

# Budget Consultation Fall-Winter 2021-22

Rhonda Lenton, President & Vice-Chancellor  
Lisa Philipps, Provost & Vice President Academic  
Carol McAulay, Vice-President Finance & Administration

---

YORK 



# Agenda

1. Aligning resources with priorities
2. Community priorities highlighted in previous years
3. Strategic investments in 2021-22
4. Multi-year budget plan – 2021-22, 2022-23, 2023-24
5. SHARP Budget Model
6. Community feedback
  - Priorities for strategic investments

An aerial photograph of a modern university campus. The central focus is a large, multi-story building with a glass facade and a green roof. To its right, another building features a similar green roof. The campus is surrounded by lush green lawns, paved walkways, and mature trees. In the background, other university buildings and a city skyline are visible under a clear blue sky. The entire image is framed by a thick red border.

# 1. Aligning Resources with Priorities

# Context

- SHARP Budget intended to:
  - increase transparency around revenue and expenditures
  - align resources to our Academic Plans e.g., 2020-2025 UAP: *Building a Better Future*
- Annual budget consultations since 2018
- 2021-22 budget:
  - recovery budget utilizing positive carry forwards
  - seeking opportunities to advance UAP and community priorities
- COVID-19 and a safe return to campus
- Federal and Provincial government challenges and priorities

An aerial photograph of a modern university campus. The central focus is a large, multi-story building with a prominent glass facade and a green roof. To its right, another building features a similar green roof. The campus is surrounded by lush green lawns, paved walkways, and mature trees. In the background, other university buildings and a city skyline are visible under a clear blue sky. The entire image is framed by a thick red border.

## 2. Community Priorities Highlighted in Previous Years

# Budget Consultations

- Since 2018-19, annual budget consultations have been undertaken each Fall-Winter to provide the community with an:
  - Overview of York's finances
  - Update of the current budget
  - Opportunity to provide input about the budget process and priority areas for investment
- In 2020-21, sixteen sessions were held with Faculty Councils, employee groups, student groups and a Presidential Town Hall asking for community input on budget priorities for 2021-22 and beyond.
- In total, 1,800 community members attended the consultations.
- The input is an integral part of developing annual budgets and shared back with the community in the following year.

# What we heard – Community Priorities for Investment

February 2021


(at the end of 2020-21 cycle of consultations)



February 2020

(at the end of 2019-20 cycle of consultations)



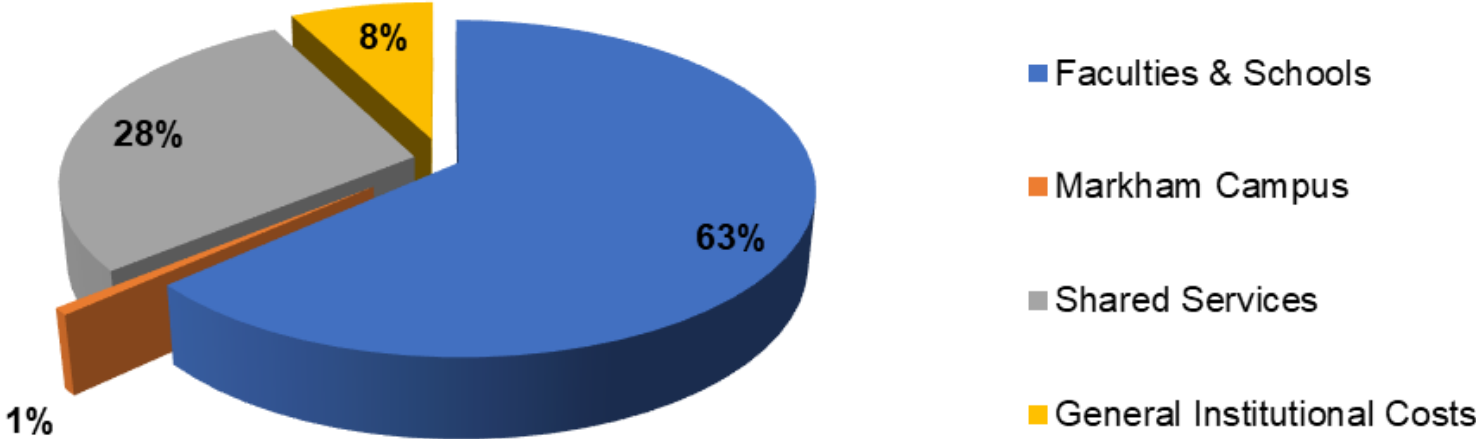


### 3. Strategic Investments in 2021-22



# The University invests in strategic priorities collectively

### Expenditures by Function 2021-22



# Investments in the 2021-2022 Budget Plan Aligned to University Academic Plan Priorities

Successfully resuming safe return to campus

Renewing and diversifying faculty complement

Service Excellence Initiative

Investing in flexible and high quality digital learning, program innovation and credential diversification

Advancing EDI Strategy

Digital Transformation

Launching Markham Campus

Health and Wellness Strategy

Proposal for a unique School of Medicine

Enhancing University Governance

Research intensification e.g., investing in Research Commons, catalyzing large-scale collaborations and success, decolonizing research administration

Enhancing space including DM, capital and Campus vision

Advancing Vaughan Healthcare Precinct

Embedding York's identity

Expanding YU's innovation ecosystem

Global Engagement Strategy

Improving student advising e.g., SSRP, SAVY, OWL



SDG Challenge - Sustainability Strategy, Climate Solutions, Energy Plan, DEM, CIFAL York, Inequality

# Advancing the UAP 2020-2025: Safe and Successful Gradual Return to Our Campuses/21<sup>st</sup> Century Learning

Planning for increased activities on our campuses aligned with UAP goals, while also maintaining robust *remote* teaching, learning and work, requires a range of supports to students, faculty, and staff in 2021-22, including:

1. \$10M for bursaries to international students to support access and continued academic progress in light of financial challenges
2. \$4.1M for core network infrastructure repairs and upgrades supporting blended teaching, learning and remote work options
3. \$10M for pandemic-related expenses such as HyFlex classrooms, COVID screening tools and testing kits, additional PPE required, EWB staff, etc.
4. \$2.3M to mitigate technology risks, e.g. extra servers and licences, secondary power supplies, alternate remote access systems, enhanced eClass, outdoor WiFi, extended laptop borrowing program, etc.
5. Additional energy costs to implement 24-7 ventilation and upgrade air filters for improved circulation in buildings
6. Supports for remote teaching and learning (additional staffing in Teaching Commons, Faculties)
7. No increase for international tuition fees in 2021-22 (the previous multi-year budget assumed a 5% tuition fee increase in 2021-22 equivalent to \$12M)
8. No increase in tuition fees for domestic out-of-province students in 2021-22 – deferring consideration of the government framework's flexibility allowing a 3% tuition increase for OOP

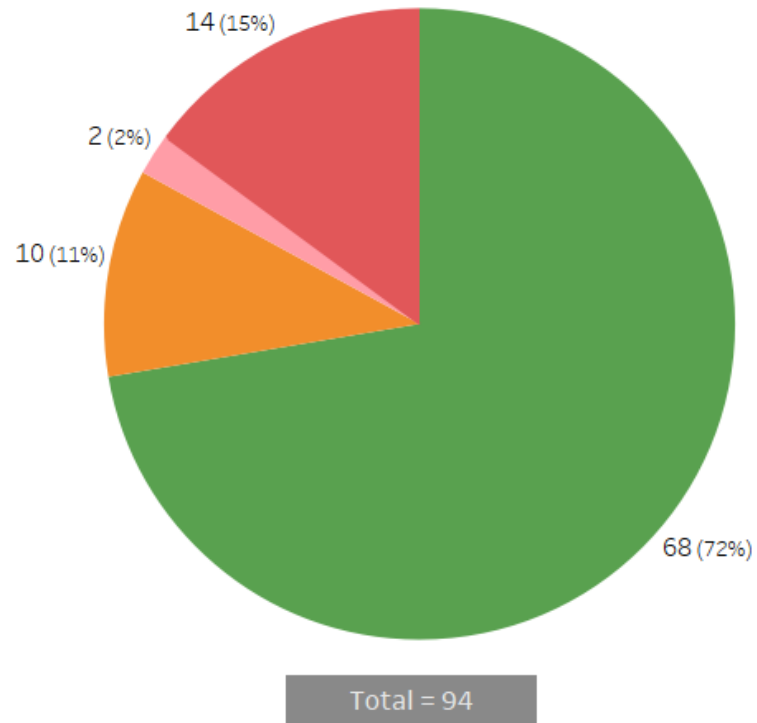
# 21<sup>st</sup> Century Learning - Renewing and Diversifying Faculty

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>
<b>New Hires</b>				
Tenure Track	74	95	82	98
CLAs	13	19	1	0
<b>Total</b>	<b>87</b>	<b>114</b>	<b>83</b>	<b>98</b>
<b>Retirements/Departures</b>				
Tenure Track	38	44	30	26
CLAs	18	8	14	8
<b>Total</b>	<b>56</b>	<b>52</b>	<b>44</b>	<b>34</b>
<b>In-Year Increase (Decrease)</b>				
Tenure Track	36	51	52	72
CLAs	(5)	11	(13)	(8)
<b>Total</b>	<b>31</b>	<b>62</b>	<b>39</b>	<b>64</b>
<b>NOTE:</b> 2020-21 numbers are included for comparison purposes only. 2021-22 to 2023-24 are budgeted numbers, and do not represent approved hires at this time.				

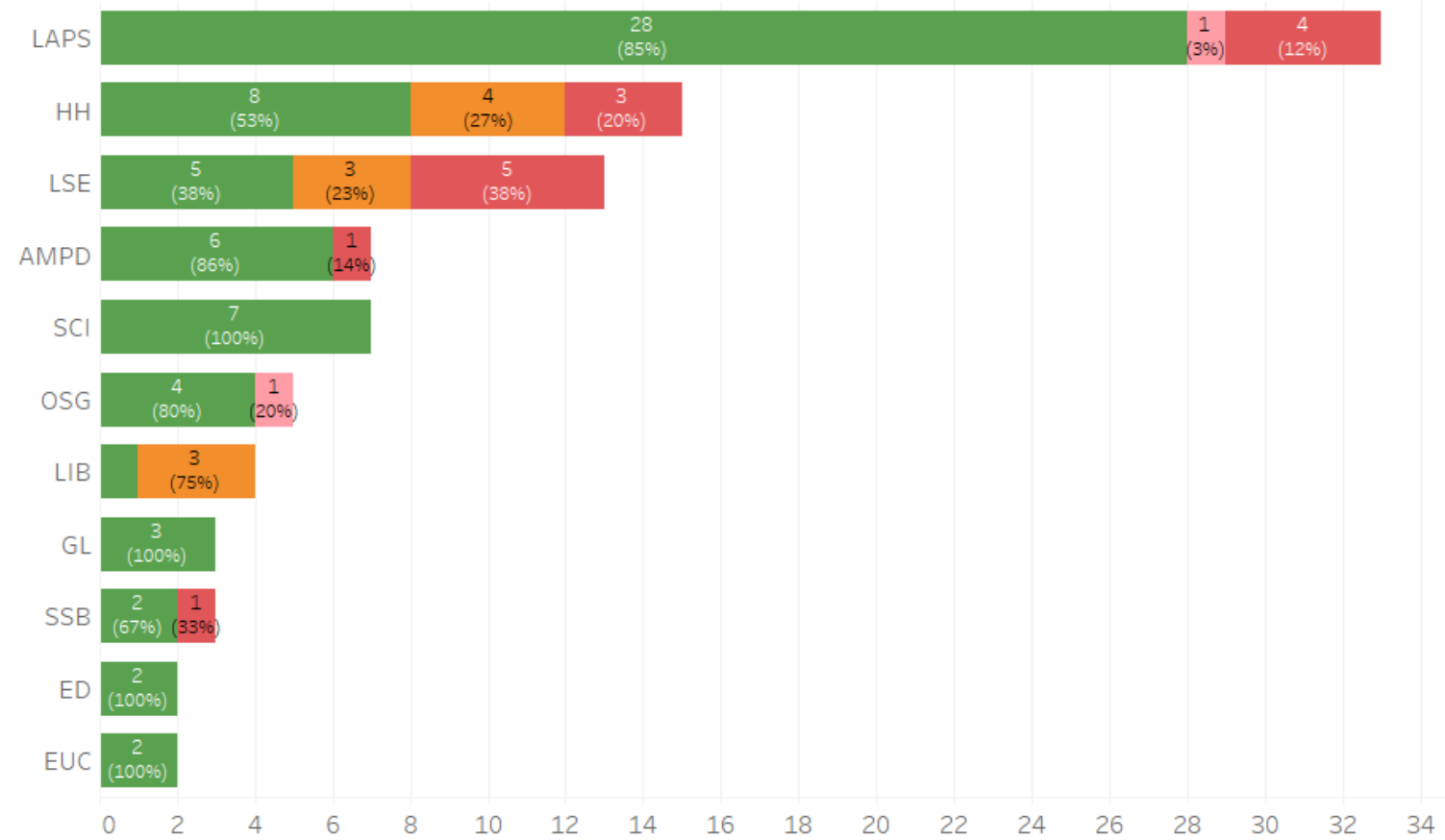
Salary costs of faculty complement generally reside in the Faculties where the appointments are made; the central University Fund and Provost's Office have also committed bridge funding to support faculty complement renewal, dedicated equity hiring, Markham hiring, and strategic research hires.

## Status of 2021-22 Tenure Track Appointments (Preliminary Data)

**Institutional**  
21-22 Status of Appointments



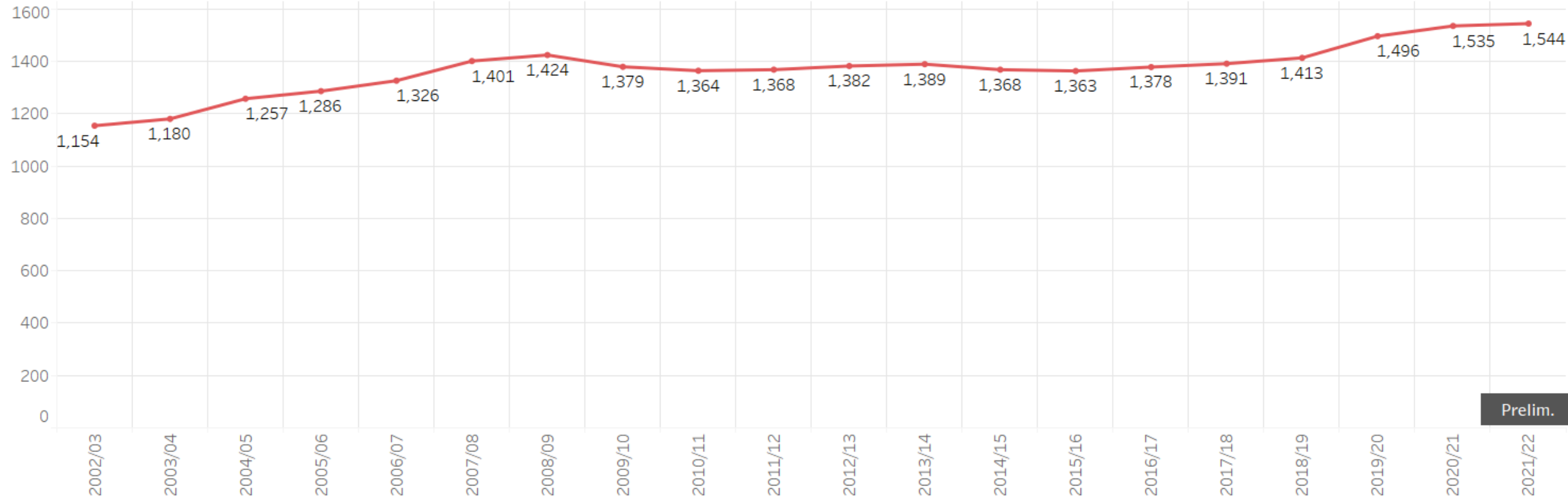
**By Faculty**  
21-22 Status of Appointments



- Made to Date
- In Progress
- Searches on hold, delayed or cancelled (2 rolled over to 22-23)
- Searches failed to date (7 rolled over to 22-23)

## Complement Recovery – Tenure Stream Faculty Complement (Heads), 2002-03 to 2021-22 (Preliminary Data) (October 1 to October 1) (excluding Librarians)

Total Tenure Stream Faculty



Prelim.

Professorial	96%	96%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	96%	95%	95%	94%	92%	91%	91%
Teaching	4%	4%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	4%	5%	5%	6%	8%	9%	9%
Male	62%	60%	58%	57%	56%	56%	56%	55%	55%	55%	54%	55%	55%	55%	55%	55%	54%	53%	52%	52%
Female	38%	40%	42%	43%	44%	44%	44%	45%	45%	45%	46%	45%	45%	45%	45%	45%	46%	47%	48%	48%

# Knowledge for the Future

1. \$3.2M in 2021-22, 2022-23 and 2023-24 from the University Fund to strengthen research priorities, including:
  - Building on areas of interdisciplinary research strength – support for 6 to 7 research clusters at \$150K each for 3 years
  - Supporting emerging areas of research leadership by securing large-scale funding i.e., catalyst initiative
  - Advancing EDI through scholarship, research and related creative activities
2. \$3M from the Office of the Provost, matched by a further \$3M from the University Fund, providing bridge funding for faculty complement growth and renewal, specifically pertaining to research amplification (intended to support up to 40 strategic hires for three years – each at \$50K annually)
3. \$3M to address shortfall in the operating budget including new and existing research staff positions
4. An additional \$1M in base funding each year to the Office of the VPRI for research intensification initiatives across the University e.g., ability to support requests for required matching funds

# Markham Campus

The University's largest capital project to open in Fall 2023.

Funded from multiple sources – contributions from the City of Markham and York Region, external donations, debentures issued in April 2020, and a contribution from the University Fund in 2019-20.

At steady state, the campus will attract approximately 4,200 students and generate an annual surplus, enabling the new campus to re-pay its early year deficits, invest in its own renewal, and financially contribute to the institution overall.

The University has developed a 10-year operating budget for the new campus, incorporated into the Budget Plan.

The pre-opening and initial years of Markham's operations allow for deficit spending as it builds towards break-even. Work is underway to identify opportunities for Markham to achieve break-even as early as possible, while also investing appropriately in the campus's long-term success.



# From Access to Success: Student Financial Supports

- \$6.3M, \$9.7M and \$13.1M in 2021-22, 2022-23 and 2023-24 have been committed respectively to ensure our student financial assistance offerings remain competitive and responsive to student needs, including:
  - Improved entrance scholarships to domestic students recognizing academic excellence
  - A higher volume of domestic and international bursaries
  - A new *Tentanda Via* award to students demonstrating fortitude, resilience, and commitment to sustainable development
- Expansion of student awards will continue beyond the three-year Budget Plan in alignment with student needs, our Strategic Enrolment Management approach, the financial context, and the University's academic priorities.

# Living Well Together: Pursuing Equity, Diversity and Inclusion

- To diversify faculty complement, build capacity for research success of diverse scholars, and support York's Indigenous and Anti-Black Racism Frameworks and action plans:
  - 23 authorized new faculty position hires – 15 Black scholars, 1 BIPOC, 7 Indigenous
    - Appointed to start in 2021-22 – 12 Black, 1 BIPOC, and 5 Indigenous scholars
  - \$650K in 2021-22 to seed projects advancing Black, Indigenous, and other equity scholarship, research and related creative activities
  - Appointments of an Associate Vice President Indigenous and Associate Vice President Equity (in progress)
  - 4 new Equity Officer positions to support EDI initiatives in Faculties

# Living Well Together: Renewing our Virtual Environment

Build an integrated IT environment that enhances service delivery, supports faculty, staff and students, and resolves complexities, by investing:

1. \$120M for a new Student System Renewal Program (SSRP) replacing outdated legacy systems – multi-year project expected to conclude in 2025-26 and funded from a combination of capital reserves (\$41M) and the central University Fund (\$79M)
2. \$2.2M for system transformation within Human Resources
3. \$2M in 2021-22 for technology renewal in classrooms
4. \$1M in 2021-22 for expanding award-winning Student Virtual Assistant at York (SAVY) providing 24-7 student navigational support (*enhancing student advising*)
5. \$1.2M in additional base funding to cybersecurity for technical expertise and firewall licenses

To address technical deficits in a more sustained and systemic way, the University is developing a long-term plan which will include an increased annual funding program for the replacement of hardware and software in line with industry standards and refresh life-cycles.

# Living Well Together: Renewing our Physical Space

2021-22    2022-23    2023-24

\$M

Internal Funds	12.5	13.2	13.6	<b>From Faculty budget envelopes, central University Fund, and re-purposed reserve</b>
External Funds	5.7	6.4	5.7	<b>From Provincial Facility Renewal Program (FRP)</b>
<b>TOTAL</b>	<b>18.2</b>	<b>19.6</b>	<b>19.3</b>	

Two key priority projects underway, identified from prior year community consultations and working groups:

1. Classroom renewal – \$20M over three years, 2019-2022
2. Washroom renewal – \$13.5M over three years, 2019-2022

These were approved in 2019 as five-year projects and accelerated to three years due to low occupancy on campus in 2020-21.

The University has a \$653M deferred maintenance backlog which will be addressed through a long-term plan currently under development.

# Renewing our Physical Environment: Major Capital Projects

Board-approved capital projects currently underway to advance the academic, research and student success/experience priorities, including (in order of expected completion):

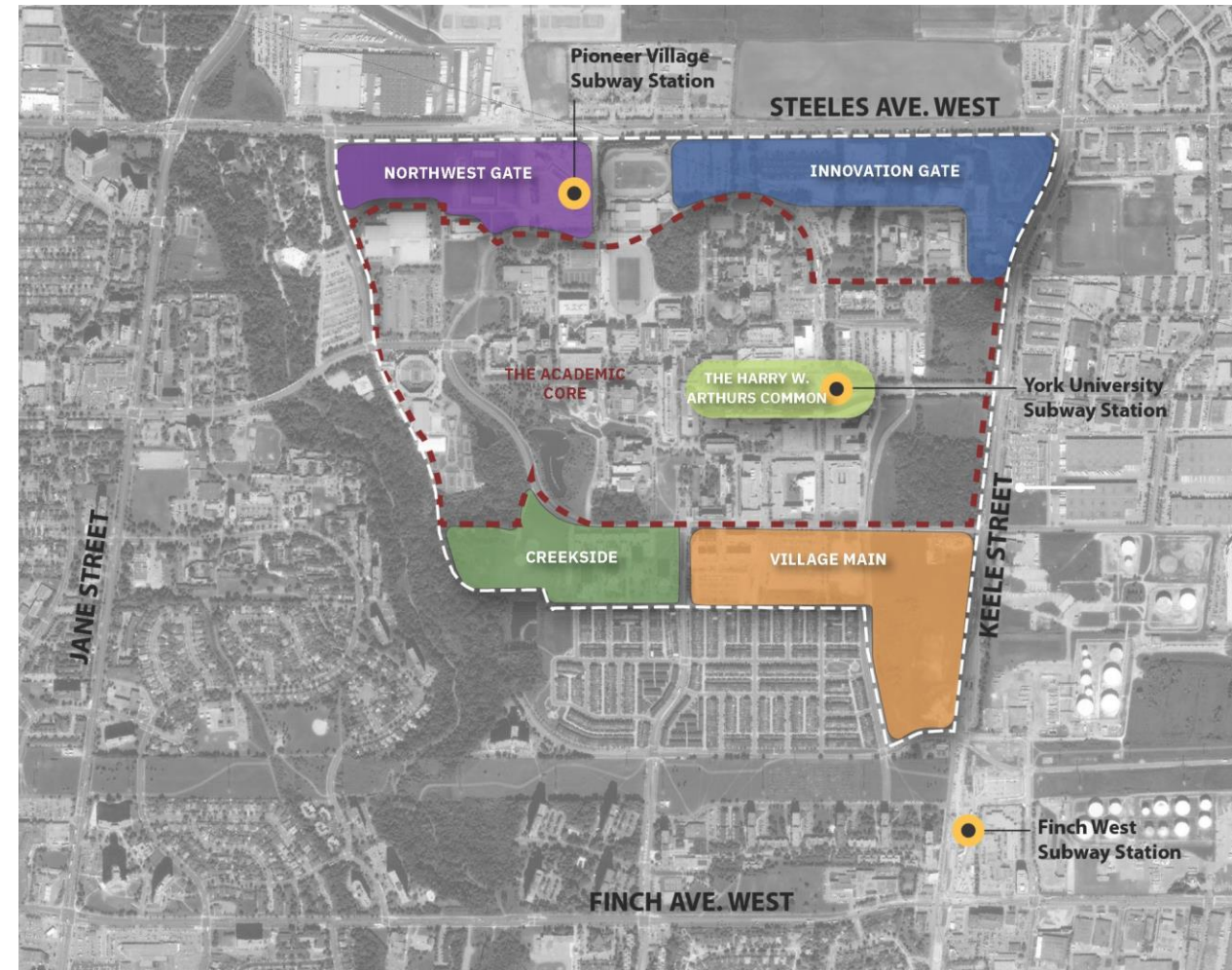
- \$11.2M for enhancements to the Lions Stadium (targeted completion – November 2021)  
Funded by the University's capital reserves
- \$72.7M for a new building for the School of Continuing Studies (March 2022)  
Funded by the School of Continuing Studies
- \$7.5M for a modernization of the Faculty of Education's facilities (May 2022)  
Funded by the Faculty of Education
- \$10M for a new building for the Goldfarb Gallery at York University (March 2023)  
Funded by external donations and the University Fund
- \$48.5M for expansion of the Sherman Health Science Research Centre, including a Neuroscience Facility and additional office space (Fall 2023)  
Funded by the University's capital reserves, external debentures, CFI, and an internal loan with the Faculty of Health
- \$31.3M for a two-story addition to Vari Hall for the Faculty of Liberal Arts & Professional Studies (July 2024)  
Funded by the Faculty of Liberal Arts & Professional Studies

# Major capital priority projects – approved in principle by the Board in May 2021 pending funding

PROJECT	PROJECT SUMMARY	APPROXIMATE SIZE	APPROXIMATE COST	CURRENT STATUS
iHive Building (updated from 2 <sup>nd</sup> Science and Engineering Building)	To accommodate growth in Science and Engineering programs and interdisciplinary research with emphasis on the Internet of Things (IOT), Space Engineering, Smart Cities, Mechatronics, and Automation Technologies. Additional science and engineering programs, as well as interdisciplinary space for large-scale University research projects and Organized Research Units (ORUs)	250,000 sf (new construction)	\$200M	Functional program to be updated
Scott Library Improvements (updated program)	Replacement of book stacks with compact, automated book retrieval increasing floor capacity and allowing expanded student study and lounge space, new makerspace, and other collaborative opportunities. Second elevator in an unused shaft will increase circulation and reduce existing traffic bottlenecks.	206,000 sf (renovated space), 28,000 sf (new construction) over 5 levels	\$110M	Functional program and conceptual design complete
Central Square Revitalization and New Vision (new)	Modernization of Central Square to improve access and services to students, and to revitalize the space to reflect institutional priorities, including sustainability and indigeneity. Create a better sense of place by unifying the needs of multiple stakeholders including LA&PS, Division of Students, Food Services, and Scott Library. Create new flexible multi-use areas, increase student spaces, accessibility, sustainability, and heritage.	254,900 sf renovated space over 3 levels	\$179.1M	Functional program and conceptual design complete
Student Services Hub (new)	Central access point for students at the heart of the Keele Campus. State of the art coordinated and adaptable student service model, combining transactional services with learning and developmental opportunities across the student journey, augmented with technology.	46,600 renovated space over 2 levels	\$26.7M	Functional program complete

# Campus Vision: Four New Neighbourhoods

York University's Keele Campus is where university and city, academia and industry, people and culture meet and thrive. That energy will soon extend from Keele's historic academic core into four new neighbourhoods, nurturing a dynamic, flourishing, and complete community, and modelling the university's best and most innovative thinking. The results will demonstrate York's commitment to community well-being and environmental stewardship – to Living Well Together



# Campus Vision – Draft Goals & Principles

## Informing the ‘Vision’

- Rooted in Place
- Distinctly “York U”
- Community Well Being
- Complete Community
- A Well-Connected Campus
- Sustainability & Resilience
- Experiential Learning & Academic Research

## Guiding Implementation

- Land Retention
- Optimize Mission Value
- Responsiveness
- Engagement
- Market and Social Acuity



# Supporting the UAP – Optimizing Mission Value

## Inherent Land Value



Inherent Land Value

## Community Goals and Benefits



Revenue



Wellness



Research



Recreation/ Athletics



Affordable Housing



Long-term Care & Seniors Housing



Sustainable Initiatives



Childcare

Goal is to enhance UAP priorities through projects that might be aligned with broader community needs/opportunities and/or through generating revenue for academic investment

# Next Steps

---

- Campus Vision and Strategy (CVS) informed by community consultations including Faculty Councils, brought forward for consideration end of 2021 Board of Governors cycle
- Approval of the CVS in November will provide a strong basis for:
  - meaningful and respectful Indigenous engagement
  - broader engagement with on-campus community members and interest groups
  - renewed engagement with our external neighbours (including Black Creek & Jane Finch community groups, for example)
  - discussions with government to convey our intentions and highlight potential alignment with government objectives
- Important implementation considerations will include:
  - engaging with academic colleagues for timely input to ensure potential teaching and/or research opportunities are identified as part of any project formulation process
  - identifying how the CVS can support the University's long-term financial/capital strategic plans
  - prioritizing projects which best align University strategic objectives with market opportunities

# Meeting the SDG Challenge

Action the University's commitment to social responsibility and excellence in cross-disciplinary thinking by investing in the key areas of the UN SDG framework:


- *21<sup>st</sup> c Learning*
  - A UN-sponsored Centre, CIFAL (*Centre International de Formation des Acteurs Locaux*), providing cross-sectoral training and development programs to advance the UN's SDGs
  - Support for a newly defined Faculty of Environmental and Urban Change (*supports all priorities*)
  - Inclusion in curriculum e.g., Cross Campus Capstone Classroom (C4)
- *Knowledge for the Future*
  - Research catalyst fund supporting SDG projects
  - Expanded York Innovation Ecosystem supporting entrepreneurship, SMEs
  - Potential for Living Lab/Climate Solutions (*linked to 21<sup>st</sup> c Learning*)
- *Access to Success*
  - Increasing student support including the new *Tentanda Via* award, to build leadership related to the SDGs
- *Living Well Together*
  - Carbon neutral by 2049
  - Promoting EDI through complement, dedicated student awards, research supports, access strategies, to reduce inequalities

# Faculty/Unit Level Strategic Supports from University Fund

Commitment	\$M		
	2021-22	2022-23	2023-24
Faculty Support *	7.2	1.7	1.5
Research Support	3.2	1.5	1.5
Student Services Support	7.5	9.7	13.1
Markham	0.7	0.7	0.2
Congress 2023	0.2	0.8	
Technology	6.9	13.8	12.0
Support for non revenue generating Divisions	2.5	0.3	0.3
COVID-19 - Return to Campus Fund **	5.0		
Capital Projects	5.5	2.0	0.0
<b>TOTAL</b>	<b>38.6</b>	<b>30.5</b>	<b>28.6</b>

\* In addition, under SHARP 1.0 the University Fund has been contributing \$15M each year towards the Hold Harmless provided to the Faculties (total Hold Harmless amounted to \$40M with the balance provided from LAPS/Health and SHARP Tax). Beginning in 2022-23 under SHARP 2.0, the University Fund will provide Operating Support to those Faculties experiencing challenges aligning their revenues and expenses in a more tailored way, supported by current data and recovery plans.

\*\* The budgeted commitment from the UF was intended to be re-evaluated mid-year, and has been increased to \$10M to address emerging needs



# 4. Multi-Year Budget Plan 2021-22, 2022-23, 2023-24

# Recovery Budget with Planned In-year Deficits

- Planned in-year deficits based on:
  - strategic draw-down of positive carry forward over the approved 2020-2021 budget
  - incurred Markham costs through to opening and steady state
- Carry forward growth due to last year's enrolment contingencies not needed:
  - significant enrolment contingencies planned in 2020-2021 due to uncertainty associated with the pandemic
  - increased student course loads and other factors mitigated drop in first year admit
- Retain some level of contingency for 2021-22 in light of:
  - international enrolment uncertainties
  - need to assess stability of course loads
- Reassess enrolment contingency requirements when registrations are complete to determine if further acceleration (or slow-downs) are warranted
- Utilize positive carry forwards in Divisions/Faculties/University Fund to:
  - Support recovery as needed including Faculty operating
  - Advance the UAP through strategic opportunities

# Operating Budget approved by the Board of Governors in June 2021

	2020-21		2021-22		2022-23		2023-24	
	Budget	Actuals	Budget	Budget	Budget	Budget	Budget	Budget
<b>Operating Revenues</b>								
(1) Government Operating Grants	306.3	309.9	305.9	304.7	305.8			
(2) Student Fees	742.2	741.3	762.0	838.7	914.0			
Grants and Student Fees Subtotal	1,048.5	1,051.2	1,067.9	1,143.4	1,219.9			
Funding from Donations, Endowments, & Trusts	7.9	7.6	6.5	6.5	6.5			
Investment Income	12.9	18.5	8.9	6.1	4.7			
Other Recoveries	47.8	36.9	38.0	41.6	42.3			
<b>Total Operating Revenues</b>	<b>1,117.2</b>	<b>1,114.1</b>	<b>1,121.2</b>	<b>1,197.6</b>	<b>1,273.3</b>			
<b>Contingencies</b>								
(3) Enrolment Contingency	(38.4)	-	(22.0)	(42.3)	(59.0)			
International Tuition Offset	(16.0)	(23.6)	-	-	-			
<b>Total Contingencies</b>	<b>(54.4)</b>	<b>(23.6)</b>	<b>(22.0)</b>	<b>(42.3)</b>	<b>(59.0)</b>			
<b>Total Operating Revenues, Net of Contingencies</b>	<b>1,062.8</b>	<b>1,090.5</b>	<b>1,099.3</b>	<b>1,155.3</b>	<b>1,214.3</b>			
<b>Operating Expenditures</b>								
(4) Salaries and Wages	627.1	599.2	650.8	675.3	704.9			
Employee Benefits	150.8	140.9	154.6	159.4	166.1			
Operating Costs	158.2	109.8	159.4	174.0	183.7			
Scholarships and Bursaries	81.0	73.3	99.7	94.3	99.4			
Taxes and Utilities	24.8	18.5	26.2	26.0	27.7			
Interest on Long-Term Debt	24.9	25.0	25.1	25.3	25.6			
<b>Total Operating Expenditures</b>	<b>1,066.9</b>	<b>966.7</b>	<b>1,115.9</b>	<b>1,154.3</b>	<b>1,207.4</b>			
<b>In Year Surplus/(Deficit) for Operating Fund, Before Transfers</b>	<b>(4.1)</b>	<b>123.8</b>	<b>(16.6)</b>	<b>1.0</b>	<b>6.9</b>			
<b>Transfers to Restricted Funds</b>								
Transfers to Capital Fund	(51.1)	(90.5)	(42.7)	(41.2)	(48.1)			
Transfers to Ancillary Fund	(3.9)	(4.6)	(4.0)	(3.4)	(3.2)			
Transfers to Other Funds	(5.8)	(7.0)	(5.3)	(4.5)	(3.6)			
<b>Total Transfers to Restricted Funds</b>	<b>(60.9)</b>	<b>(102.0)</b>	<b>(52.0)</b>	<b>(49.1)</b>	<b>(54.8)</b>			
<b>In Year Surplus/(Deficit) for Operating Fund, Before GAAP Adj.</b>	<b>(65.0)</b>	<b>21.8</b>	<b>(68.6)</b>	<b>(48.1)</b>	<b>(47.9)</b>			
<b>GAAP Adjustments</b>								
Remeasurement of Employee Benefit Plans	-	54.7	-	-	-			
<b>GAAP Adjustments</b>	<b>-</b>	<b>54.7</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>In Year Surplus/(Deficit) for Operating Fund</b>	<b>(65.0)</b>	<b>76.5</b>	<b>(68.6)</b>	<b>(48.1)</b>	<b>(47.9)</b>			
<b>Opening Accumulated Surplus/(Deficit) for Operating Fund</b>	<b>240.3</b>	<b>240.3</b>	<b>316.8</b>	<b>248.1</b>	<b>200.1</b>			
(5) <b>Closing Accumulated Surplus/(Deficit) for Operating Fund</b>	<b>175.3</b>	<b>316.8</b>	<b>248.1</b>	<b>200.1</b>	<b>152.2</b>			

# Key Budget Assumptions

1. Government grants – Strategic Mandate Agreement (SMA3) with government
2. Student fees:
  - Tuition fees frozen for 2021-2022
  - Government's tuition framework for domestic students expected this academic year
  - Market factors for international students
  - Enrolment contracts with the Faculties
3. Enrolment contingencies – risk analysis with the Faculties
4. Salaries and benefits – collective agreements



## Closing accumulated balances – (5)

The closing accumulated surplus in the Operating Budget for 2020-21 was \$316.8M, comprising:

	\$M
1. Balances in the Divisions and Faculties	138.0
2. Balances in General Institutional (GI) reserves	128.3
3. Balance in the University Fund	50.9
4. Markham	(0.4)
<b>TOTAL</b>	<b>316.8</b>

### NOTES:

1. Balances distributed across the Faculties, Administrative Units, and the School of Continuing Studies and available to them for investing in priorities.
2. To meet various institution-wide financial obligations, e.g. pension special payments and post-employment benefits, collective agreement funding, insurance provisions, HR provisions, and a \$25M contingency reserve.
3. The remaining, uncommitted balance of the University Fund, available for use in future years to support institutional priorities.
4. Pre-opening deficit (debenture interest)

## 5. SHARP Budget Model



# SHARP budget model – external review

Conducted in Fall 2019 by an external panel, who issued a report and recommendations for improvement in Winter 2020 across five main areas:

1. Planning & Budgeting (sequencing of budget cycles, enhancing the accountability of shared services areas)
2. Hold Harmless (allocating support funds to certain Faculties in a non-formulaic way, moving away from 2013-14 as the point-in-time basis for the calculation)
3. University Fund (ensuring the UF is of sufficient size to support strategic priorities)
4. Governance (clarifying the roles of budget councils)
5. Other considerations (conducting ongoing reviews of cost drivers, re-considering the formula being utilized for inter-faculty teaching, reviewing space costing)

In 2020-21, proposals were developed to address each of the recommendations, and advice/input obtained from the President, Vice-Presidents and Faculty Deans

SHARP 2.0 is being implemented 2022-23

# SHARP 2.0 – key elements

## 1. Budget Cycle and Accountability:

- Enrolment planning over longer time horizon
- Multi-year budgets approved by Board each April, before entering the new fiscal year
- Service Tables for revenue-generating areas and shared services providers to discuss priorities, needs, resources, and service levels

## 2. Hold Harmless:

- Hold Harmless amounts that were automatically provided to the Faculties based on 2013-14 replaced by transparent method of support based on current data where needed, and reviewed annually

## 3. University Fund:

- 8% annual contributions from the revenue-generating areas (Faculties, School of Continuing Studies, Ancillary Services) for a sustainable, predictable UF to support institutional strategic priorities

## 4. Governance:

- Two distinct Councils providing advice to the President -
  - University Fund Council\* on time-limited strategic requests of Faculties and Units for University Fund support
  - Budget Council\*\* on base budget requests of shared services Units

## 5. Interfaculty Revenue Sharing:

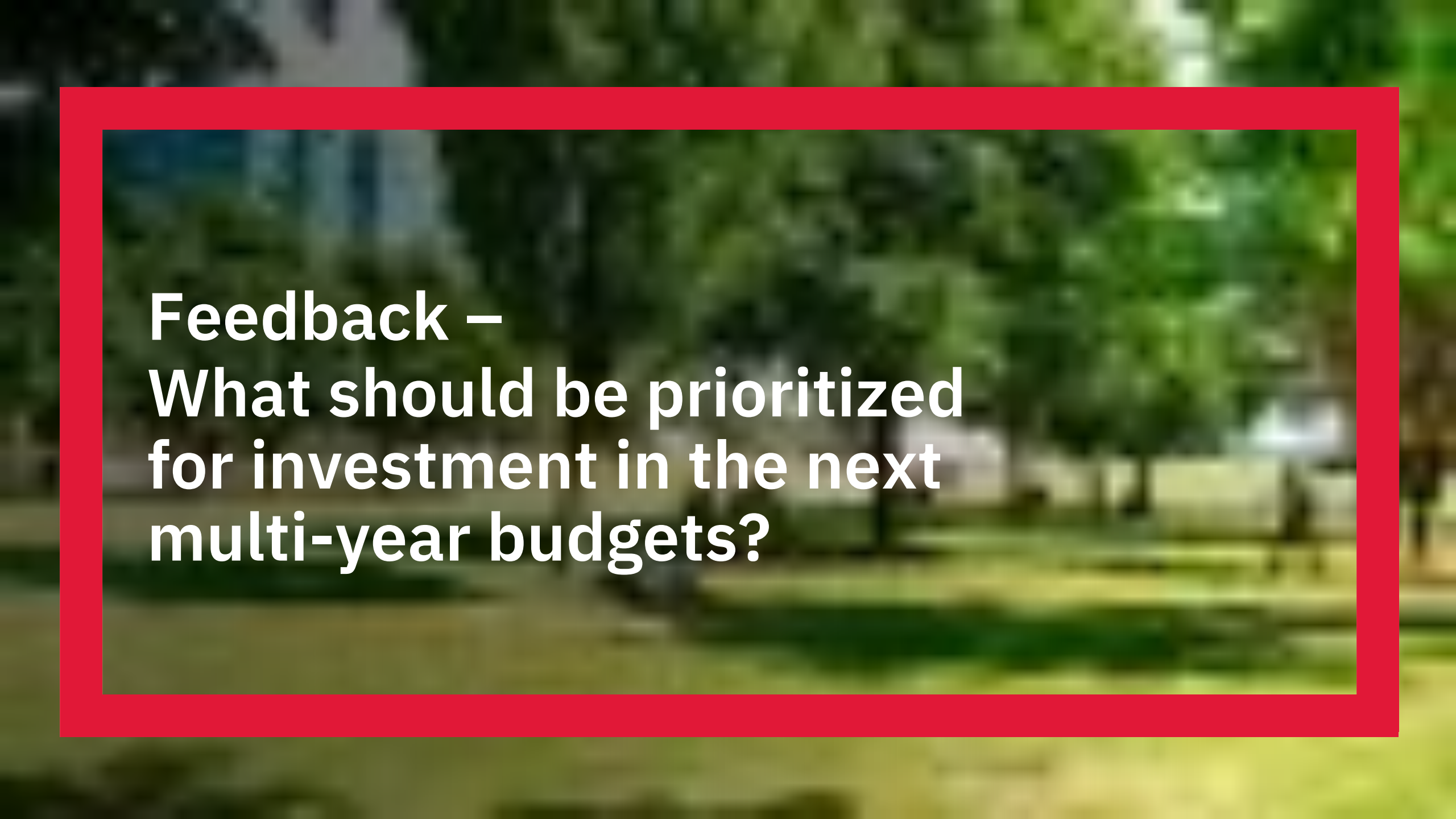
- New framework being developed by a Working Group for implementation in 2023-24

\*Chaired by the Provost. Membership – VPFA, VPRI, four Resource Faculty Deans representing large and small Faculties, and professional Schools

\*\* Chaired by the President. Membership – Divisional VPs, all Resource Faculty Deans, Executive Director of the School for Continuing Studies

## SHARP Website

<https://www.yorku.ca/sharp/>



**Feedback –  
What should be prioritized  
for investment in the next  
multi-year budgets?**

# Appendix



	Commitments (\$M)		
	2021-22	2022-23	2023-24
<b>Faculty Support</b>			
Faculty Complement Renewal	2.7	0.2	0.1
Black Faculty Hires (Glendon, AMPD, EUC)	0.5	0.5	0.5
Faculty of Environmental and Urban Change (EUC) - Start-Up Support	4.0		
Strategic Faculty Initiatives		1.0	1.0
	<b>7.2</b>	<b>1.7</b>	<b>1.5</b>
<b>Research Support</b>			
Electronic CV Management System	0.2	0.2	0.2
Investment in Strategic Research Plan	1.0		
National Centre of Excellence (NCE)	0.2	0.2	0.2
Large-Scale Research Initiatives	1.1	1.1	1.1
Equity, Diversity and Inclusion in Research - funding for research by Indigenous and Black scholars	0.7		
	<b>3.2</b>	<b>1.5</b>	<b>1.5</b>
<b>Student Services Support</b>			
International recruitment	0.6		
Digital Program Marketing	0.3		
York International	0.3		
Scholarship Funding Top-Up	6.3		
Enhanced Student Awards Program		9.7	13.1
	<b>7.5</b>	<b>9.7</b>	<b>13.1</b>
<b>Markham</b>			
Markham Campus - Provost's Office	0.5	0.5	
Markham Campus - VPRI (Yspace)	0.2	0.2	0.2
	<b>0.7</b>	<b>0.7</b>	<b>0.2</b>
<b>Congress 2023</b>	<b>0.2</b>	<b>0.8</b>	
<b>Technology</b>			
Student System Renewal Program (SSRP)		12.0	12.0
Information Technology projects (network infrastructure, SAVY, Data Warehouse, Office 365)	5.8	0.7	
HR System Transformation	1.1	1.1	
	<b>6.9</b>	<b>13.8</b>	<b>12.0</b>
<b>Support for non revenue generating Divisions</b>			
Equity, People & Culture - hiring an AVP, Indigenous; hiring a Community Health and Safety (Nursing) Manager	0.5	0.3	0.3
Advancement Division - Convocation top-up; CRM system	0.9		
President's Division (top-up funding for Secretariat, Office of the Counsel, Communications & Public Affairs, AGYU)	1.1		
	<b>2.5</b>	<b>0.3</b>	<b>0.3</b>
<b>COVID-19 - return to campus fund</b>	5.0		
	<b>5.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Capital Projects and Renovations</b>			
Classroom Technology Renewal	2.0		
Incremental Funding for Deferred Maintenance	3.5		
York Art Gallery project		2.0	
	<b>5.5</b>	<b>2.0</b>	<b>0.0</b>
<b>TOTAL</b>	<b>38.6</b>	<b>30.5</b>	<b>28.6</b>

## University Fund commitments - detailed