Belanger	YUSA
Amin Malwani	Robert MacDermid	YUFA
Melanie Cao	Ed Furman	YUFA
Walter Silva	Reappointed	CUPE 1356

The membership of the Pension Fund Board of Trustees at the end of 2017 was as follows:

<u>Trustee</u>	<u>Nominated by:</u>
Randy Williamson, Chair	Board of Governors
Jacques Demers	Board of Governors
Vacant	Board of Governors
Christine Silversides	President
Dale Domian	President
Aldo DiMarcantonio	President, CPM

2017 Annual Report from Pension Fund Board of Trustees to Board of Governors

Sonny Day	YUSA
Vacant	YUSA
Amin Malwani	YUFA
Melanie Cao	YUFA
Robert Wai	OHFA
Walter Silva	CUPE 1356
Sean Taylor	CUPE 1356-01
Sylvia Peacock	CUPE 3903
Vacant	IUOE
Colin Deschamps	YURA

Officers

Randy Williamson continued as Chair throughout 2017.

Vice-Chair position remained vacant throughout 2017.

Leona Fields, Director, Pension Fund continued as Secretary throughout 2017.

Meetings

The Pension Fund Board of Trustees met 4 times in 2017 on March 21, June 6, September 17 and December 5. A quorum was present at all meetings. An attendance summary is below. Minutes were recorded for all meetings and are available for viewing in the Office of the Vice President Finance & Administration.

Trustees	Meeting Attendance	
	No.	%
Randy Williamson, Chair	4 of 4	100
Jacques Demers	4 of 4	100
Christine Silversides	4 of 4	100
Dale Domian	4 of 4	100
Aldo DiMarcantonio	4 of 4	100
Sonny Day	1 of 2	50
Amin Malwani	2 of 2	100
Melanie Cao	2 of 2	100
Robert Wai	4 of 4	100
Walter Silva	4 of 4	100
Sean Taylor	3 of 4	75
Sylvia Peacock	3 of 4	75
Colin Deschamps	1 of 2	50

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

At the end of 2017, SCIP membership was as follows:

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

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

SIP&P

The SIP&P was last amended in 2015 was confirmed with no changes in December 2017.

Other Approvals

Equity:

- Following the completion of the Equity Structure Review and approval of a new Core / Satellite Equity manager structure in December 2016, the manager search for the low volatility core managers was completed in June 2017 with the approval of TD Asset Management and Unigestion Asset Management for the Low Volatility Core mandates. A manager search for the satellite managers was then undertaken and completed in December 2017. At year-end, final due diligence and approval of selected managers is pending and expected to be completed in Q1 2018.

Real Assets:

- Infrastructure: In 2017, commitments were approved to Meridiam Infrastructure North American III Fund, and to iCON Infrastructure Partners IV.
- Real Estate: Following approvals in November 2016, in 2017 commitments were made to Morgan Stanley Prime, a US Core US fund, and to Landmark Partners, a Global Secondaries fund.

2017 Annual Report from Pension Fund Board of Trustees to Board of Governors

Signing Authority Register: In June 2017, the BoT approved the Signing Authority Register with a minor change, adding an alternate signatory for some contracts to allow for more flexibility around availability.

Pension Fund Financial Statements: In March 2017 the BoT approved the audited financial statements for the Pension Fund at December 31, 2016 and reappointed Ernst & Young as the auditor for the Pension Fund.

SCIP Appointments: Pauline Shum-Nolan and Don Walcot were reappointed to SCIP in 2017.

Pension Fund Operating Budget: In December 2017 the BoT approved the 2018 Pension Fund operating budget for investment expenses.

Monitoring

During 2017, the Pension Fund Board of Trustees met their monitoring requirements by receiving the 2016 Annual Report from SCIP for the BoT as well as quarterly reports at each BoT meeting. Actual expenses compared to budget were reported to the BoT each quarter.

Audited Financial Statements

The Financial Statements for the Pension Fund at December 31, 2017, audited by Ernst & Young, are attached.

Attachments

Signing Authority Register

Statement of Investment Policies and Procedures as at December 31, 2017

Audited Financial Statements for the Pension Fund as at December 31, 2017

Board of Governors

Memorandum

To: Board of Governors

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

Date: 2 October 2018

Subject: 2017 Annual Employment Equity Statistical Report

Report

The following are highlights of the equity workforce analysis found in the 2017 Annual Employment Equity Statistical Report for equity seeking groups, pan university.

Highlights

This report highlights representation at York University for the four designated groups – women, aboriginal (indigenous) persons, visible minorities (racialized) and persons with disabilities, under the Employment Equity Act. The report also speaks to anticipated diversity and inclusion related initiatives at York for 2018 and beyond.

When the academic and non-academic employee groups are examined separately, pockets of underrepresentation are found at the Employment Equity Occupational Group (EEOG) level, across various parts of the University. As of December 31, 2017, as per previous years, the major area of underrepresentation is visible minorities (racialized) among non-academic employees in areas that include Supervisors and Skilled Crafts and Trades, and women in areas that also include Skilled Crafts, Trades, and Sales and Service Personnel. These significant gaps will continue to be explored to determine if there are barriers to attracting and retaining the best diverse talent. On a University wide aggregated basis, York continues to enjoy a strong representation of female employees in Manager level positions.

The Employment Equity Self-Identification survey is conducted bi-annually using various methods to reach CUPE 3903 employees. Although we have seen some increase, return rates for CUPE 3903 continue to be low ranging by unit from 28% to 69%, well below 80%, the expected goal of the Federal Contractors Program. As a result, CUPE 3903 continues to be excluded from the University's overall statistics. Faculty Relations,

Board of Governors

with support from the diversity & inclusion consultant in human resources, will continue to work in partnership with CUPE 3903 on initiatives aimed at increasing the return rates of the Employment Equity Self-Identification Survey.

The report also refers to key accomplishments in 2017 and initiatives and activities planned for 2018 and beyond. To have an enhanced picture of York's demographics, efforts will continue to focus on collection and analysis of LGBTQ2 employment equity data and the collection and analysis of segregated Visible Minority (Racialized) data for all employee groups. There will be ongoing outreach activities for all equity seeking groups with a specific focus on Aboriginal (Indigenous) applicants and applicants who identify as a person with a disability. York University hiring managers will also have the opportunity to participate in workshops that focus on unconscious bias in the hiring process.

2017 Annual Employment Equity Statistical Report

**Governance & Human Resources Committee
11 June 2018**

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1. Executive Summary

The 2017 Annual Employment Equity Report is a statistical summary of our progress to achieve representation of the four equity seeking groups: Women, Visible Minorities (Racialized), Aboriginal (Indigenous) Persons and Persons with Disabilities. York collects LGBTQ2 employee data and will report on this data in the 2018 Annual Employment Equity Report. The representation data used within the report continues to be compared to the 2011 external availability data provided by Statistics Canada. Representation rates for Employment Equity Occupational Groups (EEOG) institutionally, as well as, divisions and Faculties at York are analyzed.

Trends for the past few years suggest the major area of underrepresentation is visible minorities (racialized) among non-academic employees in areas that include Supervisors, and Skilled Crafts and Trades. Trends for the past few years for women suggest major underrepresentation in areas that also include Skilled Crafts, Trades, and Sales and Service Personnel.

CUPE 3903 Units have again been excluded from this report as return rates for this group continue to be low. The return rates by CUPE Units range from 28% to 69%, slightly above the 6% to 67% reported in the 2016 annual employment equity report but still well below the University's goal of 80%. York continues to work with CUPE 3903 to increase survey return rates by surveying CUPE members, through various survey methods, several times during the year.¹

Key accomplishments aimed at advancing employment equity, diversity and inclusion in 2017 included:

- **Completed analysis of LGBTQ2** Employment Equity data for all units in CUPE 3903 to have an enhanced picture of York's demographics for CUPE 3903
- **Strengthening outreach to diverse communities** – participation on the Jane and Finch Toronto Strong Neighbourhood Strategy Task Force, whose focus is to increase job applications from the local community to the University - a recommendation of the President's Sustainability Council (Anchor York U initiative). Currently 12% of York's employees are residents of the local community
- **Submission** of York University's first **compliance** assessment for the [Federal Contractors Program](#) (FCP) under the [Employment Equity Act](#), mandated by Employment and Social Development Canada/Government of Canada
- **Implementation** of, and/or support to, key human rights and employment equity events for York staff, faculty and/or students, including workshops and conferences
- **Tri-Agency Institutional Programs** – Secretariat developed Canada Research Chair (CRC) equity action plan which set mandated equity requirements for CRC program
 - Rolled out Enhanced Affirmative Action Unconscious Bias Workshop to academic search committees

¹ See [here](#) for VP Division return rates

A highlight of the areas of focus for 2018 and beyond include²:

- **Analysis and communication of LGBTQ2 Employment Equity data for all groups** to have an enhanced picture of York's demographics
- **Analysis and communication of segregated visible minority (racialized) data for all groups** to allow for an enhanced picture of visible minority (racialized) groups on campus
- **Review** of the diversity and inclusion staff position to include leading the Affirmative Action Program for Academic hires
- **Unconscious Bias Training for academic and non-academic selection/search committees** – to remove the potential for bias in the selection, interview and hiring process
- **York Student Identity Census** – development of a survey to capture equity data from all undergraduate and graduate students that can inform York University's policy, program, service, and environment evaluation and development

² See [here](#) for the complete list of Areas of focus for 2018 and beyond

2. 2017 Employment Equity Figures

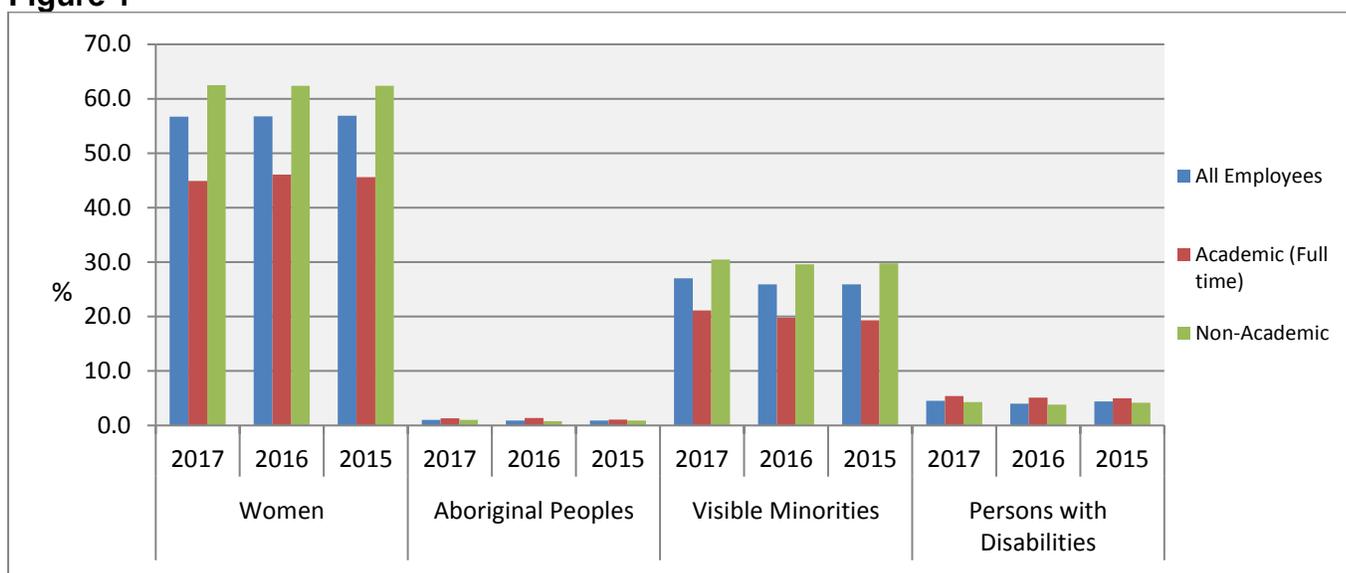
2.1 Employment Equity Survey Return Rate

The average survey return rate in 2017 for employees across all divisions is 76%³ (see Appendix C for further details). Many vice president divisions had return rates just under 80% except for VP Research and Innovation, and VP Advancement. Return rates for these two divisions will continue to be reviewed and next steps will be explored to increase return rates.

2.2 Overall Representation Rates

Summary of Representation Rates for Designated Groups, 2017, 2016, 2015

Figure 1



2.3 Women

Similar to December 31, 2016, over 56% of the employees at York were women (**Figure 1**). This compares to an aggregated external availability figure of 53%. Internal representation figures continue to be relatively stable when compared to figures from 2016.

Within both the academic and non-academic groups, the overall internal representation of women exceeded the external availability figures. The internal representation of women for the academic group was 44.9% and the external availability was 44.7%. Within the non-academic group, the internal representation of women was 62.5% and the external availability was 56.5%.

³ For this report the total employee count in 2017 is 3980. Employees in CUPE 3903 and CUPE Exempt have not been included in this chart or subsequent charts and counts.

Figure 2a. Representation of Women by Employment Equity Occupational Group (“EEOG”) on December 31, 2017

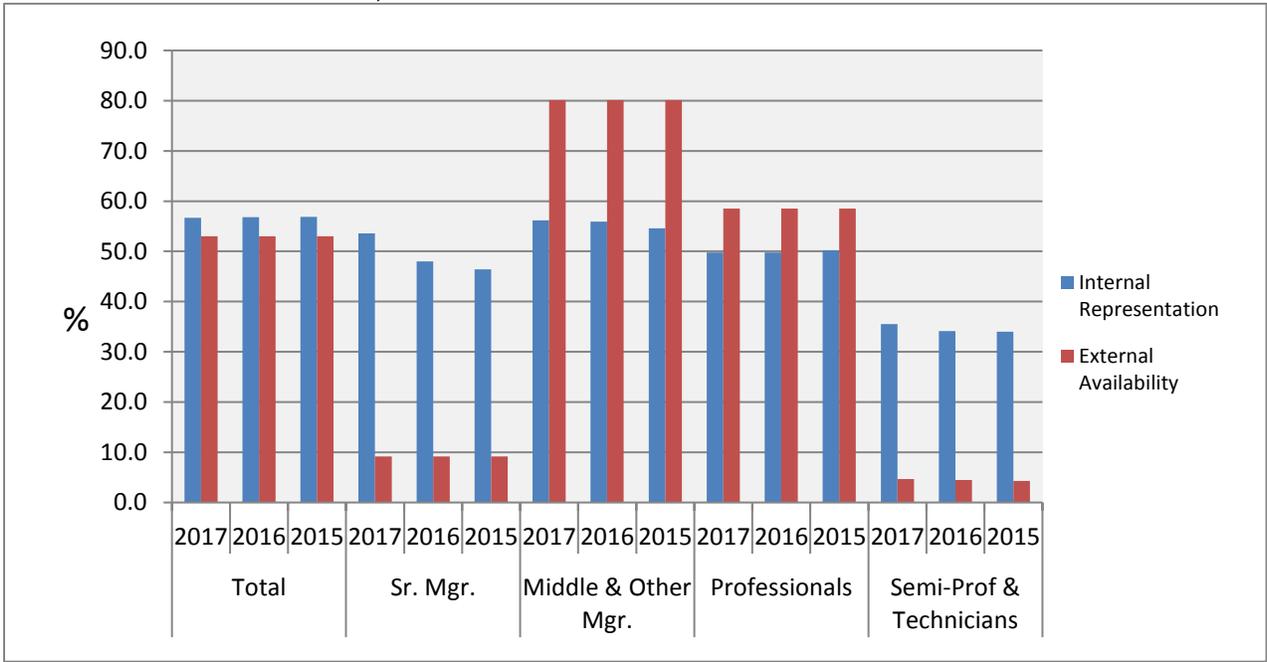


Figure 2b. Representation of Women by EEOG on December 31, 2017 continued

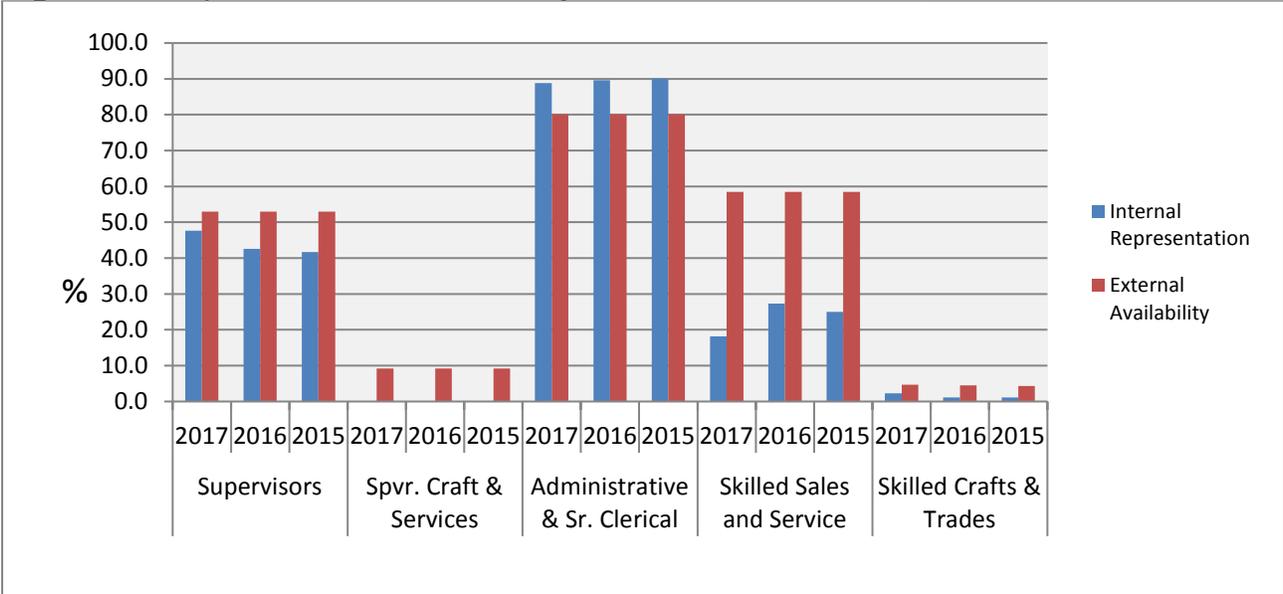
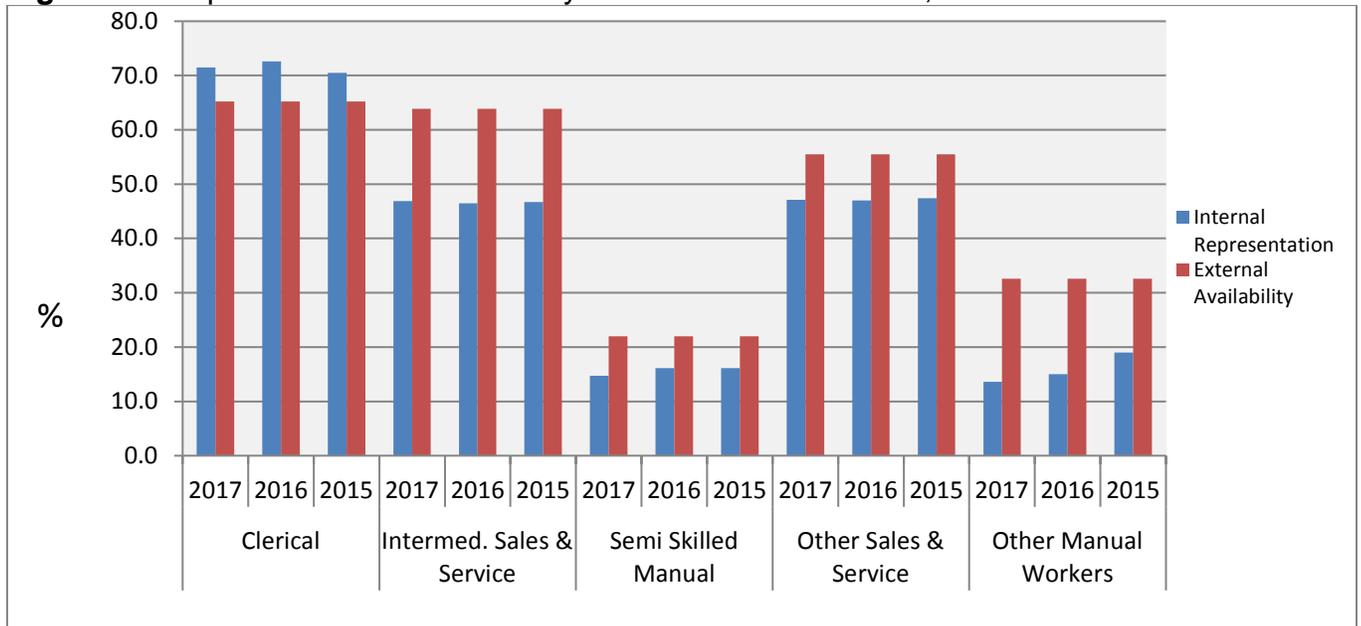


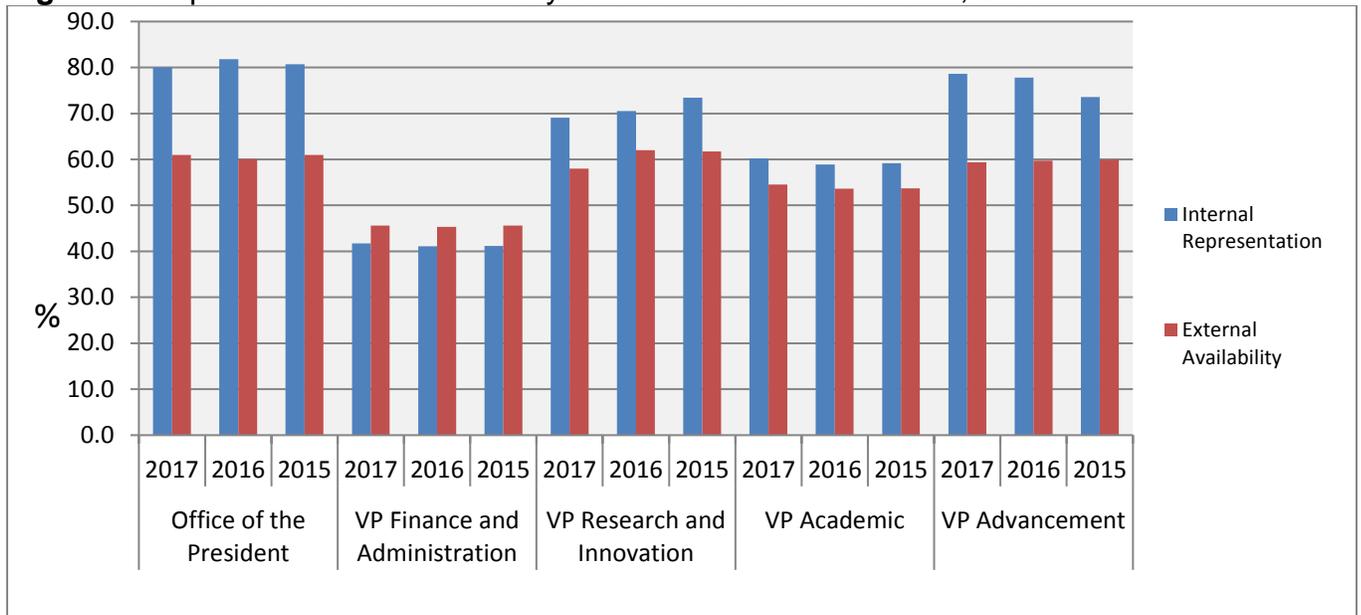
Figure 2c. Representation of Women by EEOG on December 31, 2017 continued



2.3.1 Division and Faculty Representation of Women Analysis

There are five divisions within the University. Figure 3 illustrates the representation of women on December 31, 2017 for the five divisions. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE exempt bargaining units. Women continue to exceed the external availability in four out of five divisions.

Figure 3. Representation of Women by Division as at December 31, 2017



Eleven Faculties and the libraries are included in the academic division. Representation for women for each of the Faculties and the libraries has been provided in Figures 4 a) and b) below. The figures include all academic and non-academic employee groups who work within the divisions, excluding casual staff and employees in the CUPE 3903 and CUPE exempt

bargaining units. Internal representation for women exceed in nine out of 11 faculties. Three-year trend analysis for Arts, Media, Performance and Design (AMPD) indicates a steady increase.

Figure 4a. Representation of Women by Faculty as at December 31, 2017

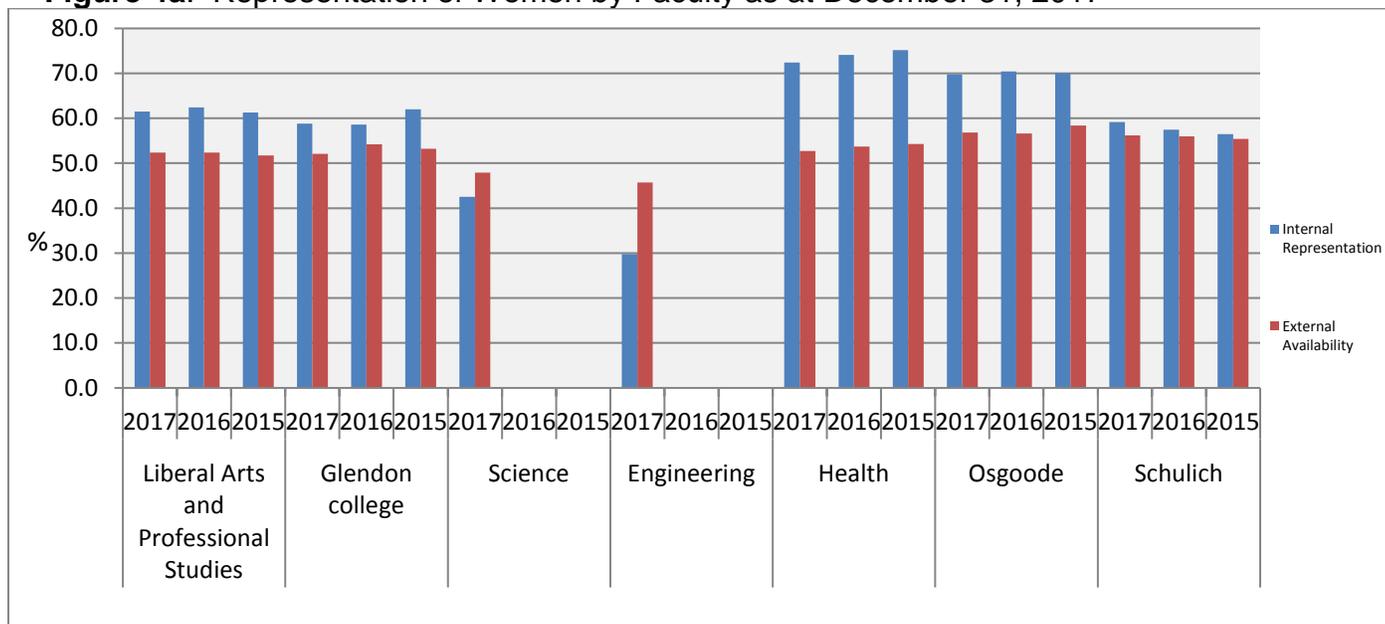
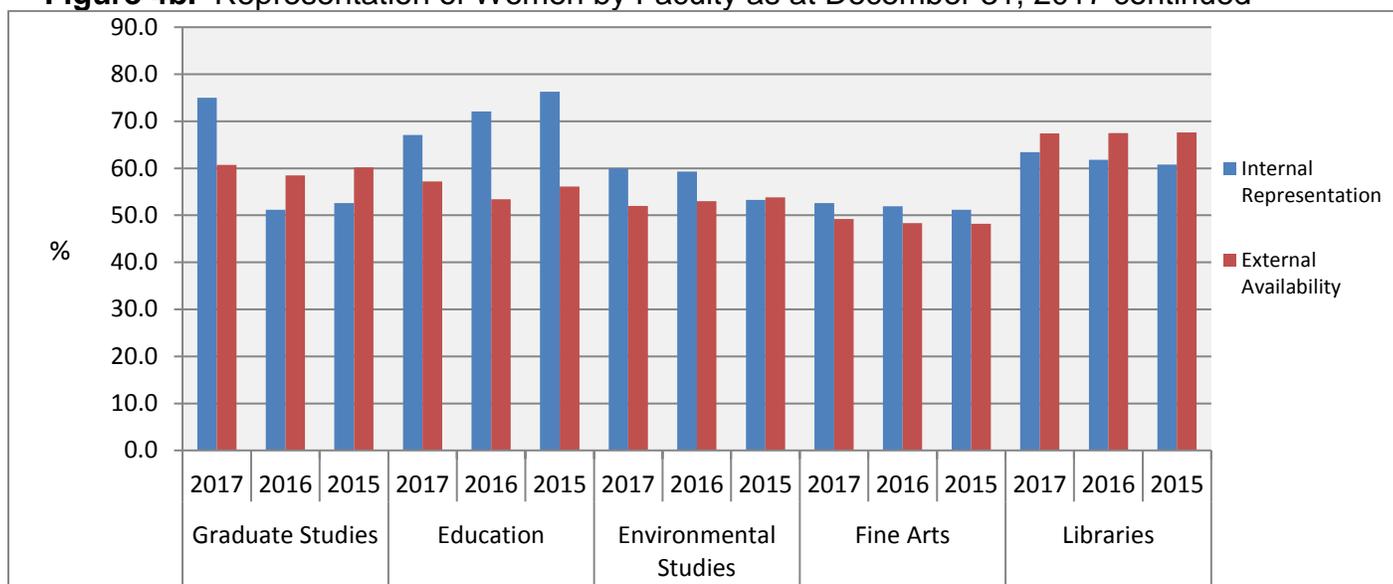


Figure 4b. Representation of Women by Faculty as at December 31, 2017 continued



2.3.2⁴ Hires, Promotions⁵ and Terminations⁶ Analysis

⁴ For fulltime Faculty, for FCP purposes, a “promotion” means that:

A professor receives an appointment at the dean level or above with full-time administrative function (does not retain teaching responsibilities); and, a professor moves up in rank which may or may not result in a salary increase for a period of 12 weeks or more.

⁵ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy

In 2017, women represented 61% of new hires, 50% of total promotions and 59% of total terminations. In comparison to 2016, total new hires for women increased by 2%, promotions for Women increased by 3% and terminations for women increased by 3%.

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

2.4 Aboriginal (Indigenous) Persons

As of December 31, 2017, 1% of the employee base identified themselves as Aboriginal (Indigenous) Persons (Figure 1). This compares to an external availability figure of 1.4%.

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

The non-academic group has an internal representation rate of 1.0% compared to the external availability rate of 1.5%.

Figure 5a. Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2017

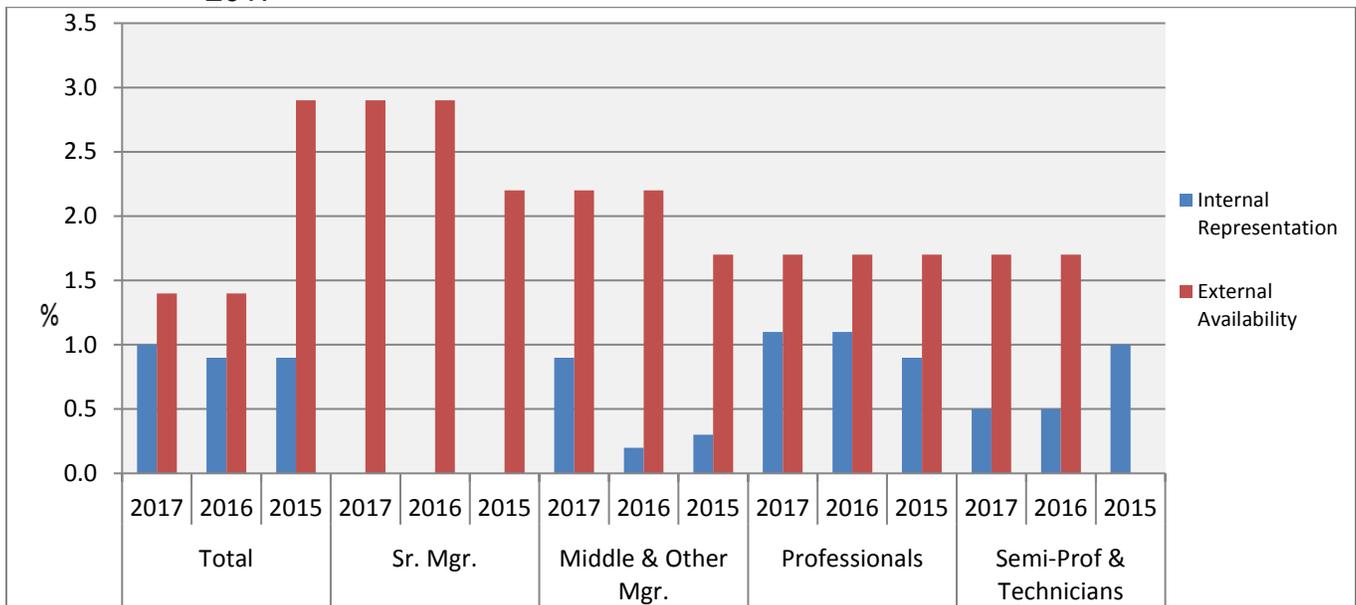


Figure 5b. Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2017 continued

⁶ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

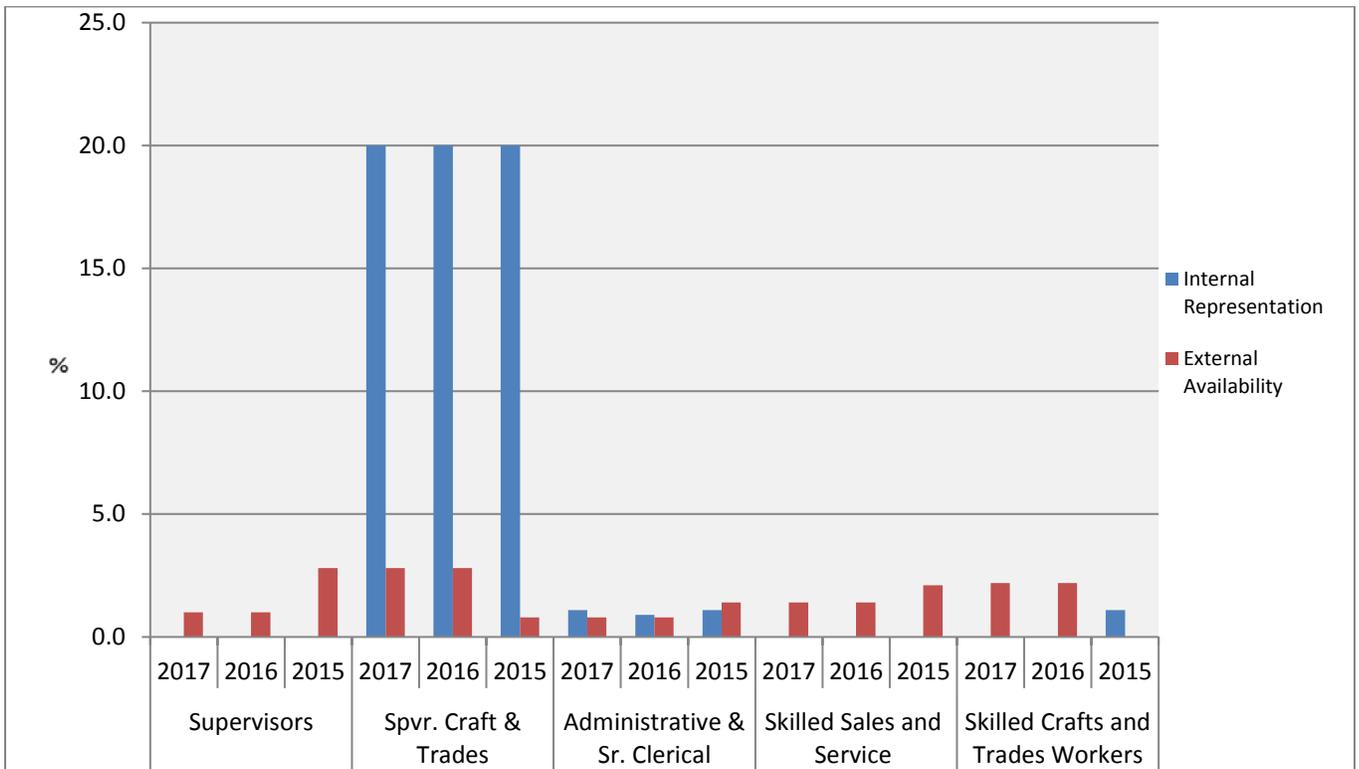
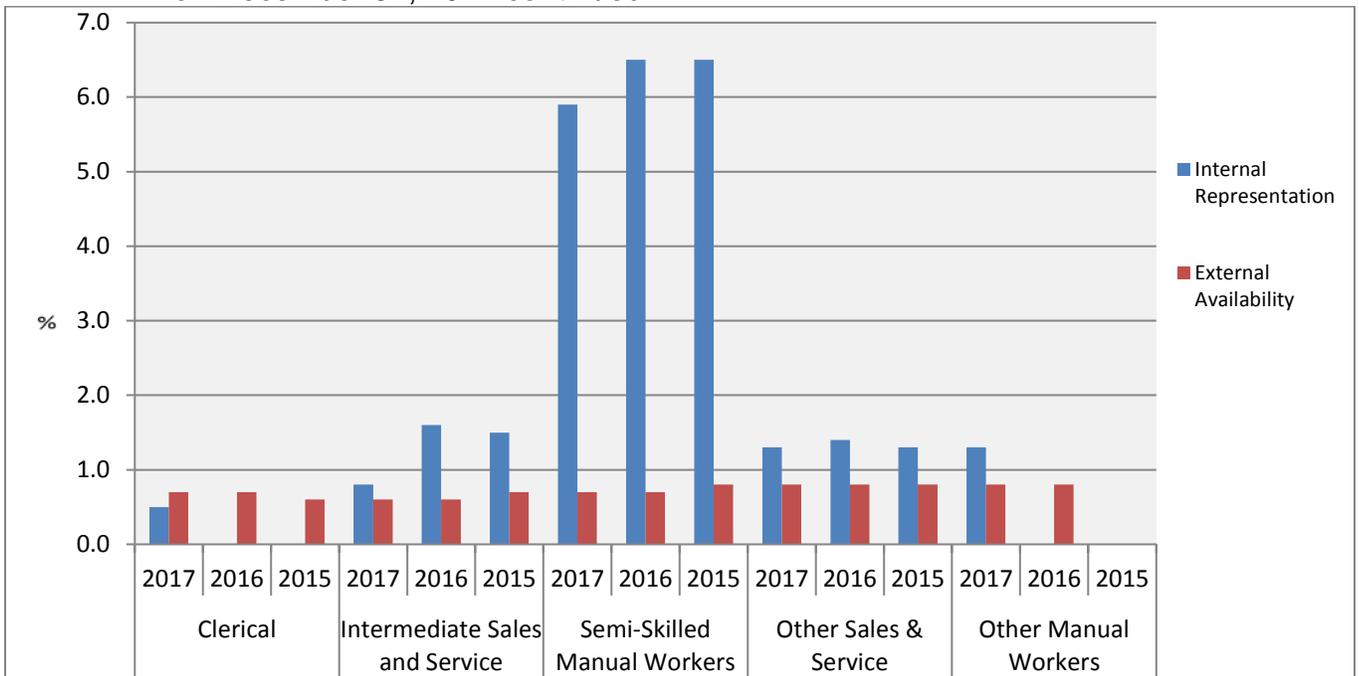


Figure 5c. Representation of Aboriginal (Indigenous) Persons by EEOG on December 31, 2017 continued



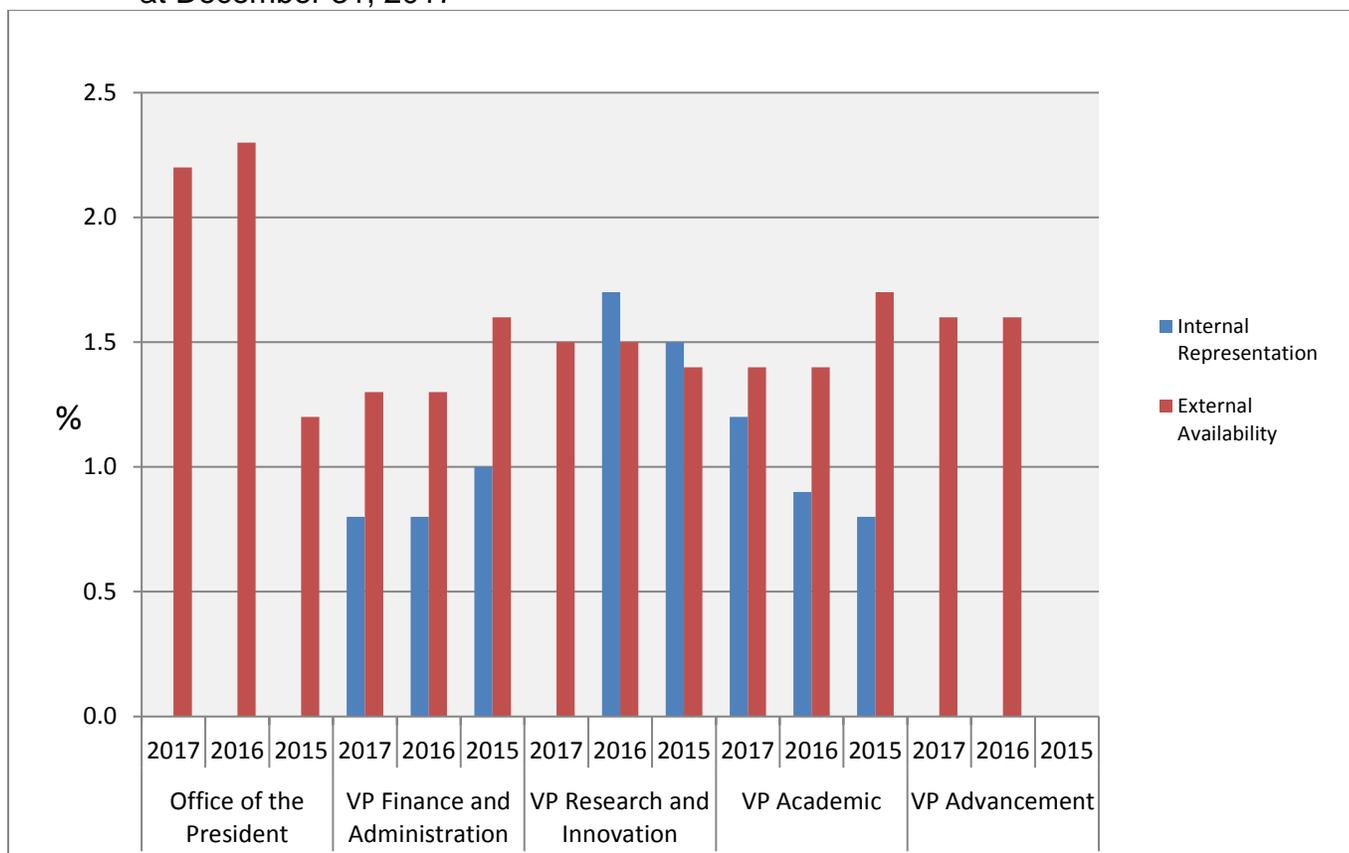
Aboriginal (Indigenous) Persons are not well represented within several EEOGs. There is significant underrepresentation from a University-wide perspective. In particular, there continues to be significant underrepresentation of Aboriginal (Indigenous) Persons in the Middle and other Managers, Professionals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

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

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

The following chart shows the representation of Aboriginal (Indigenous) persons on December 31, 2017 for the five divisions within the University. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE exempt bargaining units.

Figure 6. Summary of Representation Rates of Aboriginal (Indigenous) Persons by Division as at December 31, 2017



Eleven Faculties and the libraries are included in the academic division. Representation for Aboriginals for each of the Faculties and the libraries has been provided in Figures 7a) and b) on the following pages. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for Aboriginal (Indigenous) Persons exceeds in one out of 11 faculties. Three-year trend analysis for Liberal Arts and Professional Studies indicates a steady increase.

Figure 7a. Summary of Representation Rates of Aboriginal (Indigenous) Persons by Faculty as at December 31, 2017

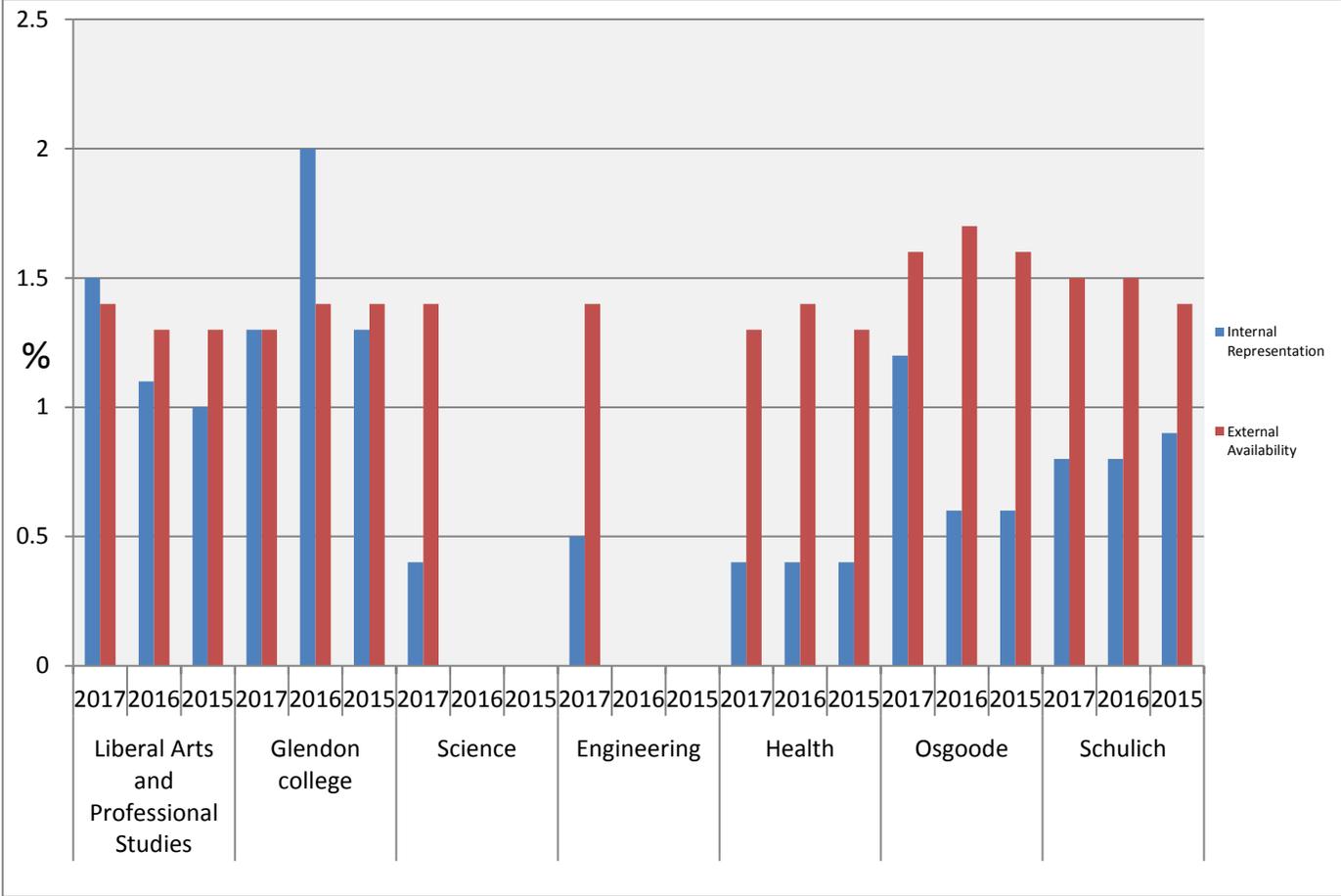
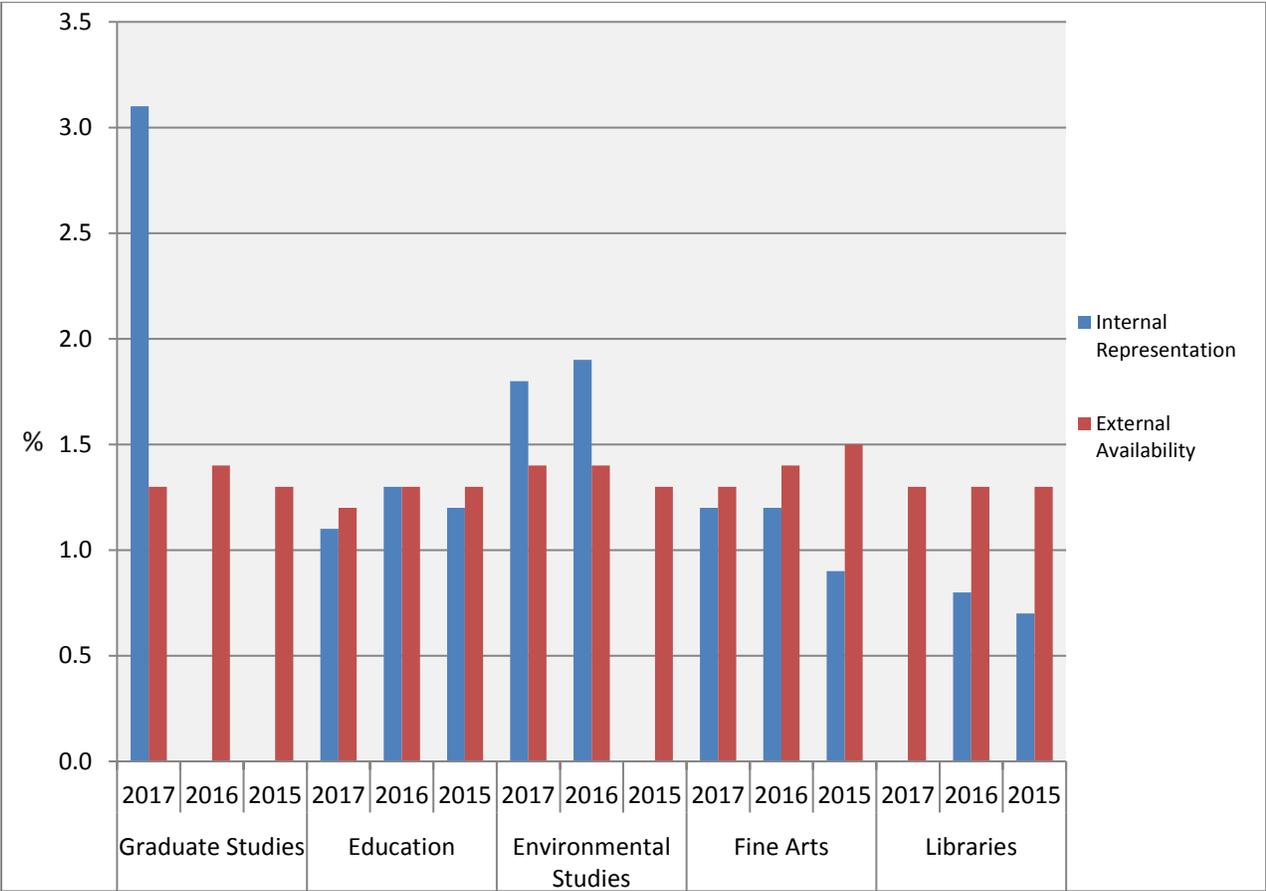


Figure 7b. Summary of Representation Rates of Aboriginal (Indigenous) Persons by Faculty as at December 31, 2017



2.4.2 Hires, Promotions⁷ and Terminations⁸

Similar to 2016, Aboriginal (Indigenous) persons represented 1% of new hires, 0% of total promotions and 1% of total terminations. In comparison to 2016, total new hires for Aboriginal persons remained the same, promotions for Aboriginal (Indigenous) persons decreased by 3% and terminations for Aboriginal (Indigenous) persons decreased by 1%.

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

⁷ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

⁸ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

2.5 Visible Minorities (Racialized)

At the end of 2017, the University had an internal representation for visible minorities (racialized) of 27%, compared to an external availability of 27.8%. The academic group had an internal representation of 21.1% (Figure 1) versus an external availability of 18.8%. The non-academic group had an internal representation of 30.5% versus an external availability of 32.1%.

Although trends for the past 3 years demonstrate visible minorities (racialized) are highly represented as middle & other managers, professionals and semi-professionals & technicians positions at York, similarly to 2016, many of the EEOGs have significant underrepresentation for visible minorities (racialized) on a University-wide level (see Appendix D) in Supervisors, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. The analysis of desegregated visible minority (racialized) data may provide a different narrative.

Figure 8a. York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2017

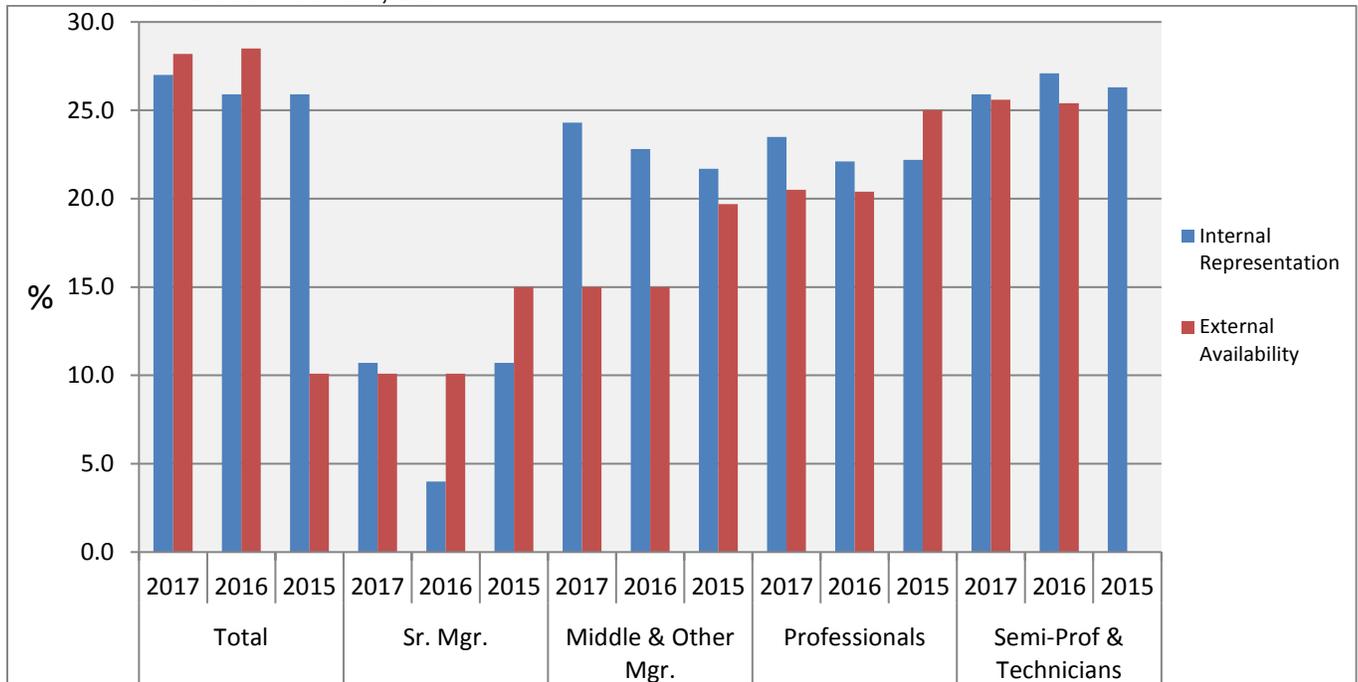


Figure 8b. York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2017 continued

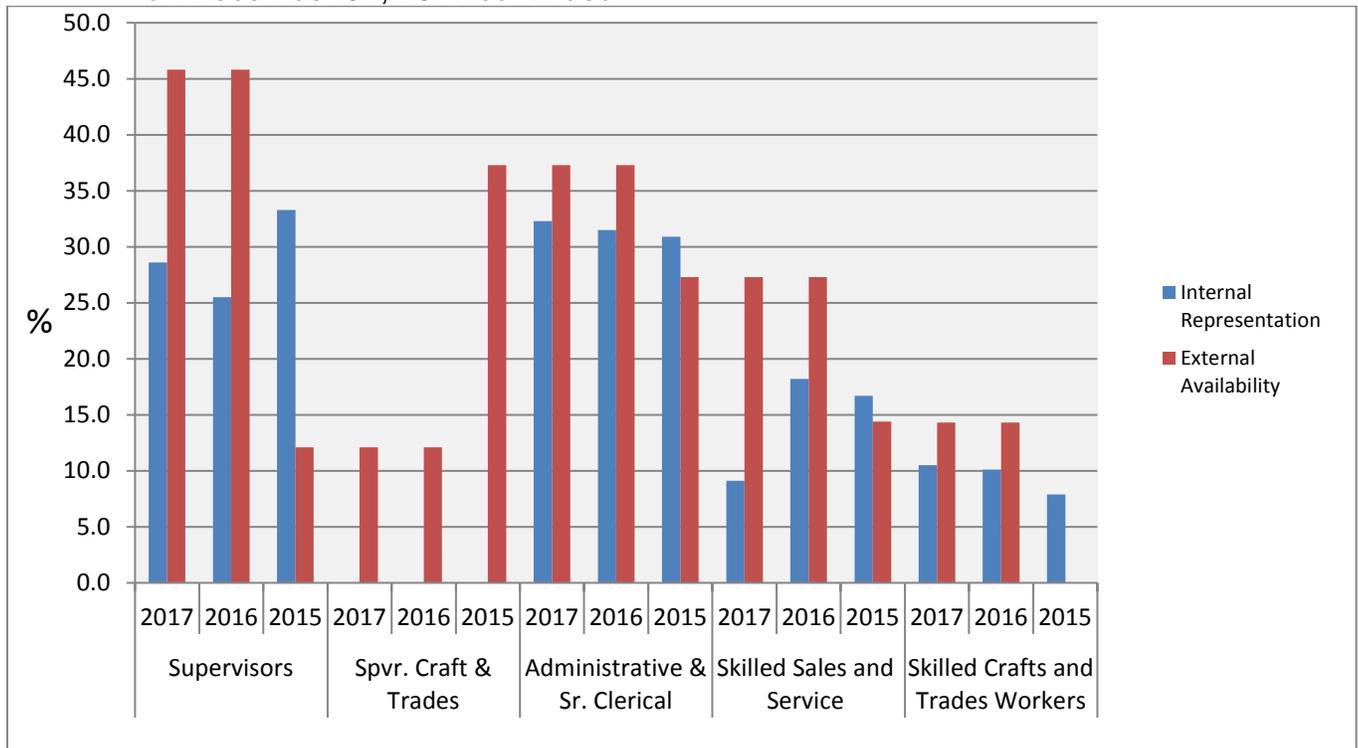
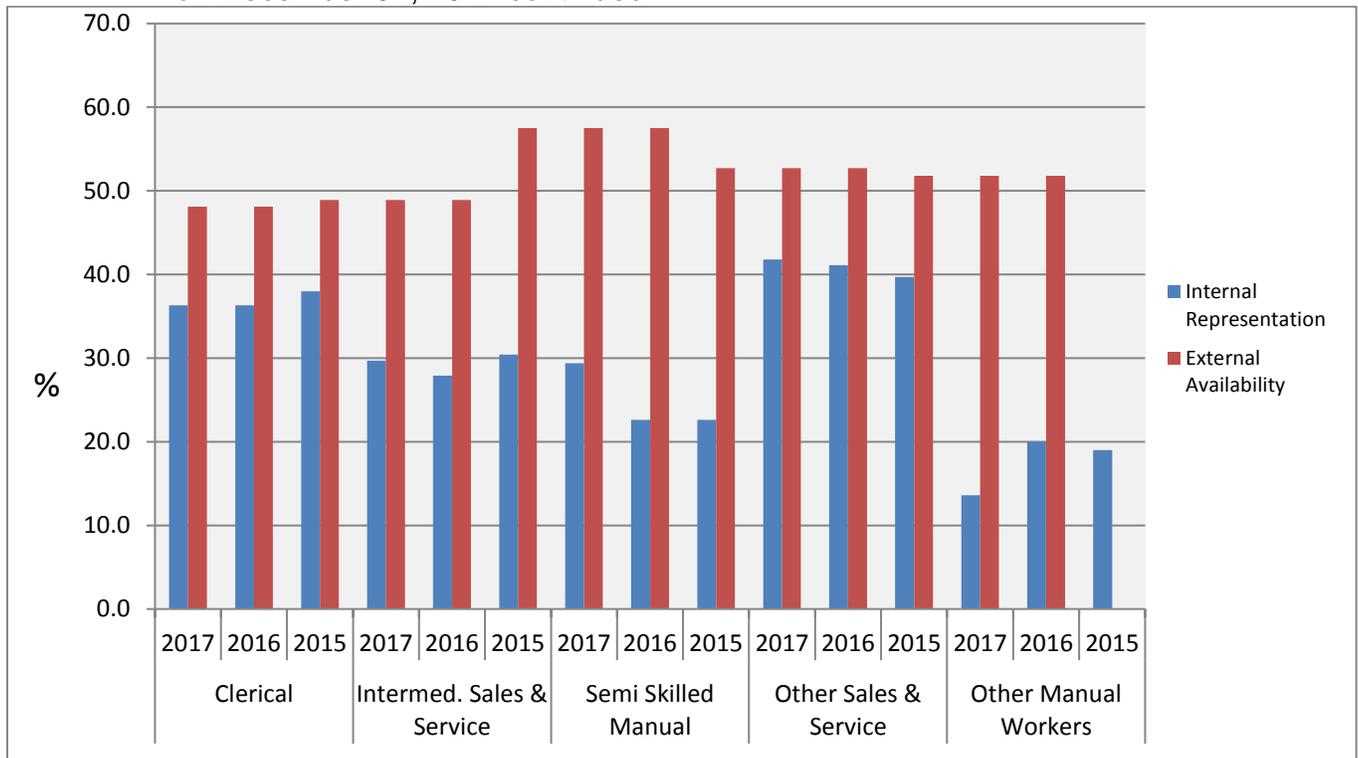


Figure 8c. York University: Representation of Visible Minorities (Racialized) by EEOG on December 31, 2017 continued

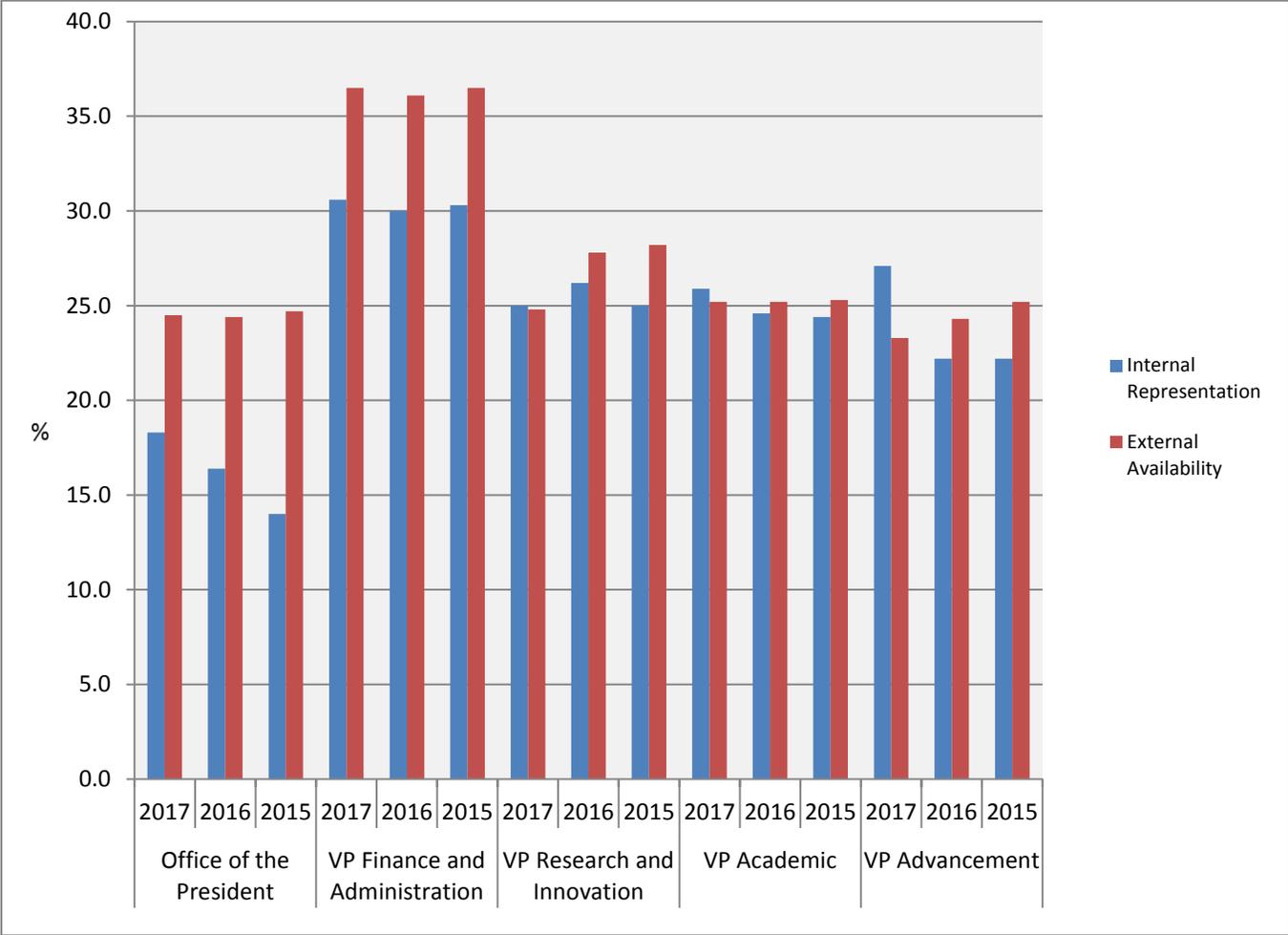


When the academic and non-academic areas are split apart, the non-academic group has the following areas of significant underrepresentation: Supervisors, Administrative and Senior Clerical Personnel, Skilled Crafts and Trades Workers, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-Skilled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

2.5.1 Division and Faculty Representation or Visible Minorities (Racialized)

The following chart shows the representation of visible minorities (racialized) on December 31, 2017, for the five divisions within the University. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Visible minorities (racialized) exceed the external availability in three out of five divisions.

Figure 9. York University: Representation of Visible Minorities (Racialized) by Division on December 31, 2017



Eleven Faculties and the libraries are included in the academic division. Representation for visible minorities (racialized) for each of the Faculties and the libraries has been provided in Figure 10a) and 10b). The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for visible minorities (racialized) exceed in four out of 11 faculties.

Figure 10a. York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2017

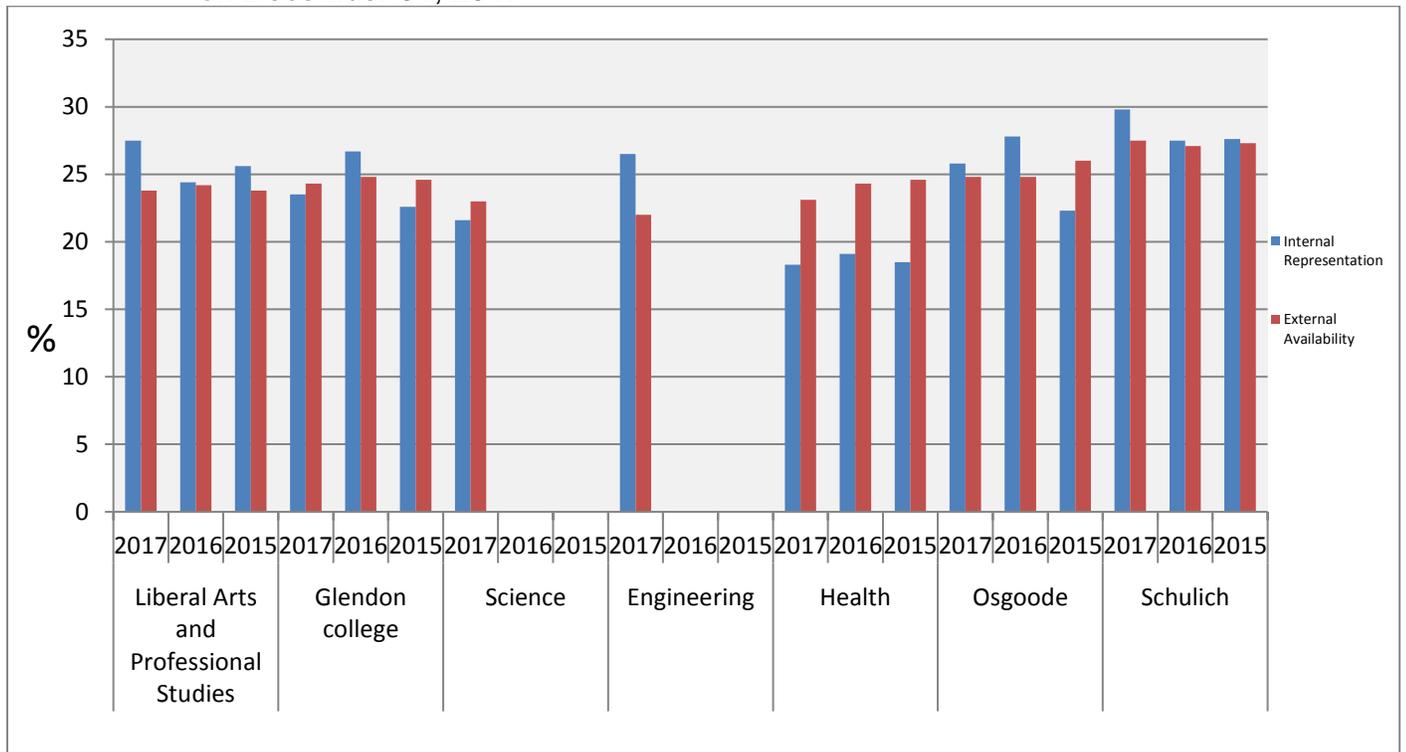
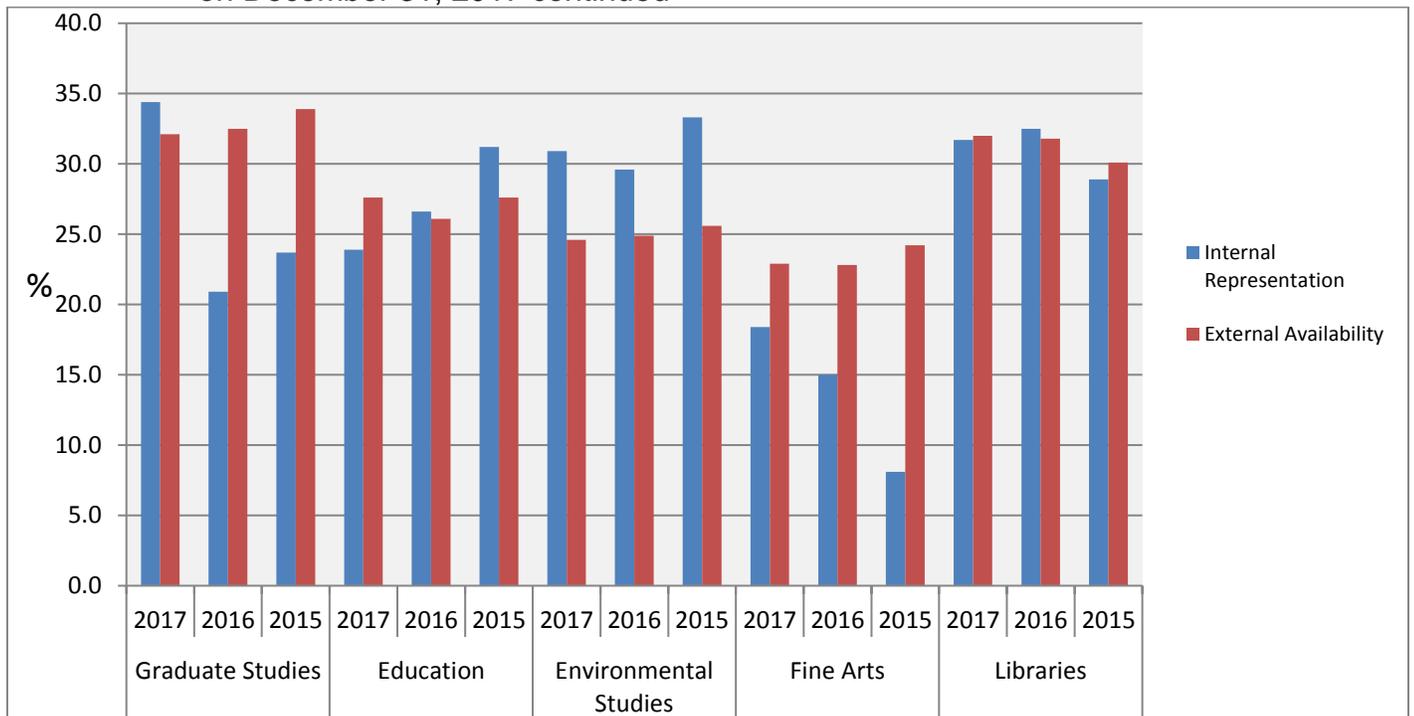


Figure 10b. York University: Representation of Visible Minorities (Racialized) by Faculty on December 31, 2017 continued



2.5.2. Hires, Promotions⁹ and Terminations¹⁰

In 2017, visible minorities (racialized) represented 13% of new hires, 19% of total promotions were for visible minorities (racialized) and visible minorities (racialized) represented 11% of total terminations. In comparison to 2016, total new hires for visible minorities (racialized) decreased by 3%, promotions for visible minorities (racialized) decreased by 9% and terminations for visible Minorities (racialized) decreased by 9%. For further details about hire, promotion and termination data for designated group members, see Appendices E, F, G.

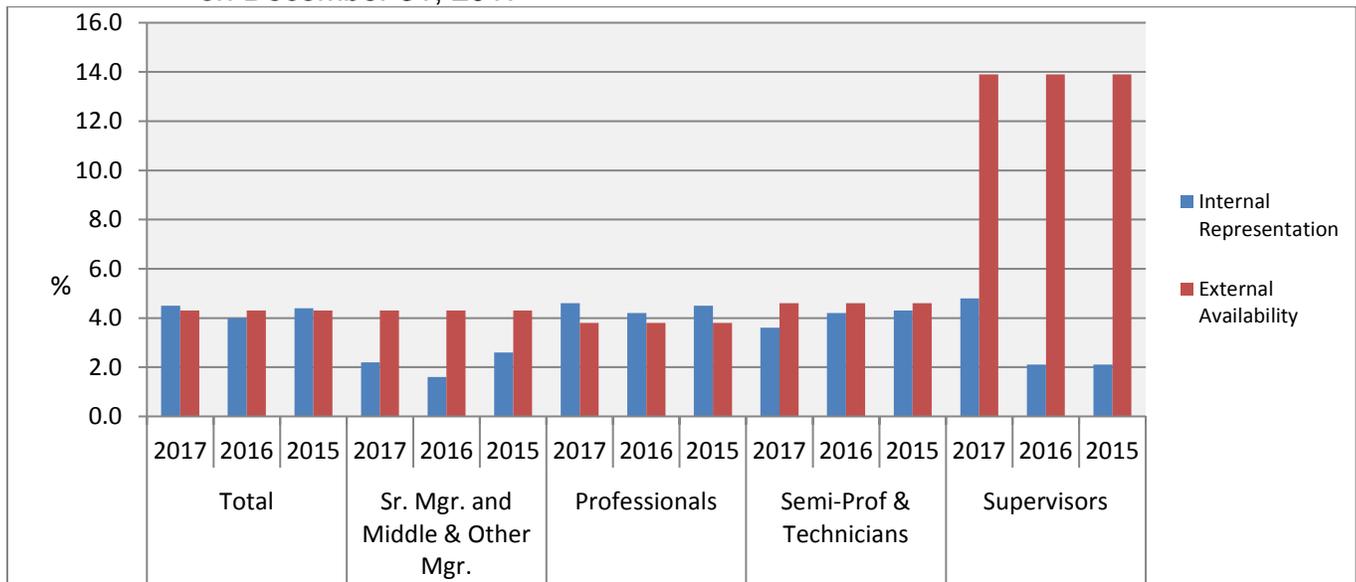
2.6 Persons with Disabilities

As of December 31, 2017, 4.5% of the employee base identified themselves as Persons with Disabilities (Figure 1). This compares to an external availability figure of 4.3%.

Internal representation of Persons with Disabilities for the academic group is 5.4% versus an external availability of 3.8%. The non-academic group has an internal representation of 4.3% versus an external availability of 4.5%

Trends for the past 3 years indicate a significant gap for Persons with Disabilities in Senior Managers/Middle and other Managers, Supervisors and Clerical and Other Sales and Service Personnel.

Figure 11a. York University: Representation of Persons with Disabilities by EEOG on December 31, 2017



⁹ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

¹⁰ Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Figure 11b. York University: Representation of Persons with Disabilities by EEOG on December 31, 2017 continued

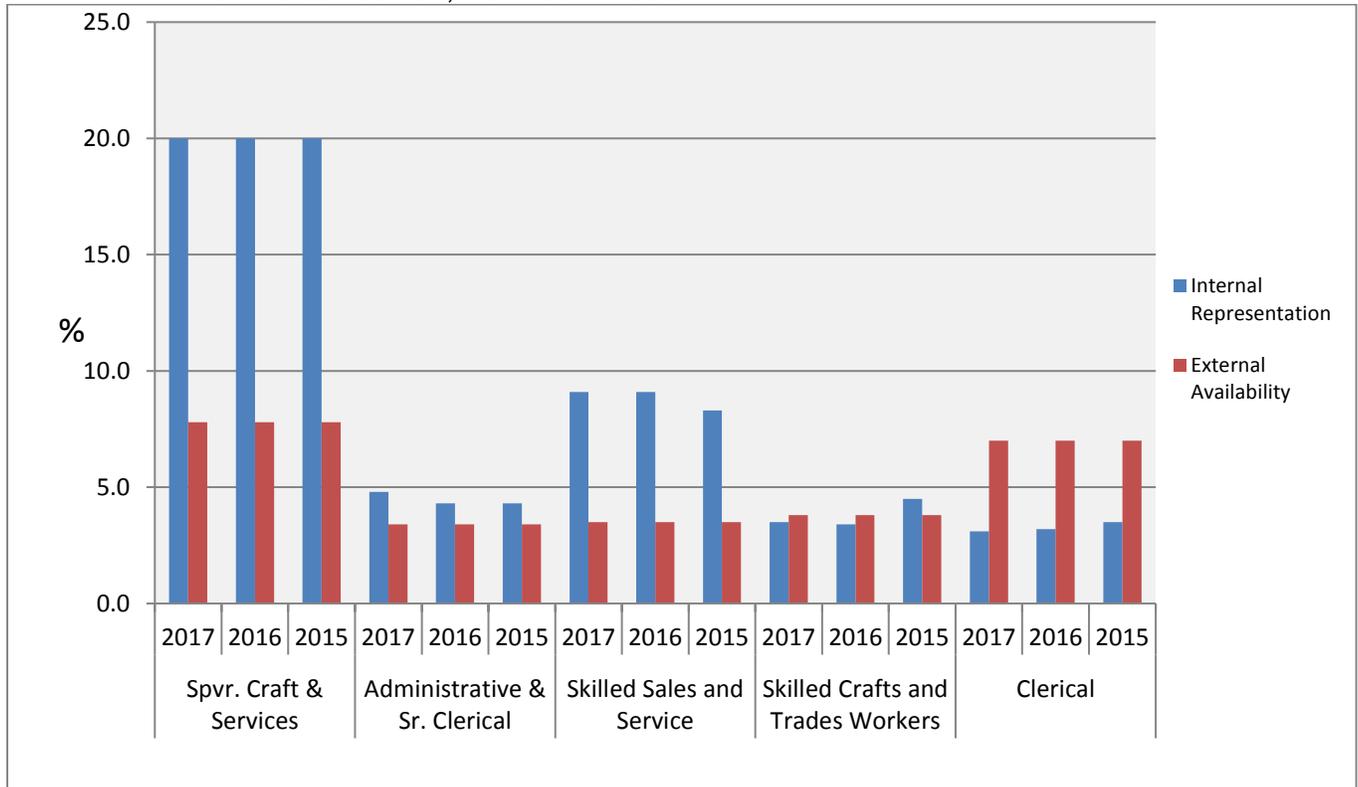
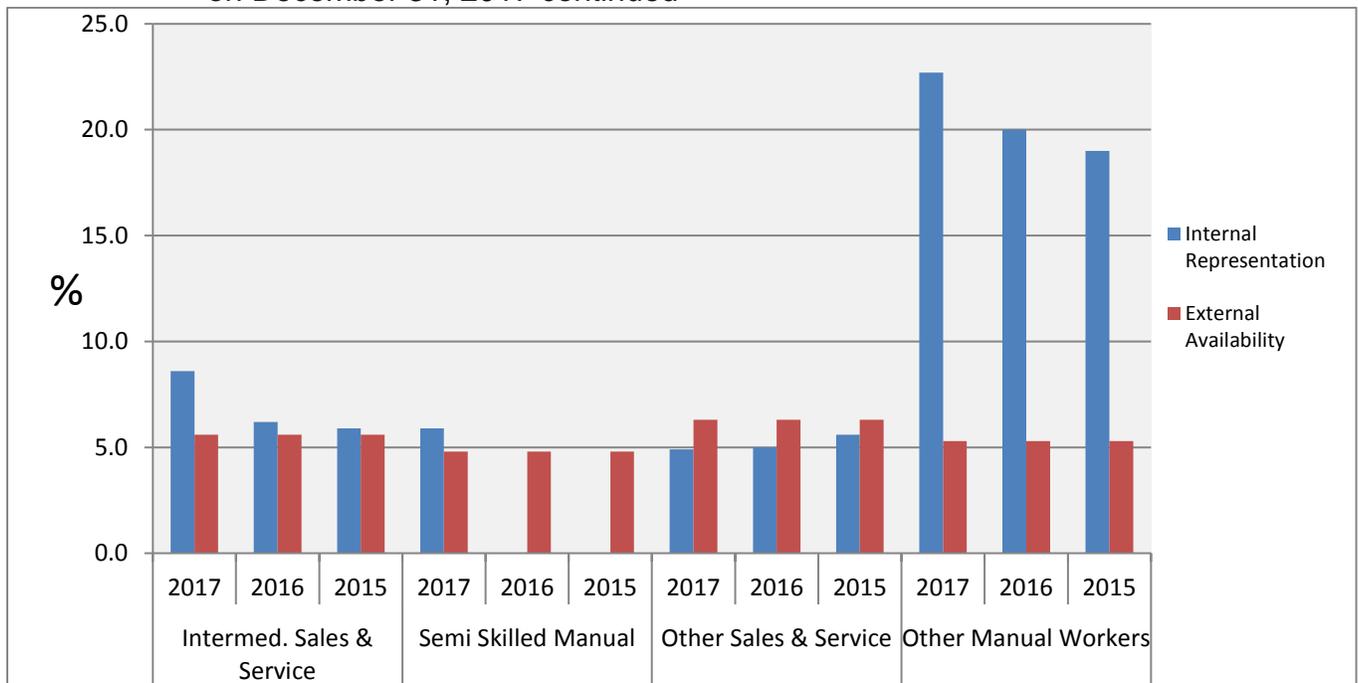


Figure 11c. York University: Representation of Persons with Disabilities by EEOG on December 31, 2017 continued

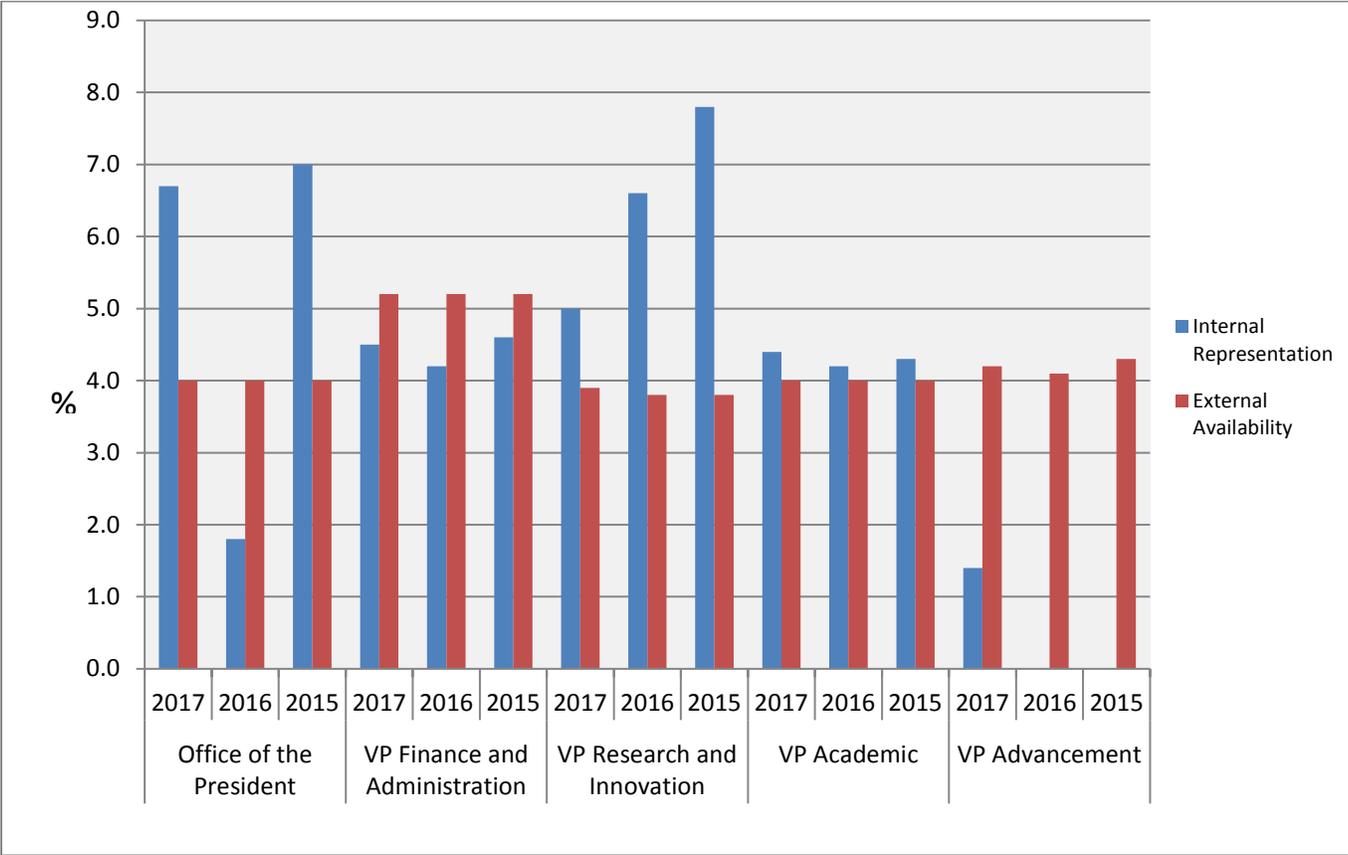


On a University-wide level, there is significant underrepresentation (see [Appendix C](#)) of Persons with Disabilities in the Managers, Supervisors, Clerical and Other Sales and Service Personnel EEOGs. When the academic and non-academic groups are split apart, the non-academic group has significant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

2.6.1 Division and Faculty Representation of Persons with Disabilities

The following chart shows the representation of Persons with Disabilities on December 31, 2016 for the five Divisions within the University. The figures include all academic and non-academic employee groups who work within the division, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Persons with Disabilities exceed the external availability in three out of five Divisions.

Figure 12. York University: Representation of Persons with Disabilities by Division on December 31, 2017



Eleven Faculties and the libraries are included in the academic division. Representation for Persons with Disabilities for each of the Faculties and the libraries has been provided in Figure 13a) and 13 b). The figures include all employees supporting the business of that Faculty, excluding casual staff and employees in the CUPE 3903 and CUPE Exempt bargaining units. Internal representation for Persons with Disabilities exceed in six out of 11 faculties.

Figure 13a. York University: Representation of Persons with Disabilities by Faculty on December 31, 2017

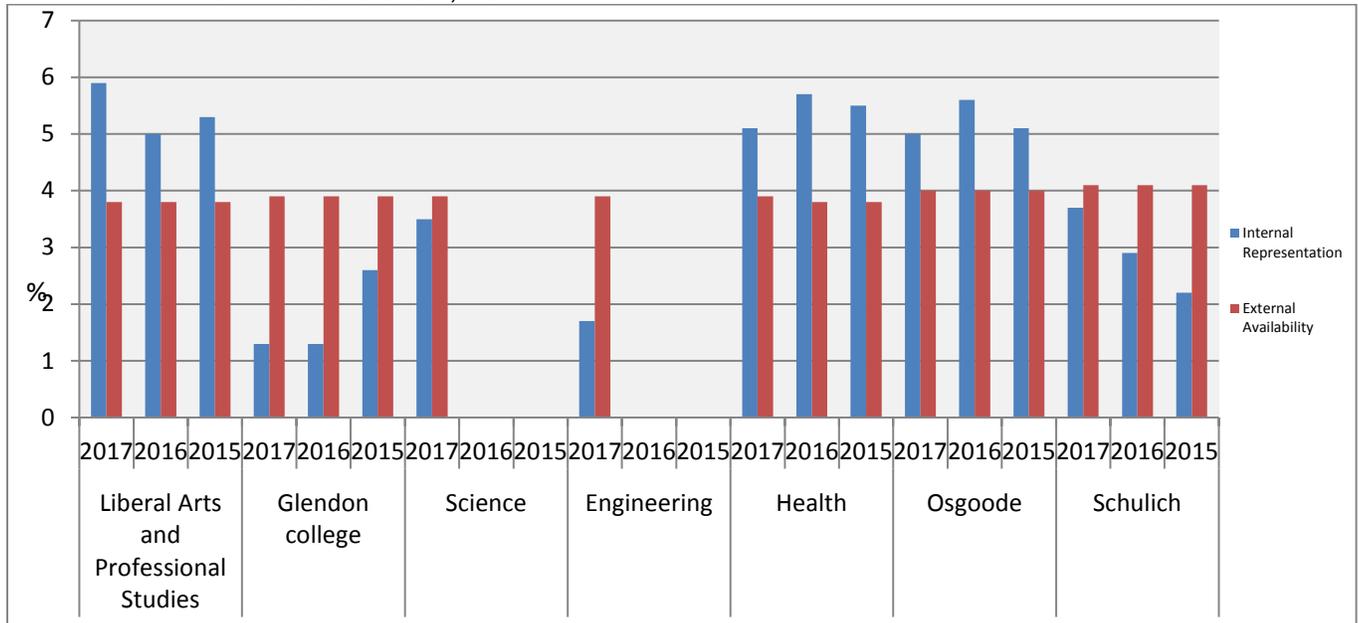
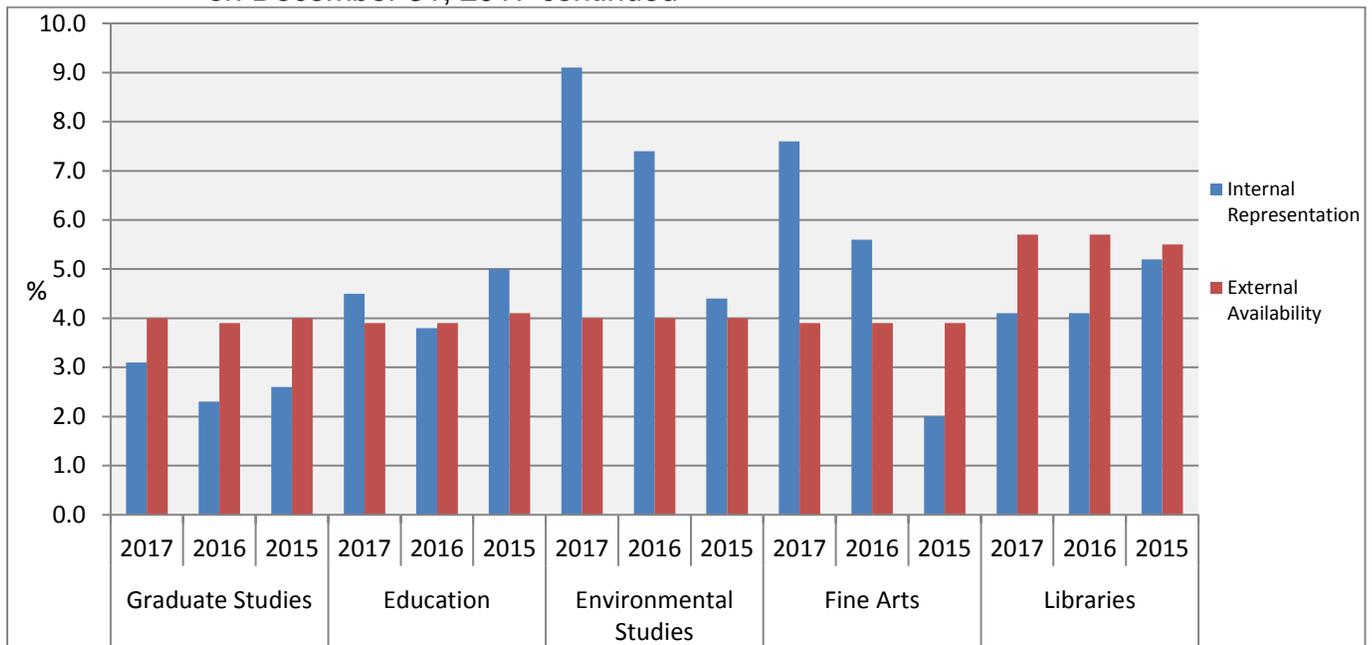


Figure 13b. York University: Representation of Persons with Disabilities by Faculty on December 31, 2017 continued



2.6.2 Hires, Promotions¹¹ and Terminations¹²

¹¹ Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

In 2017, Persons with Disabilities represented 1% of new hires, 6% of total promotions were for Persons with Disabilities and Persons with Disabilities represented 2% of terminations. In comparison to 2016, total new hires for Persons with Disabilities remained the same, promotions remained unchanged and terminations for Persons with Disabilities decreased by 3%.

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

¹² Terminations include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

3. Plans for 2018 / 2019

In 2018 / 2019 and going forward, there are various activities and events planned which will further the aims of employment equity, diversity and inclusion.

Some of the planned activities and initiatives are listed below:

- **Analysis and Communication of LGBTQ2 Employment Equity data for all groups** to have an enhanced picture of York's demographics
- **Analysis and Communication of segregated Visible Minority (Racialized) data for all groups** to have an enhanced picture of visible minority (racialized) groups on campus
- **Roll-out of an applicant tracking system** for non-academic hires to allow for a more robust method of tracking diverse applicants from point of application to hire/onboarding
- **Employment Systems Review** – the Diversity & Inclusion Consultant will resume activities to assess non-academic recruitment practices and policies to identify possible barriers to employment
- **Maintain Strategic Relationships** with professional networks and candidate communities to build and enhance the diversity of the talent pool at York with top priority being Persons with Disabilities and Aboriginal (Indigenous) applicants
- **Revisioning** of the Diversity & Inclusion position to include leading the Affirmative Action Program for academic hires
- **Unconscious Bias Training for academic and non-academic selection / search committees** – to remove the potential for bias in the selection, interview and hire process
- **York Student Identity Census** – development of a survey to capture equity data from all undergraduate and graduate students that can inform York University's policy, program, service, and environment evaluation and development
- **Continued Collaboration** with CUPE 3903 to increase self-id survey rates
- **Review of current return rates**, particularly for VP Research and Innovation (Return Rate – 44%) and VP Advancement (Return Rate 27%)
- **Communicate Equity Gaps to individual departments** with the goal of closing existing gaps; academic departments have targets for women (40% representation) and targets for visible minority (20% representation)

Contact Information:

Annette Boodram
Diversity & Inclusion Consultant
Talent Acquisition & Development, Human Resources
boodram@yorku.ca
416-736-2100 ext. 20848

For previous Employment Equity Statistical Reports:
[2016 Annual Statistical Employment Equity Report](#)

For Additional Readings:

York's policies and guidelines:

- [Accessibility for Persons with Disabilities, Statement of Commitment](#)
- [Accessibility for Persons with Disabilities, Customer Service Guideline](#)
- [Accommodation in Employment for Persons with Disabilities](#)
- [Employment Equity Policy](#)
- [Gender-Free Language Policy](#)
- [Hate Propaganda Guidelines](#)
- [Physical Accessibility of University Facilities](#)
- [Racism \(Policy and Procedures\)](#)
- [Workplace Harassment Policy](#)
- [Workplace Violence Prevention](#)

Glossary of Terms

Academic:

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

Employment Equity Occupational Group (EEOG or “occupational group”):

An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping ‘Professionals’ includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see [Appendix A](#) for examples of jobs at York by EEOG).

External Availability:

External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The external availability figure also takes into account the geographic area from which you would typically recruit for employees. For instance, professors are recruited typically at a national level, plumbers at a provincial level and clerical positions at a local level. External availability is derived from Statistics Canada. Specifically, external availability for Persons with Disabilities is derived from the PALS (Participation and Limitation Survey) survey which is only included in the census once every ten years.

Federal Contractors Program (“FCP”):

This is a federal program which mirrors the Employment Equity Act. The goal of the FCP is to achieve workplace equity for designated groups who have historically experienced systemic discrimination in the workplace. Provincially regulated employers who are in receipt of a goods or services contract from the federal government of Canada of over \$1 million and have 100 or more permanent full-time and permanent part-time employees are required to comply with the program.

Gap:

Difference between internal representation and external availability. A gap can be expressed as a number or a per cent. A negative gap (e.g. -5) indicates that there is underrepresentation in a group by 5 people. York focuses on closing gaps that are significant. A gap is considered significant if the number gap is -3 or greater and the representation is 80%, or less, or if the gap is -3 for a group in several EEOG’s and/or for all designated groups in one EEOG.

Internal Representation:

The figures for internal representation are compiled from employees’ responses to an Employment Equity Self-Identification Survey.

NOC:

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. NOC codes are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about

this standardized coding system can be found at
<http://www5.hrsdc.gc.ca/noc/english/noc/2016/AboutNOC.aspx>

Non-academic:

This group includes all non-academic York employees who perform a wide of functions including managerial, professional, administrative, technical, clerical, services, trades, plant work/support, etc.

Staff:

Another term for non-academic employees. Staff may or may not be unionized.

APPENDIX A –

A brief description of Employment Equity at York University

York's employment equity framework spans 7 key areas: Communication, Workforce Information Collection, Workforce Analysis, Employment Systems Review, Identification and Removal of Barriers, Implementation, and Monitoring.

Communication

Communication Strategy to prospective and current employees that provides information about Employment Equity program at York University; to increase the awareness of employment equity and the Federal Contractors program throughout the University; to engage in a meaningful discussion about how to remove employment barriers for designated groups that are underrepresented at York.

Workforce Information Collection

Collect information about workforce to determine level of representation of designated groups. The four designated groups are: Women, Aboriginal (Indigenous), Persons with Disabilities and visible minorities (racialized).

Workforce Analysis

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

Employment Systems Review

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

Identification and Removal of Barriers

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

Implementation

Implement changes to reduce barriers that have been identified.

Monitoring

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

APPENDIX B – Employment Equity Occupation Group Definitions

1. Senior Managers

Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.

Examples: President; Vice-President; Assistant Vice President; Executive Director

2. Middle and Other Managers

Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.

Examples: Director, Talent Acquisition & Development; Dean, Faculty of Liberal Arts & Professional Studies; University Librarian

3. Professionals

Professionals usually need either a university degree or prolonged formal training, and sometimes must be members of a professional organization.

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

4. Semi-Professionals and Technicians

Workers in these occupations must possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Engineering Technician; Lab Technologist

5. Supervisors

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may also perform the duties of the employees under their supervision.

Examples: Supervisor, Document Processing; Control Room Supervisor; Security Supervisor

6. Supervisors: Crafts and Trades

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They coordinate the workflow of skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may perform the duties of the employees under their supervision.

Examples: Loading Dock Supervisor; Production Supervisor;

7. Administrative and Senior Clerical Personnel

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

8. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually has received an extensive period of training involving some post-secondary education, part or all an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Textbook Buyer; Buyer

9. Skilled Crafts and Trades Workers

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeywomen who have received an extensive period of training.

Examples: Plumber; Plasterer; Carpenter

10. Clerical Personnel

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

11. Intermediate Sales and Service Personnel

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience. Generally, these are workers whose skill level is less than that of Skilled Sales and Service Personnel.

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

12. Semi-Skilled Manual Workers

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of Skilled Crafts and Trades Workers.

Examples: Operator (Machine and Equipment); Bus Driver

13. Other Sales and Service Personnel

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

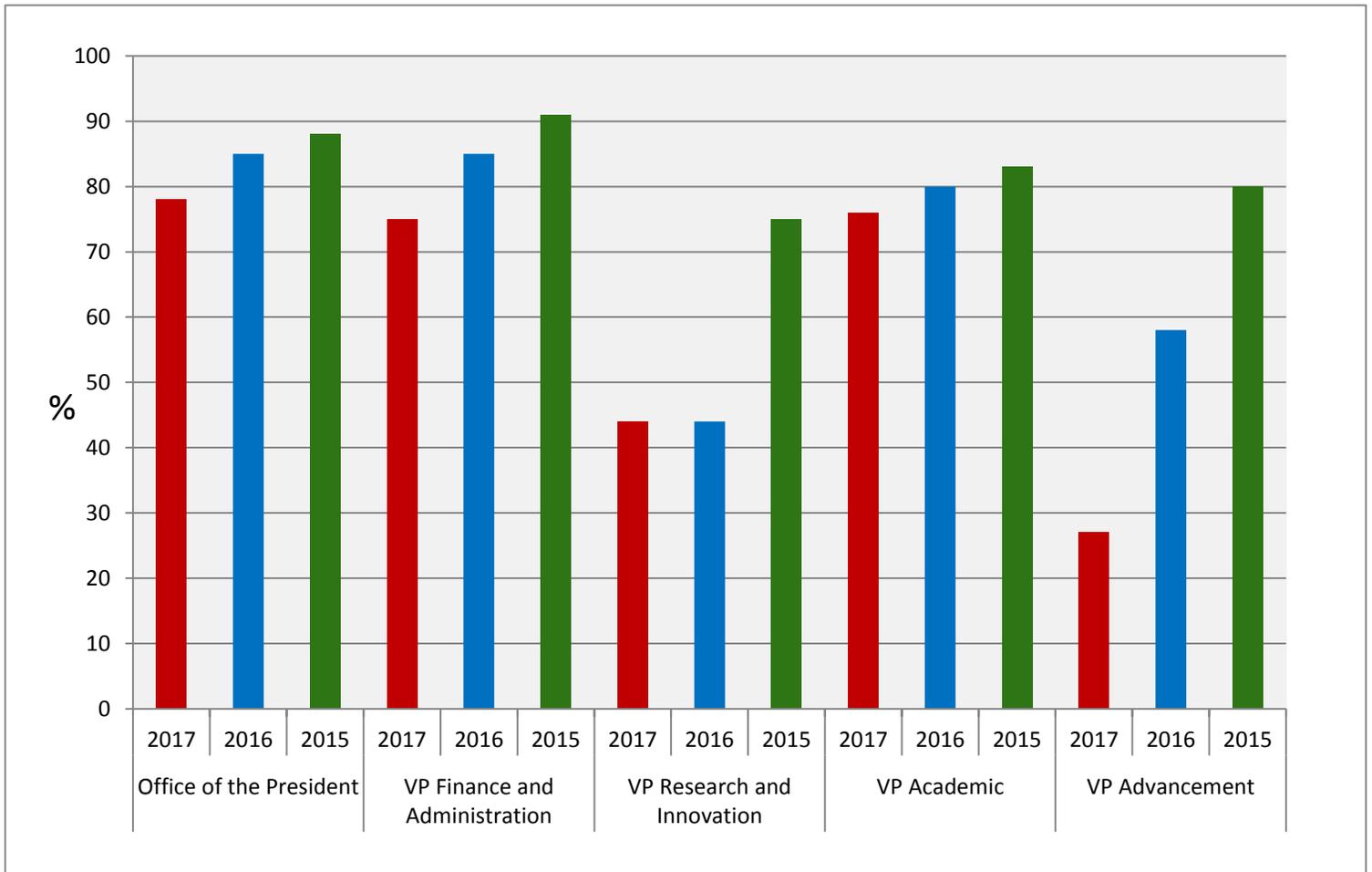
Examples: Housekeeping Attendant; Custodian; Cashier

14. Other Manual Workers

Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Groundskeeper, Ground Maintenance Person

APPENDIX C – Employment Equity Survey Return Rate, by Division¹³



¹³ Total number of completed surveys by divisional head count based on the 2017 organizational structure. Excludes results of CUPE 3903 Units and CUPE Exempt, which are included separately in [Appendix H](#). Further steps will be taken to increase return rates for VP, Research and Innovation and VP Advancement.

APPENDIX D – Significant Gaps

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

If a gap is “significant”, then an employment systems review must be undertaken to understand what employment barriers may be present to cause the underrepresentation. A significant gap is determined by utilizing the three-filter test¹⁴:

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

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

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

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

Calculating the percentage representation:

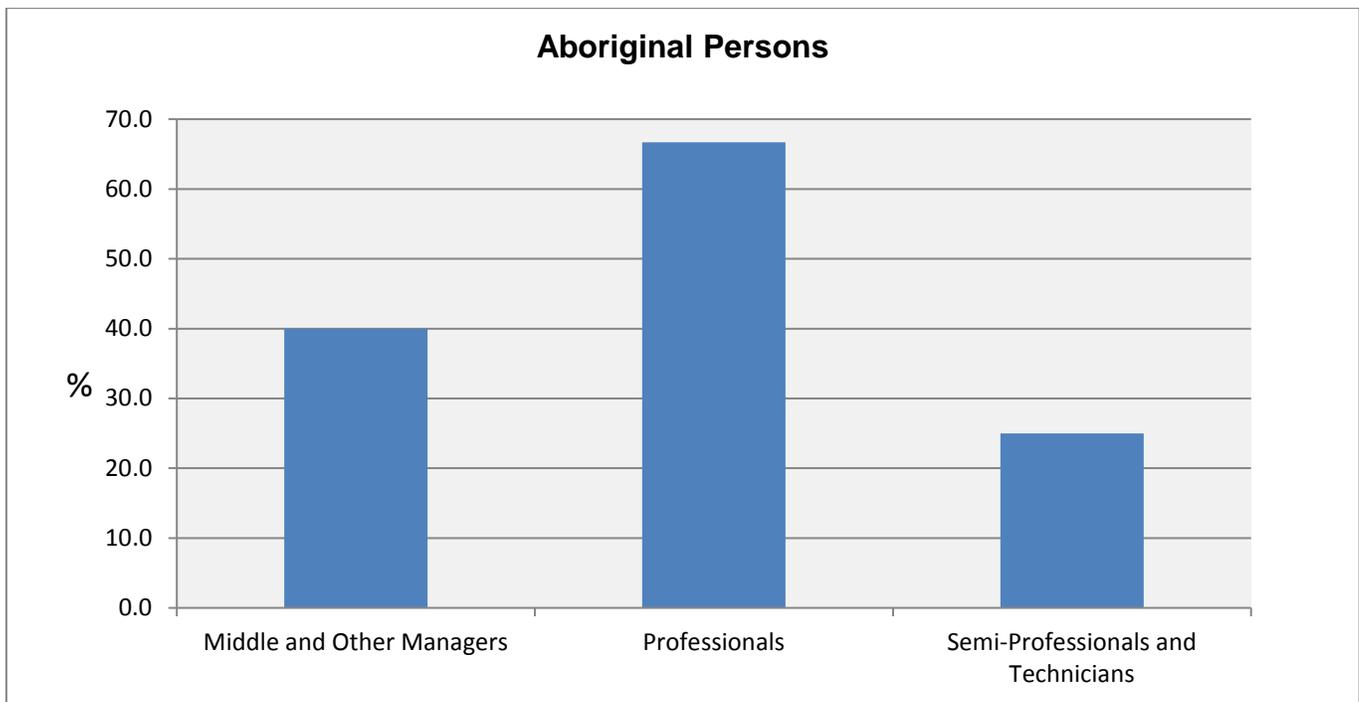
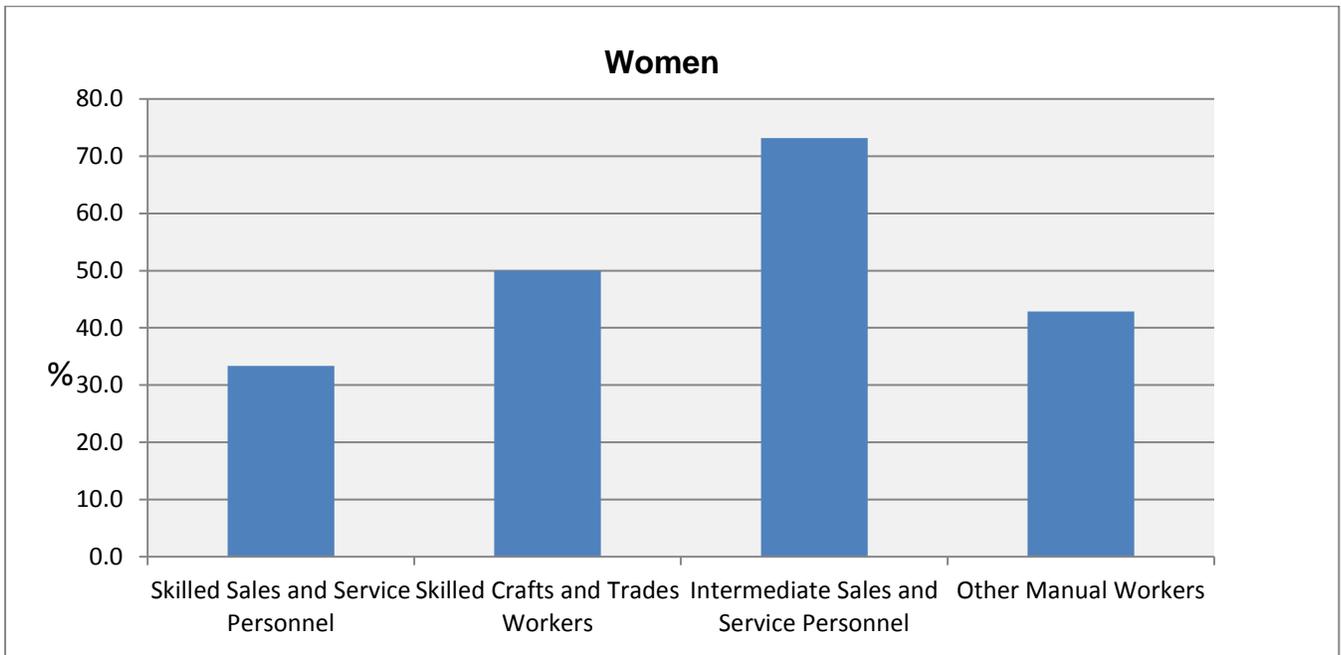
$$\frac{\text{Internal representation}}{\text{external availability}} \times 100 = \text{percentage representation}$$

Third filter¹⁵: If there are gaps of -3 or less (note that while the gap is referred to as -3 or less, the actual numerical value is -3 up to and including -1, i.e., -3, -2, -1) for a designated group in several EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

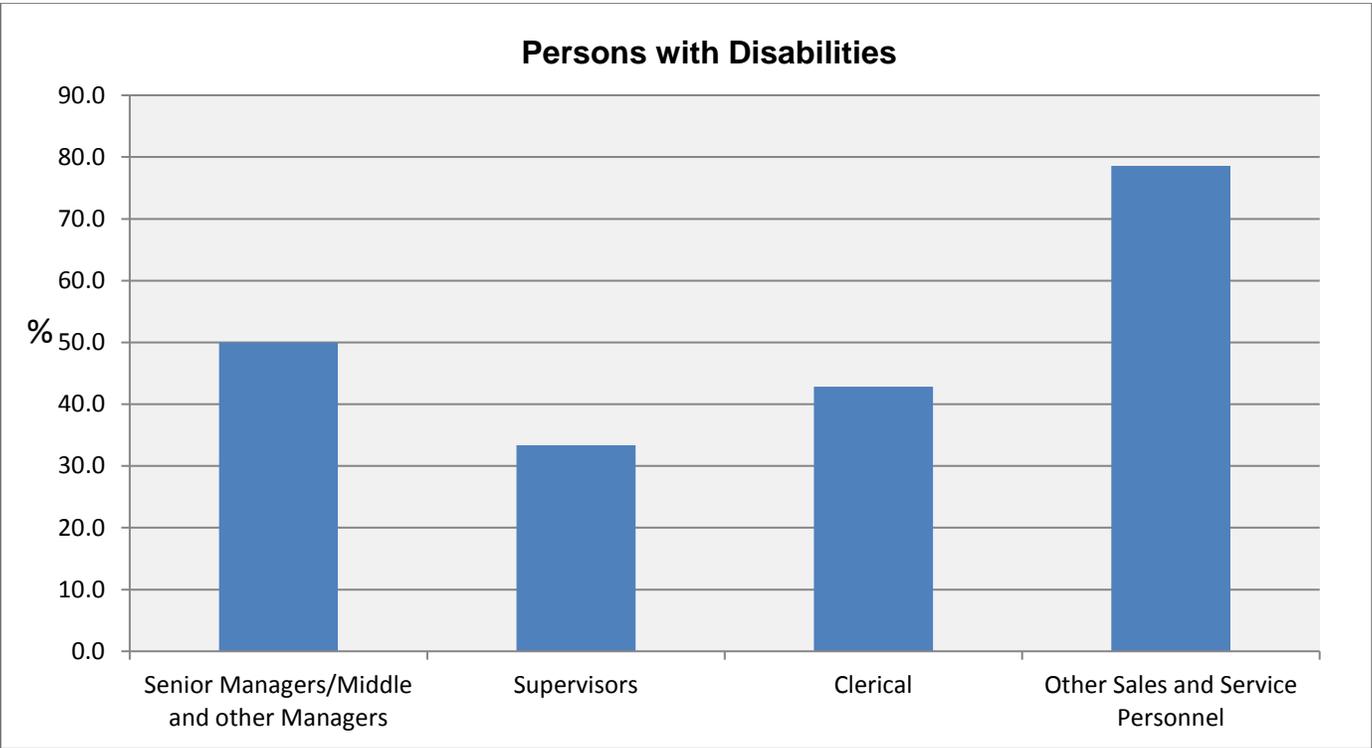
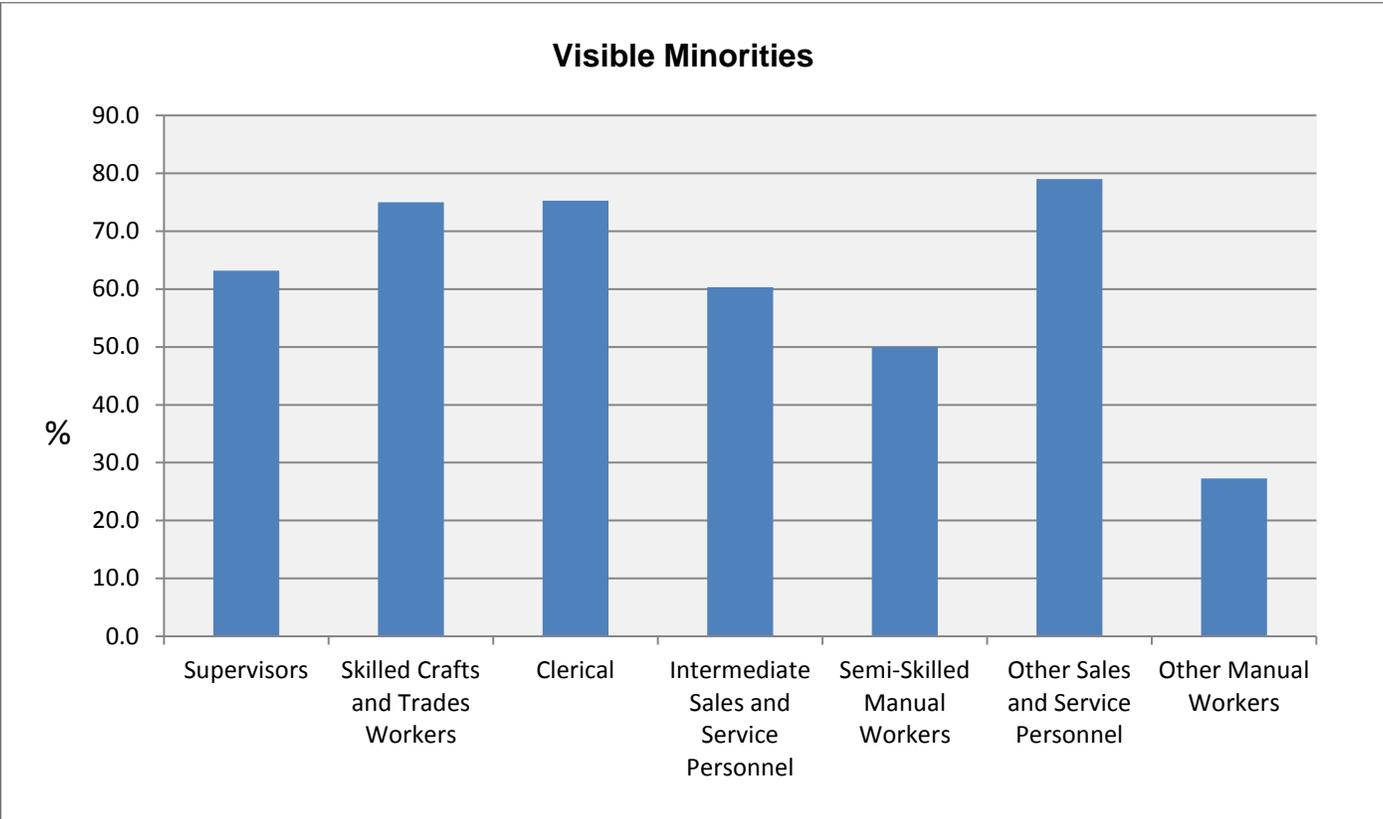
¹⁴ [Three filter test](#)

¹⁵ **50% Rule for Women:** This rule applies only to EEOG 07 Administrative and Senior Clerical Personnel and EEOG 10 Clerical Personnel. If there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for gaps in EEOGs where women are represented at 50% regardless of availability.

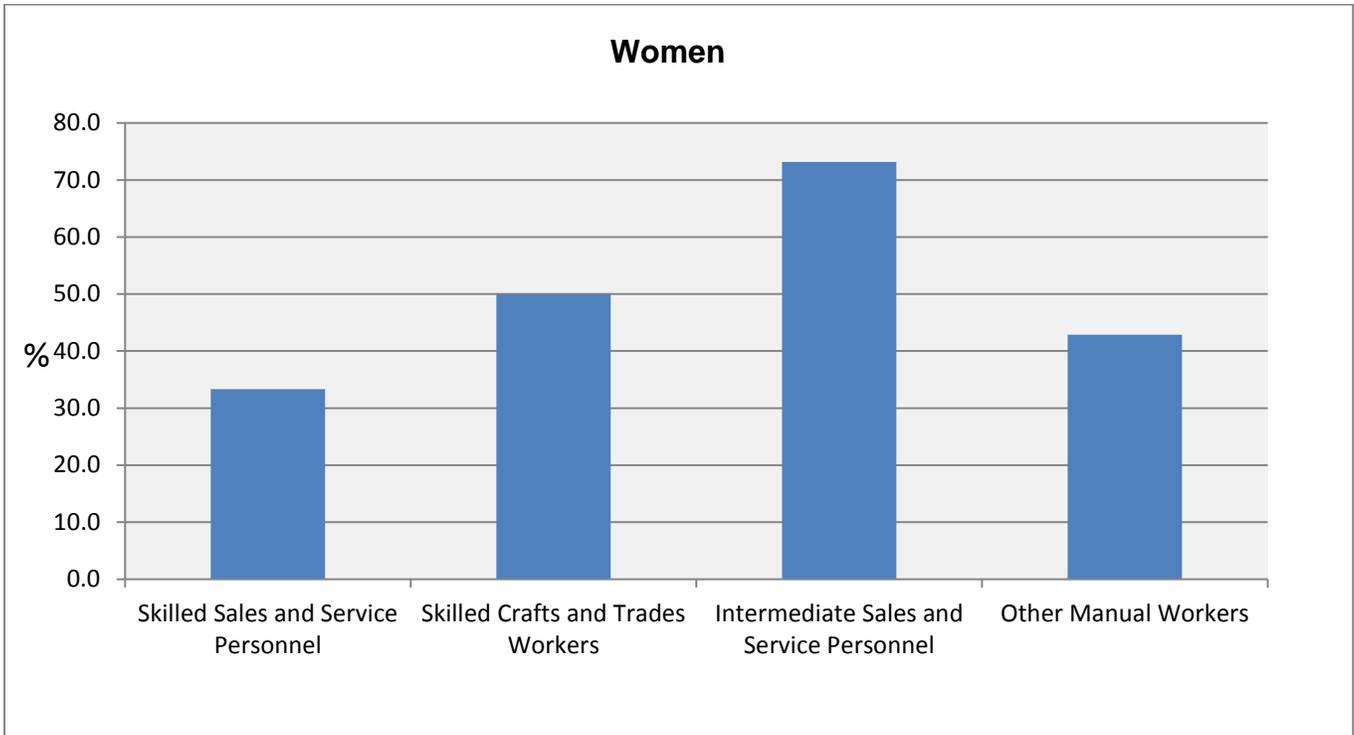
TOTAL UNIVERSITY



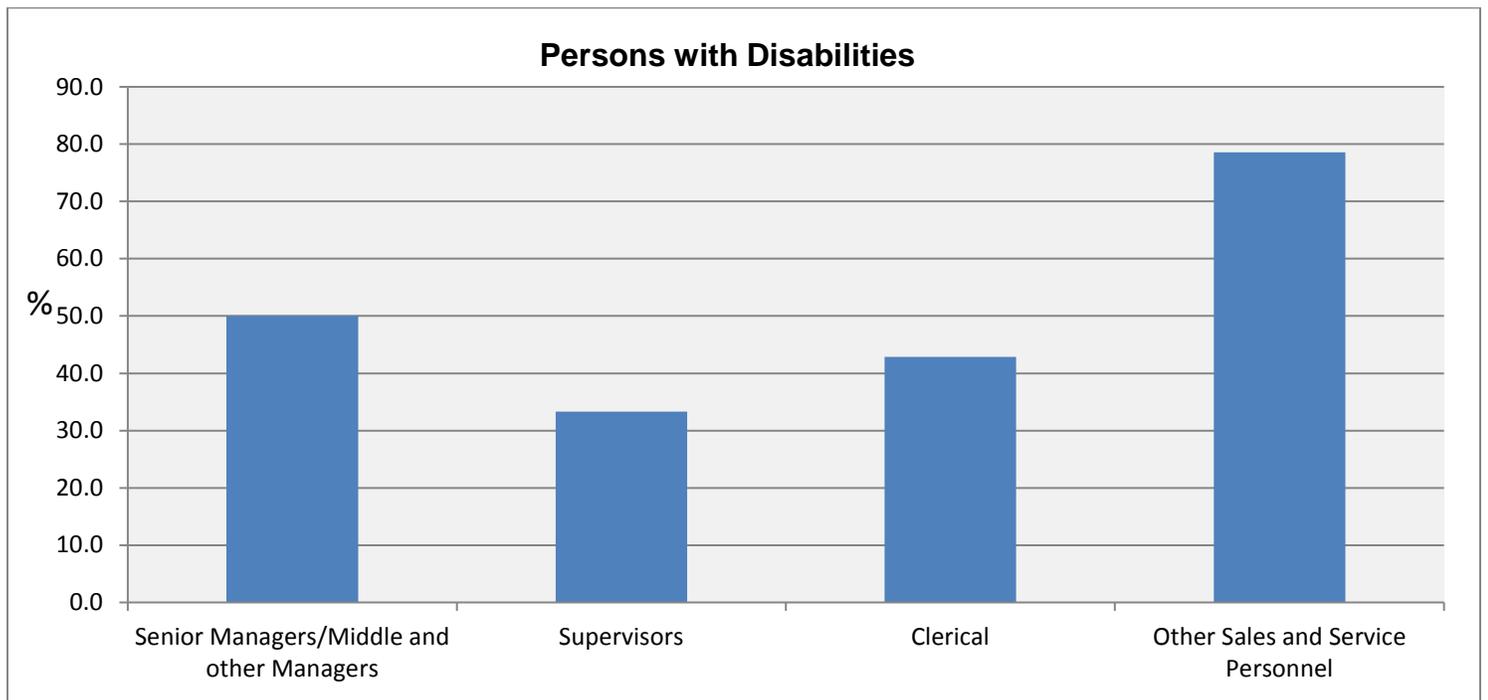
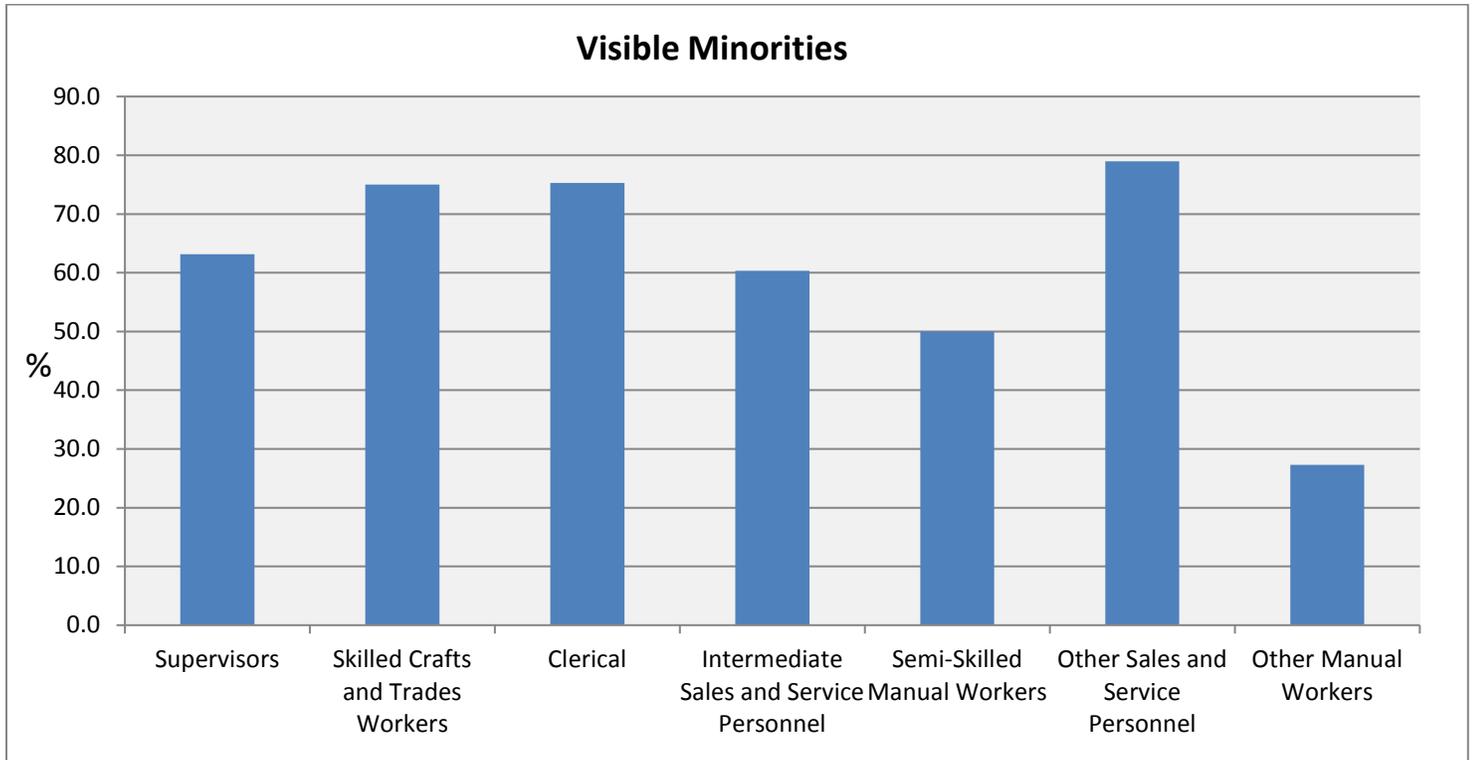
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NON-ACADEMIC

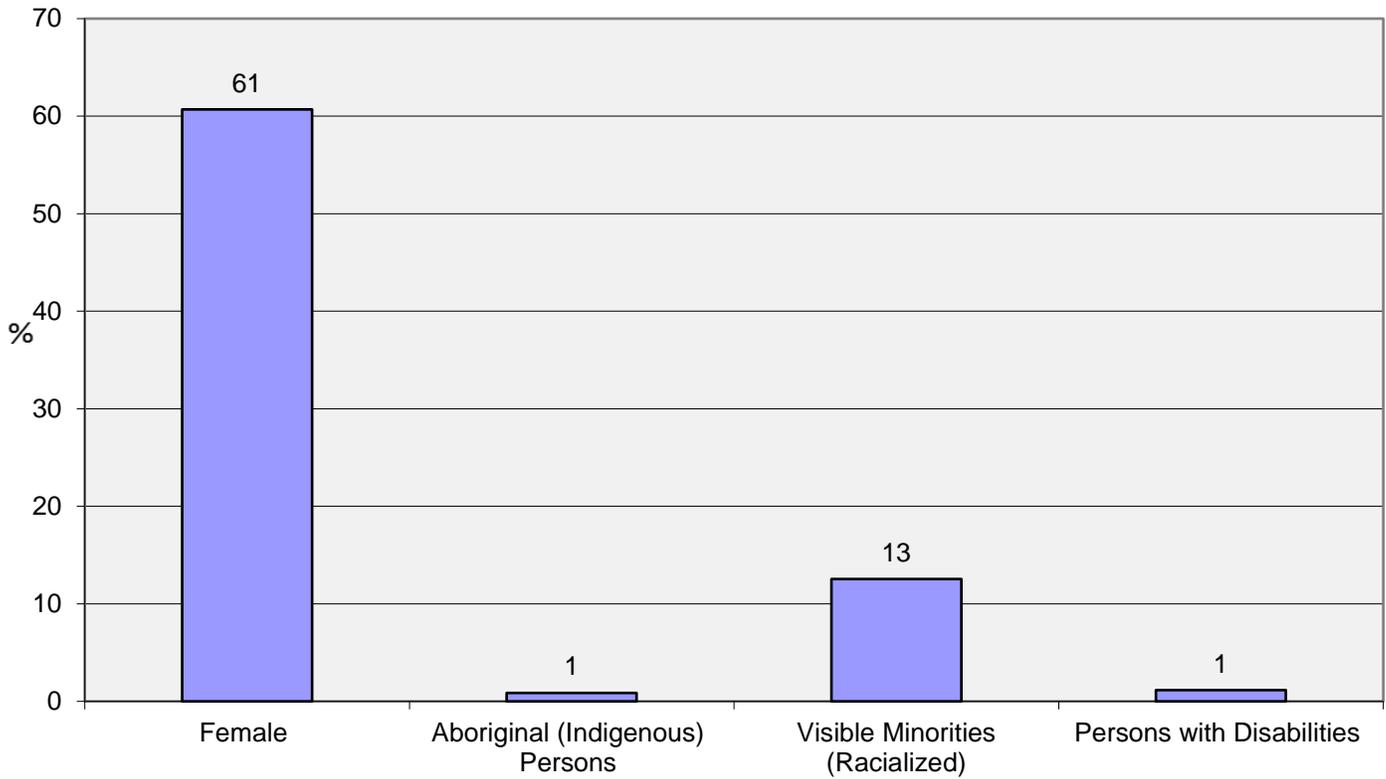


NON-ACADEMIC



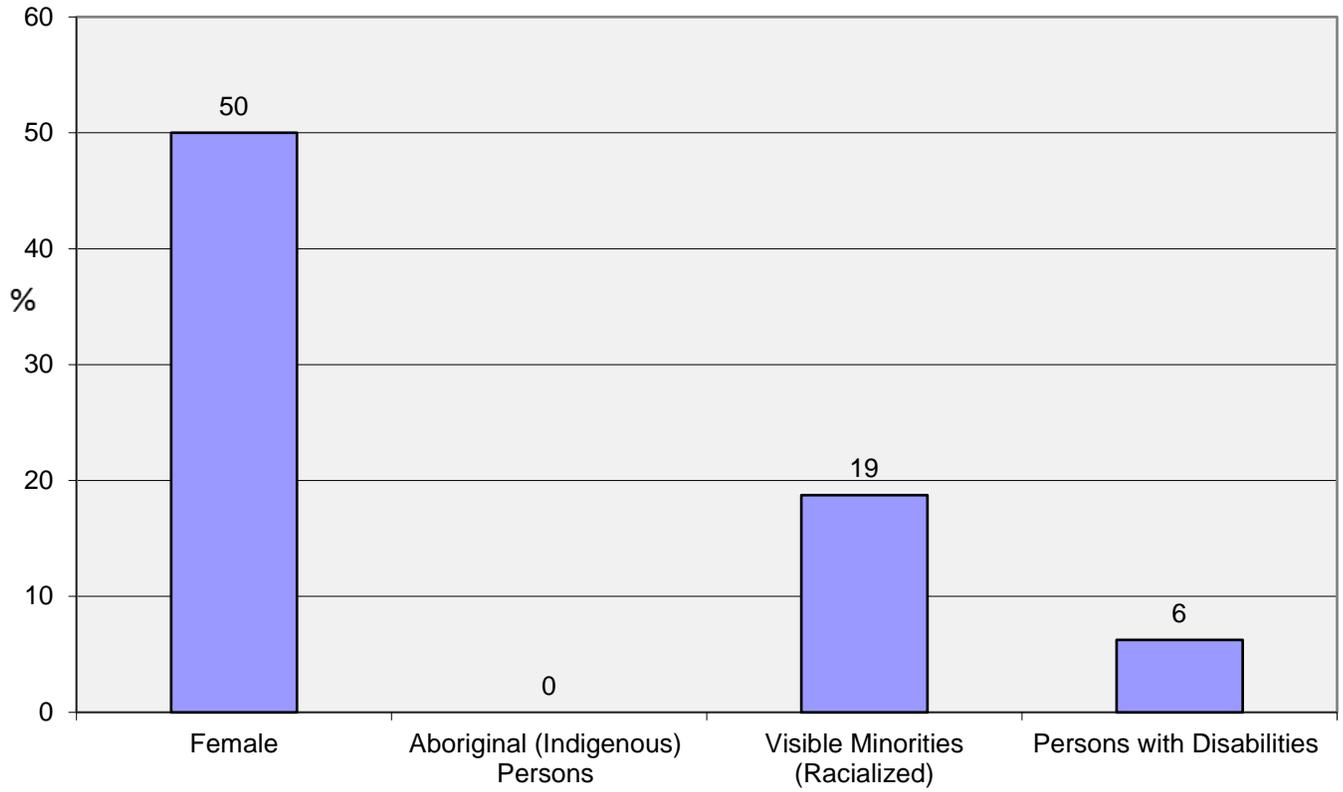
APPENDIX E – Hires

**2017 HIRES OF DESIGNATED GROUP MEMBERS,
AS A PROPORTION OF
TOTAL UNIVERSITY HIRES**



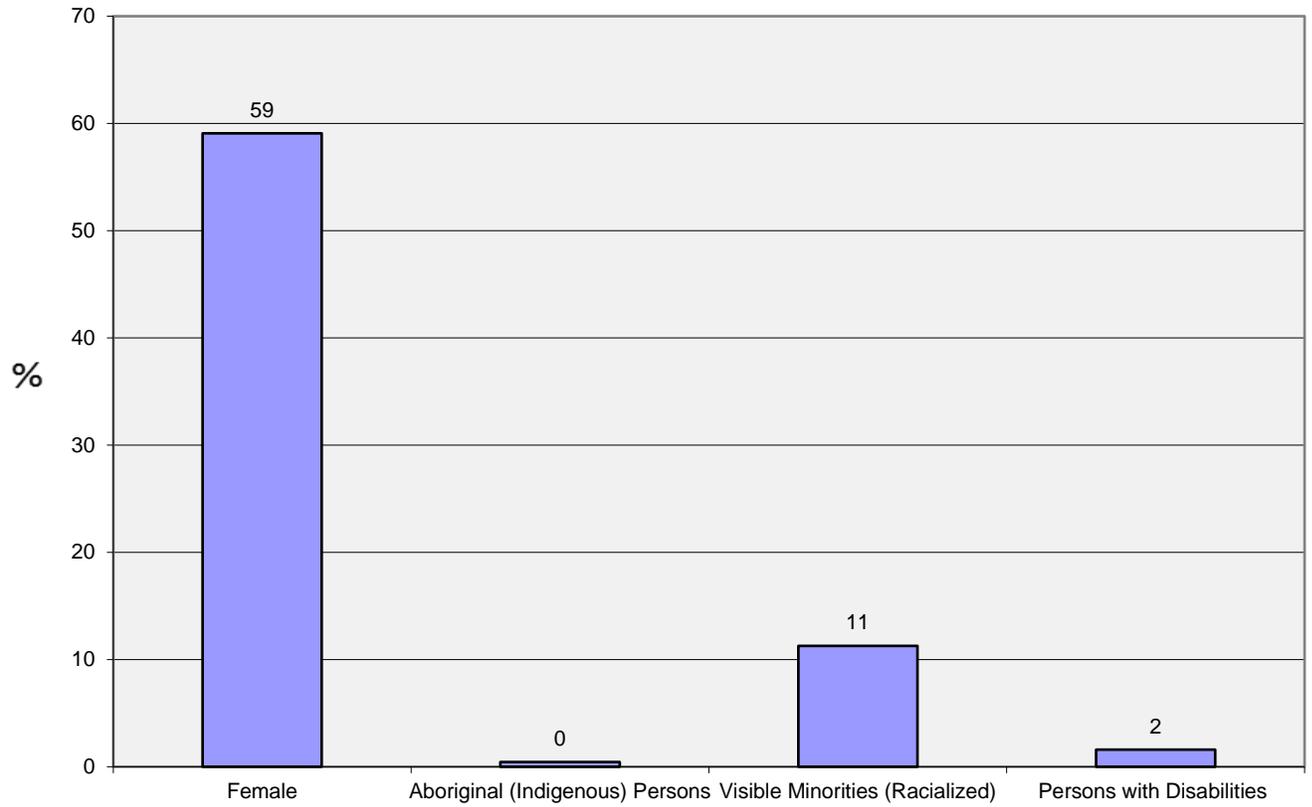
APPENDIX F – Promotions

**2017 PROMOTIONS OF DESIGNATED GROUP MEMBERS,
AS A PROPORTION OF
TOTAL UNIVERSITY PROMOTIONS**



APPENDIX G – Terminations

2017 TERMINATIONS OF DESIGNATED GROUP MEMBERS, AS A PROPORTION OF TOTAL UNIVERSITY TERMINATIONS



APPENDIX H – Return Rate for CUPE 3903 Units¹⁶

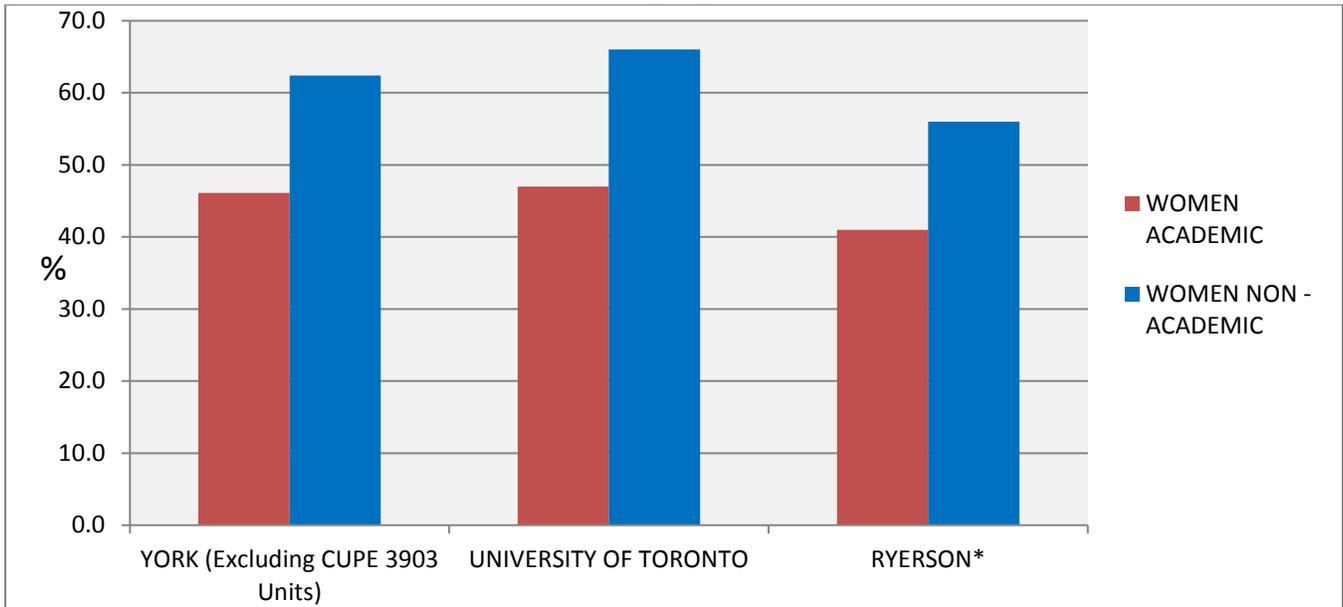
CUPE Units	Employment Equity Survey Return Rate per Unit %
Cdn. Union of Public Employees 3903 - 1	30
Cdn. Union of Public Employees 3903 - 2	69
Cdn. Union of Public Employees 3903 - 3	28

CUPE Exempt	Employment Equity Survey Return Rate per Unit %
CUPE Exempt	11

¹⁶ Efforts will continue in 2018 to increase the response rate for CUPE 3903 and CUPE Exempt.

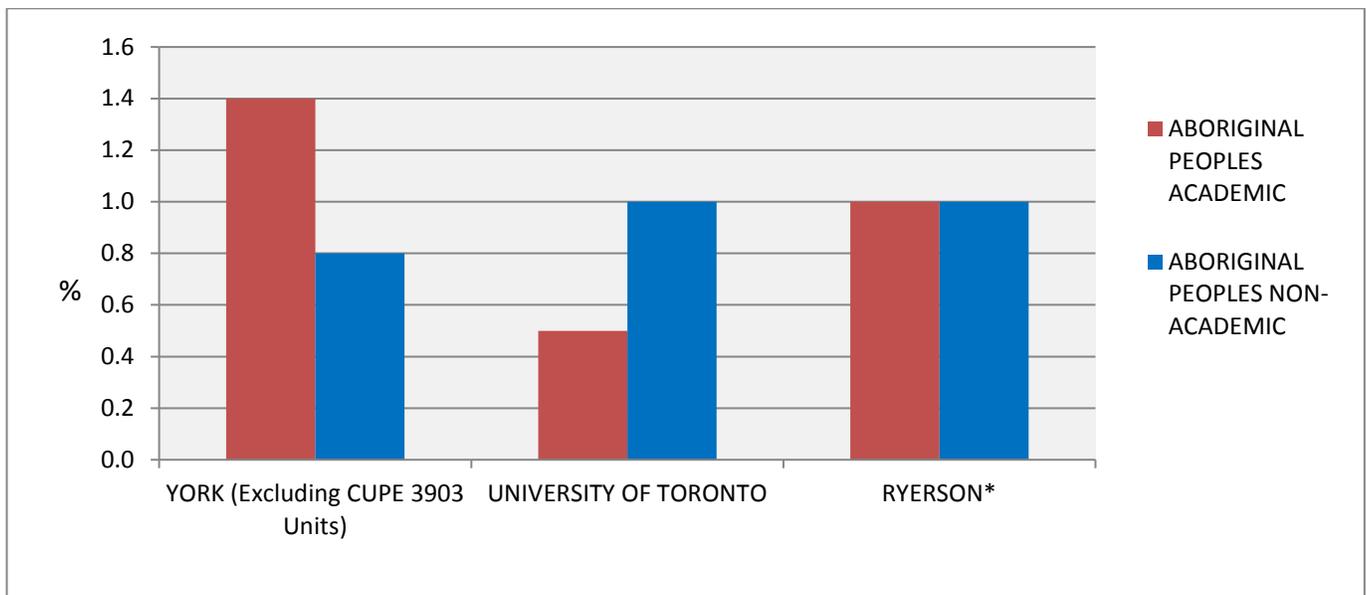
APPENDIX I – Ontario University Comparison - 2017

Women



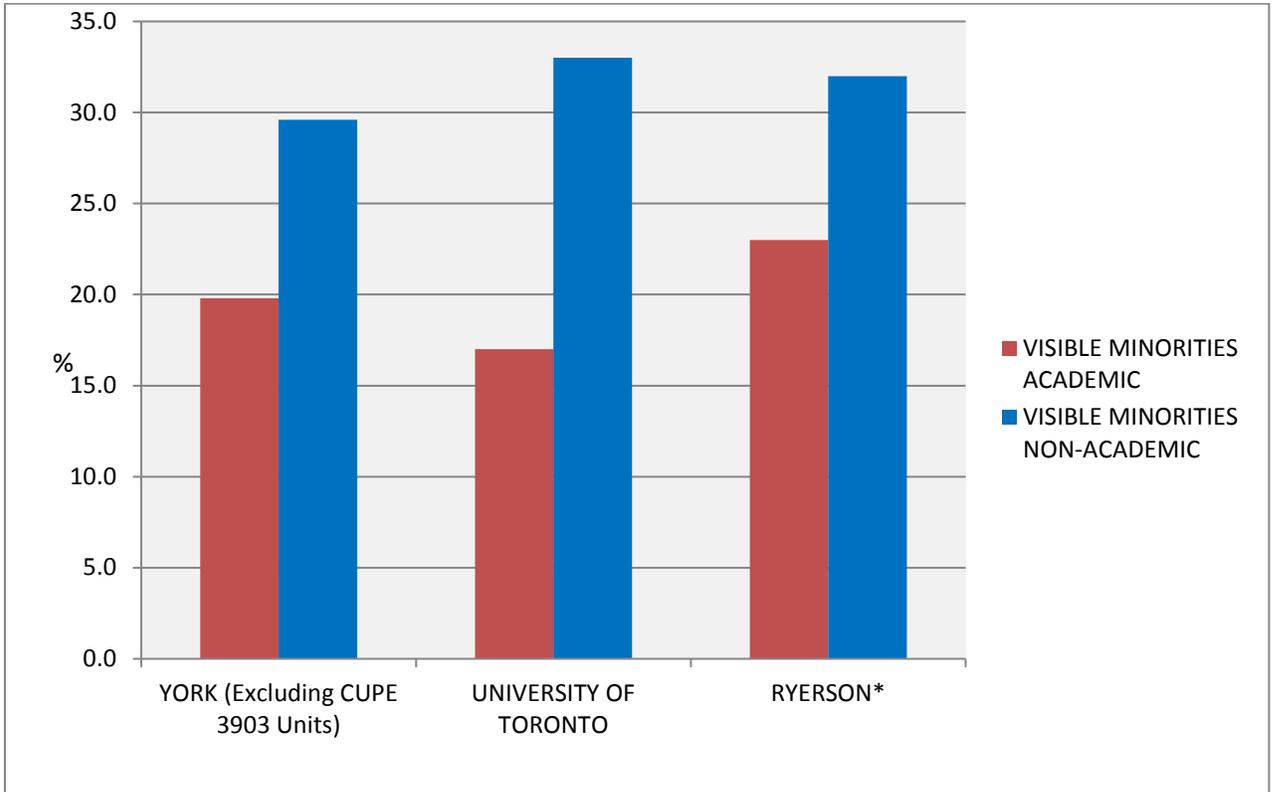
*2016

Aboriginal (Indigenous) Persons



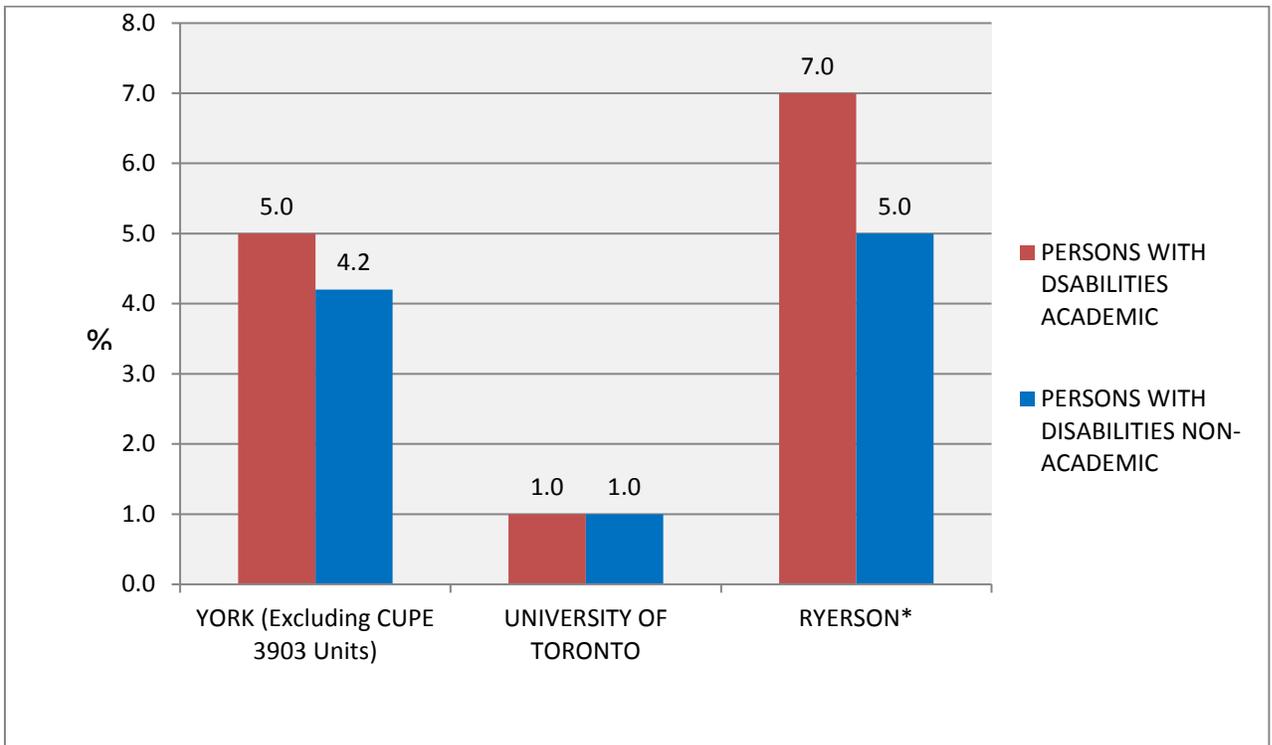
*2016

Visible Minorities (Racialized)



*2016

Persons with Disabilities



*2016