

Notice of Meeting

Special Meeting of LA&PS Faculty Council

January 16th, 2025 | 3:00 p.m.-4:00 p.m.

Zoom Meeting Room

AGENDA

<u>Item</u>	<u>Topic</u>	<u>Time</u>
1	Call to Order	3:00-3:02
2	Chair's Remarks and Approval of the Agenda	3:02-3:05
3	Item for Discussion: Budget Consultation, Fall-Winter 2024-2025 <ul style="list-style-type: none">• Presentation - Narin Kishinchandani, Vice-President Finance & Administration• Questions & Comments	3:05-3:20 3:20-3:55
4	Adjournment	3:55-4:00

Note: LA&PS Faculty Council Meetings are held on the second Thursday of each month from 3:00 pm-5:00 pm EST. Currently, Faculty Council meetings will be held virtually over Zoom.



Budget Consultation Fall-Winter 2024-25

YORK 

Agenda

Planning Framework

- Strategic Planning Framework
- Budgeting Overview

Context

Enrolment

2025-26 Budget Cycle – A Path to Financial Sustainability

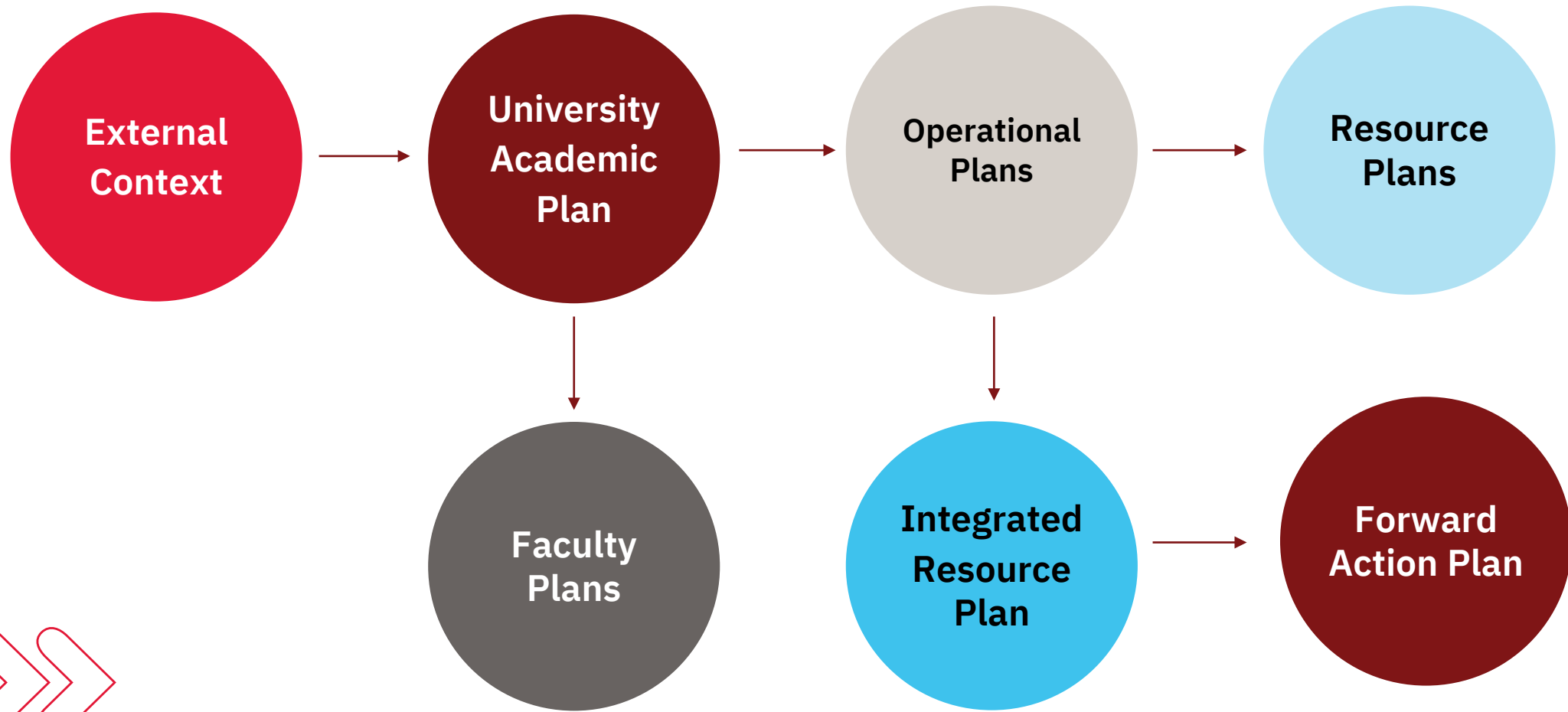
- 2024-25 Financial Update
- Current Forecast and Budget Highlights
- 30/80/90 plan and Forward Action Plan

Discussion & Resources



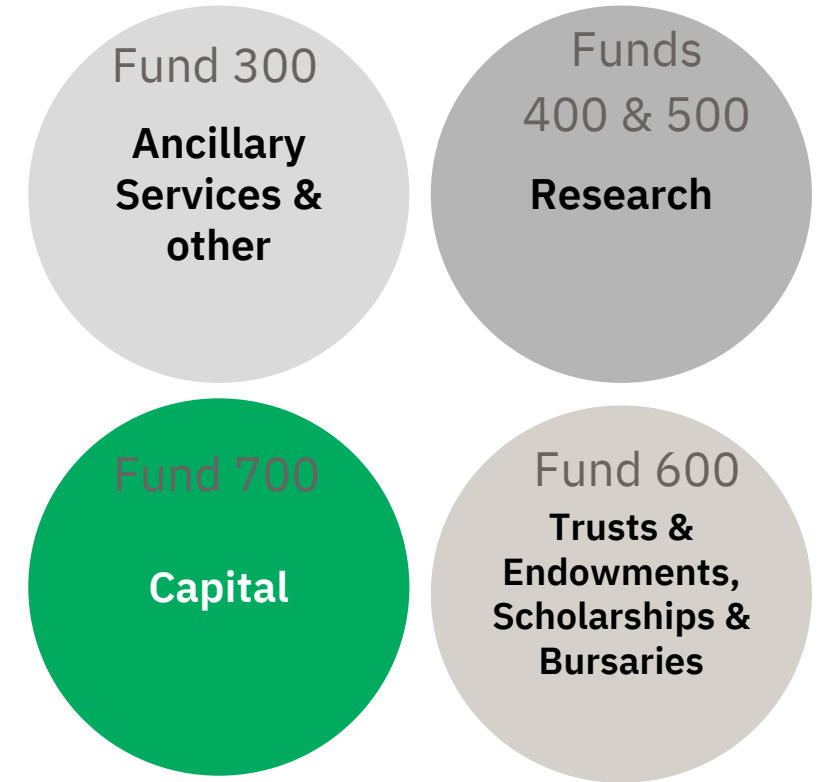
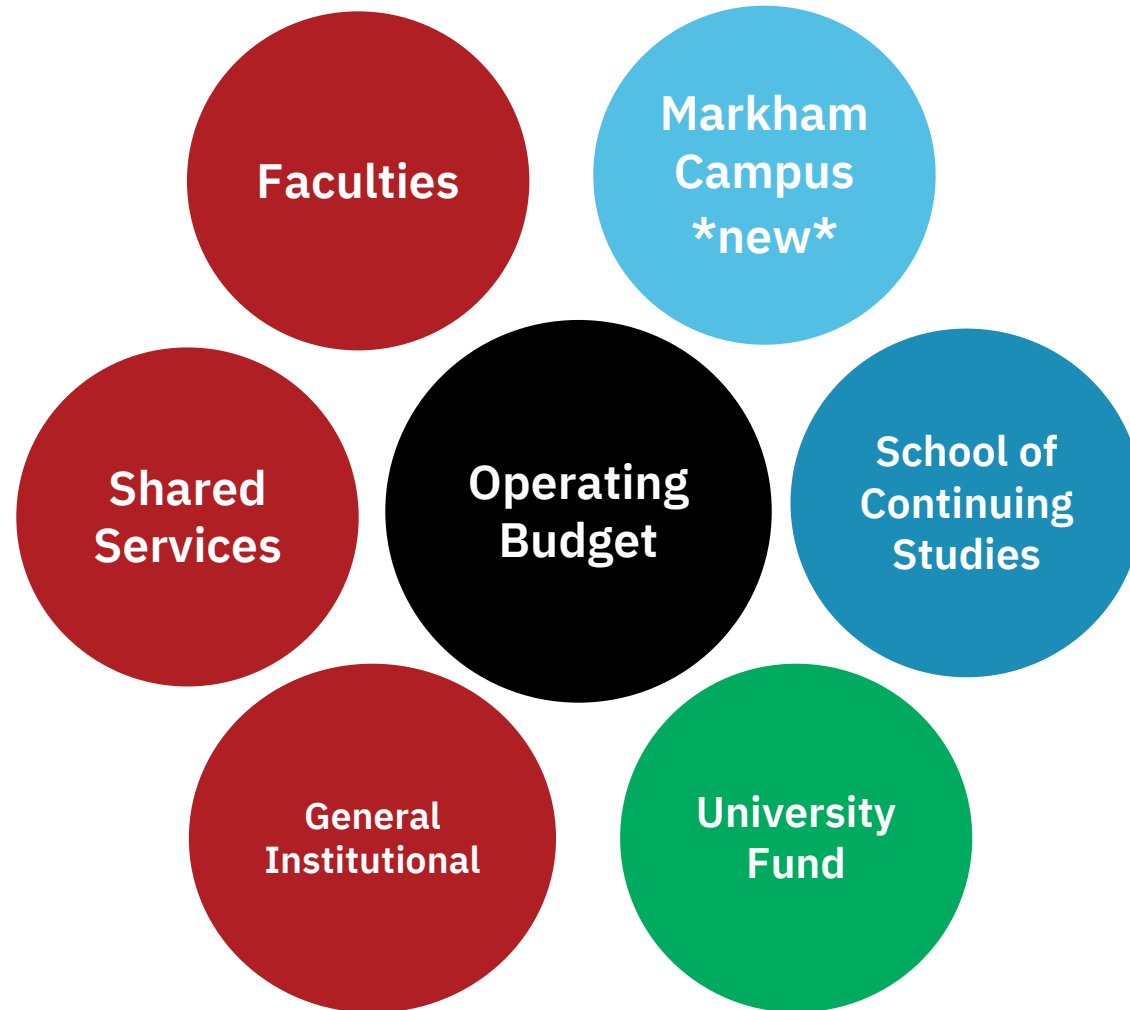
An aerial photograph of Toronto, Ontario, Canada, showing the city skyline across the water from a park area. The CN Tower is prominent in the center. The image is framed by a thick red border.

Strategic Planning and Budget Overview



BUDGET OVERVIEW

Funds 100 & 200



Budget Consultations – Background

Budget Consultations are Scheduled:

- Between October and January, and have been held annually since 2018

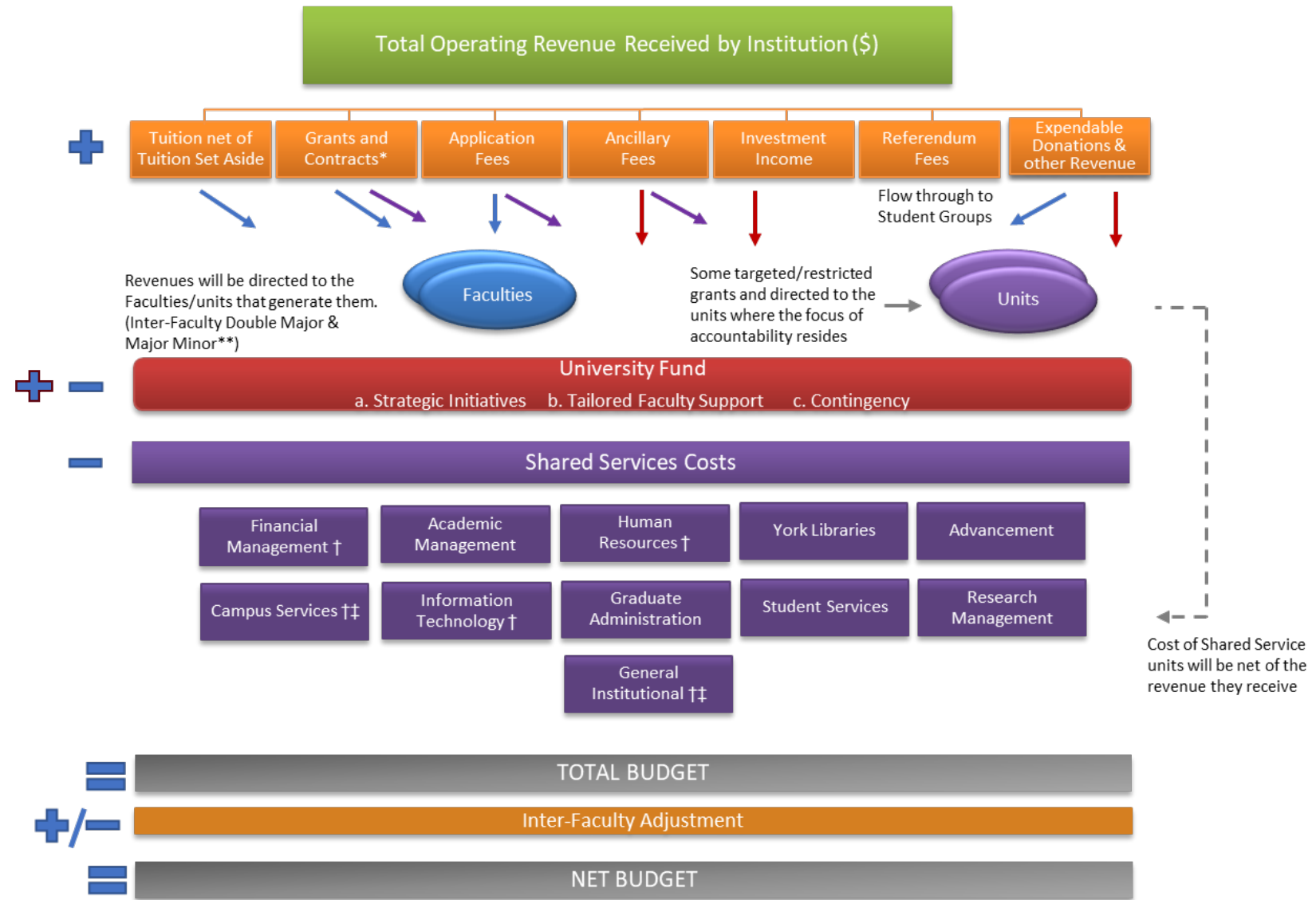
Budget Consultations Provide:

- An overview of York University's finances
- An update on the external / internal context and current year forecasts
- An opportunity for questions, feedback and community input on the upcoming budget and related processes

Budget consultations are held with:

- APPRC – provides feedback on the consultation deck;
- Each Faculty;
- Union leadership;
- Divisional teams;
- Town halls

SHARP Budget Model



* Grants and Contracts includes formula funding, target grants, research overhead, accessibility grants, grants in lieu of municipal taxation .

** Inter-Faculty tuition and grant revenues for Double Major and Major Minor programs will be allocated to both Faculties.

Shared Service units cost bins attributed to Faculties. Each cost bin has associated sub-bins and drivers.

† Cost attribution to Faculties and Ancillary units.

‡ Assigned space (Campus Services bin), Collective Agreement benefit commitments and Pension & post-retirement benefit costs (GI bin) attributed to Faculties, Ancillary and Shared Service units.

SHARP Budget Model



Budget Cycle and Accountability

Enrolment planning over three-year period
Multi-year budgets approved by Board each April



University Fund

8% annual contributions from revenue-generating areas
(Faculties, School of Continuing Studies, Ancillary Services)

Supports institutional strategic priorities and manages risk.



Governance

University Fund Council (UFC)

Chaired by the Provost
Advises the President on strategic initiatives requiring University Fund support



Governance

University Budget Council (UBC)

Chaired by the President
Advises the President on base budget requests of shared services Units

University Fund: Revenue and Expenditure (in \$M)

	Actuals (\$M) 2022-23	Actuals(\$M) 2023-24	Budgets (\$M) 2024-25	Reference
REVENUE				
UF Contributions from Faculties	75.0	74.0	71.3	A
UF Contributions from SCS	2.7	2.4	3.7	
Contributions from Ancillary Services	2.1	3.4	4.5	
Investment Income	33.7	45.9	25.3	
Other Revenue (Fines, Unearned Grant, Miscellaneous)	27.6	18.8	22.9	
TOTAL REVENUE	141.1	144.5	127.7	
EXPENSES				
UF Refund to Faculties	26.5	19.2	26.7	B
Faculty Operating Support (AMPD, EUC, Glendon, EDU, LAPS, SCI)*	30.4	24.7	46.5	C
Faculty Complement	1.7	1.5	1.0	
Capital	0.0	8.5	2.1	
Other Strategic Initiatives	0.0	0.3	0.5	
Total Faculty Support	58.6	54.2	76.9	
Total Research Support	7.5	5.9	3.5	
Student Support				
International Recruitment	4.6	1.6	1.0	
Student financial Aid	9.7			
Internal & Global Engagement Strategy Implementation			3.3	
Total Student Support	14.3	1.6	4.3	
Total Institutional Support	7.3	2.9	6.4	
Institutional Capital Projects	8.0	5.0	6.0	
Total Technology Investments	19.9	16.3	18.4	
TOTAL EXPENSES (COMMITMENTS)	115.5	85.9	115.4	
In-year Surplus/(Deficit)	25.6	58.6	12.3	
Opening Balance	45.5	71.1	129.6	
Closing Balance	71.1	129.6	141.9	

University Fund: From the Faculty Budget Perspective – Contributions, Operating Support and Refunds

Description	Year	(\$ millions)											Reference
		Faculties											
		LAPS	AMPD	EUC	Education	Glendon	Schulich	Osgoode	Health	Science	Lassonde	Total Faculties	
Contribution to University Fund	2022-23 Actual	(29.3)	(3.8)	(1.3)	(2.2)	(2.0)	(8.1)	(4.0)	(10.5)	(7.3)	(6.6)	(75.0)	A
Refund from University Fund	2022-23 Actual	14.3	1.8	0.6	1.1	1.0	0.0	0.0	0.9	3.6	3.2	26.5	B
Total Operating Support	2022-23 Actual	0.0	15.0	6.0	0.0	9.4	0.0	0.0	0.0	0.0	0.0	30.4	C
Net amount	2022-23 Actual	(15.0)	13.1	5.3	(1.1)	8.4	(8.1)	(4.0)	(9.6)	(3.7)	(3.4)	(18.1)	
Contribution to University Fund	2023-24 Actual	(27.9)	(3.8)	(1.1)	(2.2)	(1.8)	(8.5)	(4.2)	(10.5)	(7.1)	(6.8)	(74.0)	A
Refund from University Fund	2023-24 Actual	8.7	1.2	0.4	0.7	0.6	0.0	0.0	3.3	2.2	2.1	19.2	B
Total Operating Support	2023-24 Actual	0.0	13.0	5.0	0.0	6.7	0.0	0.0	0.0	0.0	0.0	24.7	C
Net amount	2023-24 Actual	(19.2)	10.4	4.2	(1.5)	5.5	(8.5)	(4.2)	(7.2)	(4.9)	(4.7)	(30.1)	
Contribution to University Fund	2024-25 Budget	(25.8)	(3.6)	(1.0)	(2.3)	(1.6)	(8.6)	(4.4)	(10.3)	(6.8)	(6.8)	(71.3)	A
Refund from University Fund *)	2024-25 Budget											26.7	B
Total Operating Support	2024-25 Budget	10.0	14.0	4.0	4.0	4.5	0.0	0.0	0.0	10.0	0.0	46.5	C
Net amount	2024-25 Budget	(15.8)	10.4	3.0	1.7	2.9	(8.6)	(4.4)	(10.3)	3.2	(6.8)	2.0	

* Refund from University Fund for 2024-25 will be allocated (finalized) at the year-end of FY 2024-25

The Current State



Stedman
Lecture Halls

Campus
Walk

Farquharson
Life Sciences

Behavioural
Science

Lumbers

Student Centre

Scott Library

York Lanes

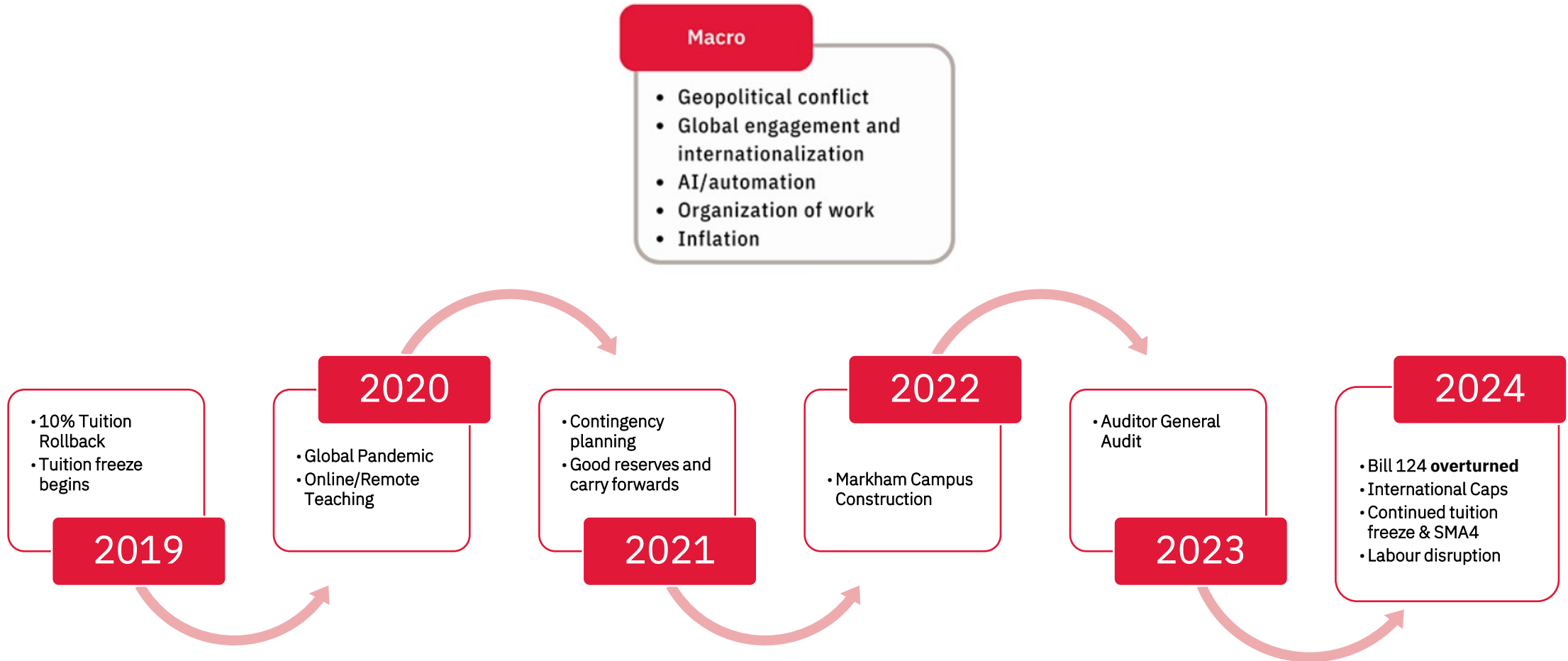
Arboretum
Parking Garage

William Small
Centre

York
Station

Security

How we got here: 2019 through 2024



Auditor General – Value for Money (VFM) Audit

Published Dec 2023

- In 2023 the Office of the Auditor General (OAGO) completed a VFM audit on York University and concluded the following:
 1. York university is financially sustainable.
 2. Potential issues requiring focused attention going forward:
 - Increasing dependence on revenue from international students
 - Backlog of deferred maintenance
 - Sustainability of academic programs and departments
- York University acknowledged the findings and emphasized existing strategic planning processes were already in progress of addressing these concerns.

Budgetary implications include:

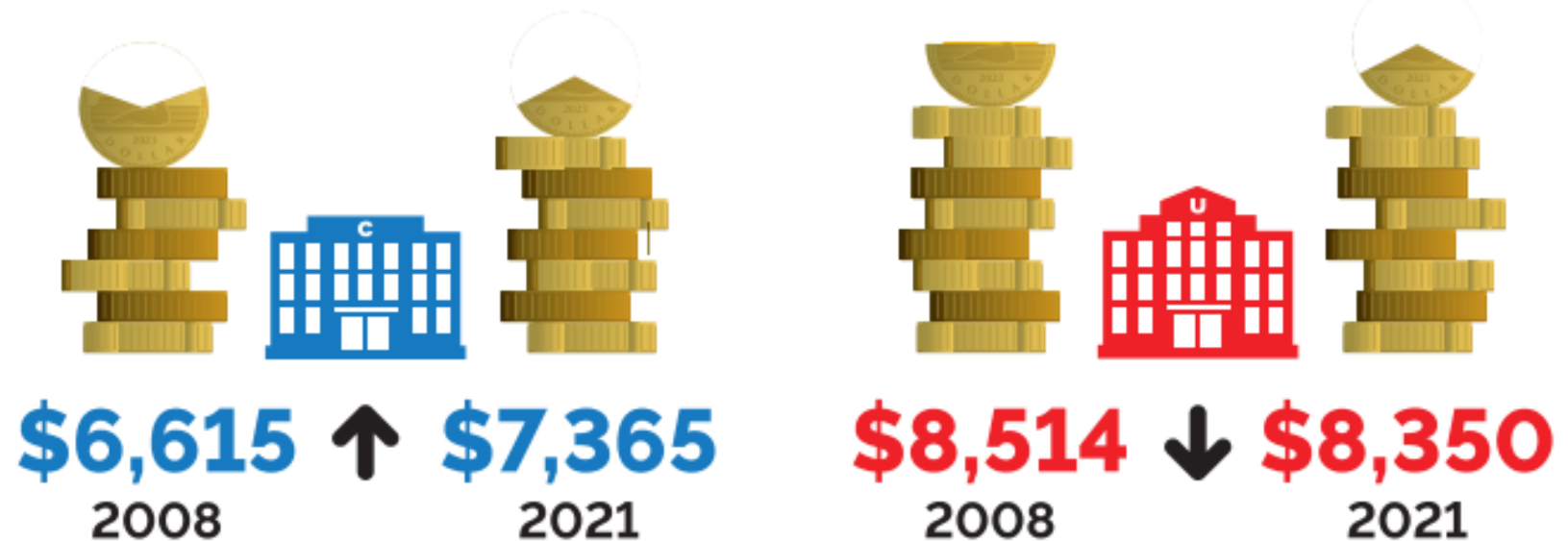
- continuing efforts to grow enrolment and diversify revenue streams
- ensure the long-term sustainability of its programs and faculties.

Declining Operating Grants per Student in Ontario

*Blue Ribbon Panel Report
Nov 14, 2023*

Figure 4: **Nominal Operating Grants** per college student and per university student

**National Average
\$15,428 in 2021-22**



Note: The real value of these grants was further reduced by inflation over the same period of time. According to the Bank of Canada's inflation calculator, a basket of goods that cost \$100 in 2008 would have cost \$122.88 in 2021.

Note: 2021 operating grant per student in real terms (net of inflation) is lower than what it was in 2008 representing a 20% erosion

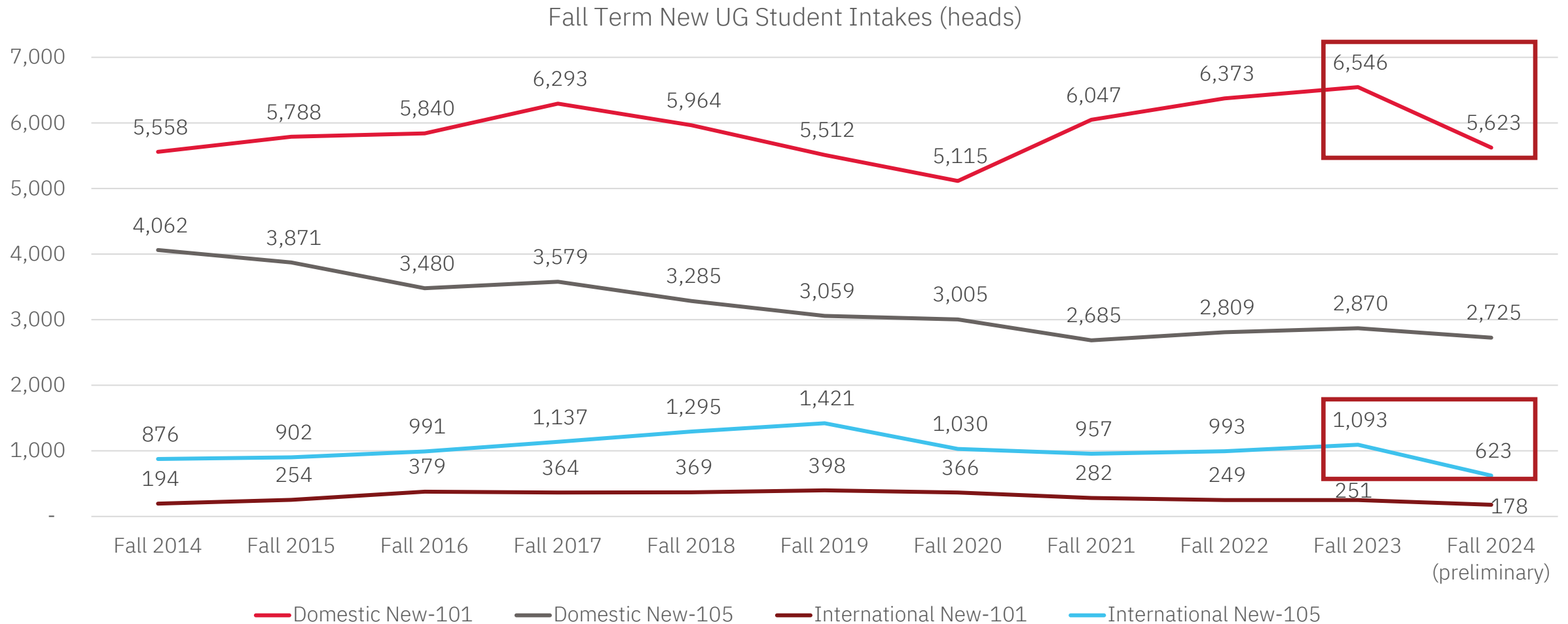
York Community Feedback - 2024



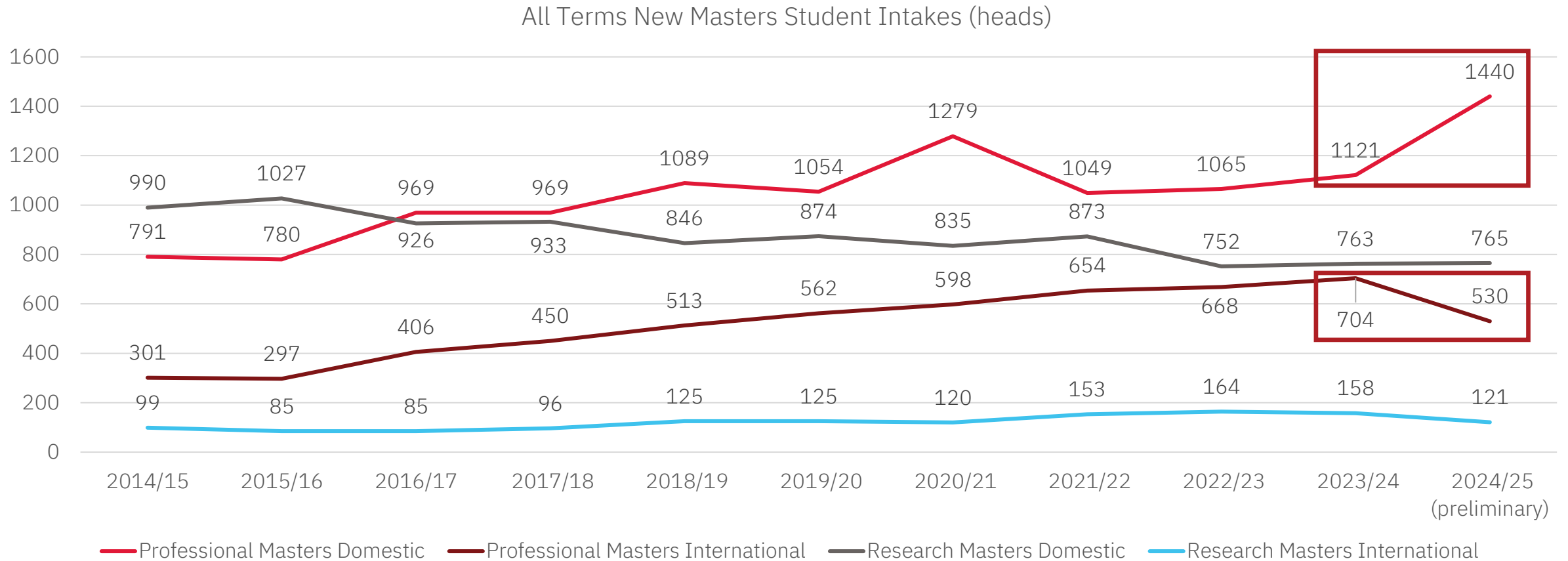
Enrolment



Undergraduate Fall Term New Student Headcount (Keele and Glendon)



Masters All Terms New Student Headcount (Keele and Glendon)



Undergraduate (Domestic) Total Full Year FTEs – Actuals Compared to Contract Target Projections for Last Five Years (Keele and Glendon)

Targets	2020/21	2021/22	2022/23	2023/24	2024/25
AMPD	1,835	1,853	1,888	1,897	2,190
Education	1,529	1,598	1,569	1,710	1,847
EUC	470	550	443	422	402
Glendon	1,508	1,441	1,286	1,178	1,133
Health	8,608	8,573	8,852	8,872	8,969
LAPS	13,233	12,718	12,259	11,919	12,988
Lassonde	2,799	3,051	3,262	3,226	3,351
Osgoode	952	951	968	982	974
Schulich	1,760	1,777	1,764	1,733	1,740
Science	3,153	3,270	3,260	3,216	3,294
Total	35,847	35,783	35,552	35,156	36,888

Actuals	2020/21	2021/22	2022/23	2023/24	2024/25 prelim
AMPD	1,860	1,831	1,826	2,043	2,000
Education	1,625	1,784	1,839	1,871	1,842
EUC	455	379	359	373	380
Glendon	1,468	1,268	1,129	1,129	1,083
Health	9,200	8,980	8,571	8,809	8,394
LAPS	13,957	12,733	12,114	12,809	12,265
Lassonde	2,994	3,095	3,034	3,312	3,623
Osgoode	943	965	972	964	998
Schulich	1,820	1,715	1,682	1,720	1,785
Science	3,381	3,235	3,099	3,473	3,563
Total	37,702	35,985	34,625	36,504	35,933

Difference	2020/21	2021/22	2022/23	2023/24	2024/25 prelim
AMPD	25	-23	-62	146	-191
Education	96	186	270	161	-6
EUC	-14	-171	-84	-48	-22
Glendon	-40	-173	-156	-49	-49
Health	591	408	-281	-62	-576
LA&PS	723	14	-145	889	-722
Lassonde	195	44	-228	86	272
Osgoode	-9	14	4	-18	25
Schulich	60	-62	-82	-13	44
Science	228	-35	-160	257	269
Total Difference	1,855	202	-927	1,348	-955
Difference as % of Target	5.2%	0.6%	-2.6%	3.8%	-2.6%

Undergraduate (International) Total Full Year FTEs – Actuals Compared to Contract Target Projections for Last Five Years (Keele and Glendon)

Targets	2020/21	2021/22	2022/23	2023/24	2024/25
AMPD	462	504	565	544	446
Education	1	6	11	20	17
EUC	104	130	127	102	74
Glendon	220	208	191	156	129
Health	636	657	710	704	651
LAPS	5,037	5,079	4,971	4,183	3,393
Lassonde	927	1,040	1,166	1,151	1,105
Osgoode	18	22	29	26	30
Schulich	172	196	221	255	269
Science	832	921	870	823	778
Total	8,407	8,763	8,862	7,963	6,893

Actuals	2020/21	2021/22	2022/23	2023/24	2024/25 prelim
AMPD	435	460	424	384	301
Education	8	18	20	14	13
EUC	95	82	63	63	48
Glendon	169	131	114	110	109
Health	621	596	581	578	481
LAPS	5,104	4,740	3,932	3,077	2,445
Lassonde	970	978	964	964	879
Osgoode	25	28	29	37	39
Schulich	157	170	199	228	230
Science	800	749	721	645	548
Total	8,384	7,952	7,047	6,101	5,092

Difference	2020/21	2021/22	2022/23	2023/24	2024/25 prelim
AMPD	-27	-44	-141	-160	-146
Education	7	12	9	-5	-5
EUC	-9	-48	-64	-39	-27
Glendon	-52	-78	-77	-46	-20
Health	-15	-60	-129	-125	-170
LA&PS	67	-338	-1,039	-1,105	-947
Lassonde	44	-62	-202	-187	-225
Osgoode	7	6	0	12	9
Schulich	-15	-26	-22	-27	-39
Science	-31	-172	-149	-179	-230
Total Difference	-24	-811	-1,815	-1,863	-1,800
Difference as % of Target	-0.3%	-9.3%	-20.5%	-23.4%	-26.1%

Markham Campus Undergraduate and Graduate 2024-25 Fall Term *Eligible and Ineligible Visa* New Student Headcount by Faculty Relative to Enrolment Contract Target

2024-25 Fall Term New Student Headcount	Undergraduate				Graduate-Masters			
	Eligible		Ineligible Visa		Eligible		Ineligible Visa	
	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets
AMPD	35	-7 (-20%)	15	-13 (-87%)	-	-	-	-
LA&PS	203	-99 (-49%)	22	-15 (-68%)	45	-2 (-4%)	13	-4 (-31%)
Lassonde	165	-8 (-5%)	45	-43 (-96%)	-	-	-	-
Science	29	-19 (-66%)	19	-18 (-95%)	25	-4 (-16%)	0	+6 (>100%)
Total	432	-133 (-31%)	101	-89 (-88%)	70	-6 (-9%)	13	+2 (+15%)

Markham Campus Overview

Capital and Borrowing

- Total project cost of \$280m
- Partially funded by debenture borrowing of \$135m

Operating Outcomes Projected

- Operating outcomes are "ringfenced" from those of the faculties
- In-year operating deficits (costs in excess of revenues) in the initial years
- In-year operating surplus (revenues in excess of costs) anticipated starting in 2029-30
- Accumulated operating deficit will be recouped by 2035-36 (by year 12)

Debt Servicing

- Markham is being allocated interest cost for its debt
- Markham will start contributing to its own debt repayment starting 2034-35 @ \$2.2m a year

New Student Headcount: Historical and Proposed Enrolment Contracts

New Student Headcount	Historical (Actual Headcount)					2024 prelim.	Proposed Enrolment Contract		
	2019	2020	2021	2022	2023		2025	2026	2027
Undergraduate									
Keele and Glendon Fall term Eligible	8,684	8,222	8,871	9,322	9,571	8,494	9,255	9,627	10,110
Keele and Glendon Winter term Eligible	846	862	784	911	842	793	899	957	1,006
Markham Fall term Eligible	-	-	-	-	15	299	421	486	521
Total Undergraduate Eligible	9,530	9,084	9,655	10,233	10,428	9,586	10,575	11,070	11,637
Keele and Glendon Fall term Ineligible Visa	1,824	1,398	1,249	1,247	1,348	802	1,229	1,317	1,498
Keele and Glendon Winter term Ineligible Visa	831	750	529	561	379	296	520	584	639
Markham Fall term Ineligible Visa	-	-	-	-	-	12	69	104	145
Total Undergraduate Ineligible Visa	2,655	2,148	1,778	1,808	1,727	1,110	1,818	2,005	2,282
Total Undergraduate*	12,185	11,232	11,433	12,041	12,155	10,696	12,398	13,080	13,924
Graduate									
Research Masters All terms Eligible	873	824	867	747	758	763	839	875	932
Professional Masters All terms Eligible	941	1,178	938	961	959	1,271	1,085	1,222	1,082
Doctoral All terms Eligible	285	281	295	278	257	260	296	300	304
Markham Masters All terms Eligible	-	-	-	-	-	64	53	53	53
Total Graduate Eligible	2,099	2,283	2,100	1,986	1,974	2,358	2,273	2,450	2,371
Research Masters All terms Ineligible Visa	124	118	142	156	148	118	147	159	160
Professional Masters All terms Ineligible Visa	519	562	623	649	656	521	704	869	854
Doctoral All terms Ineligible Visa	85	80	97	101	97	93	92	92	92
Markham Masters All terms Ineligible Visa	-	-	-	-	-	15	19	21	23
Total Graduate Ineligible Visa	728	760	862	906	901	747	962	1,141	1,129
Total Graduate	2,827	3,043	2,962	2,892	2,875	3,105	3,235	3,591	3,500

A scenic autumn landscape featuring a dirt path leading towards a pond. The trees are in various stages of autumn, with some showing vibrant red and orange foliage. In the background, a city skyline is visible under a cloudy sky. The entire scene is framed by a thick red border.

2025-26 Budget Cycle Planning A Path to Financial Sustainability

Operating Budgets

(as presented
May 24, 2024)

Total Operating budget

(\$ millions)

	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>Total Budget for</u>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>2024-25 to 2026-27</u>
Operating revenues				
Government operating grants (note 1)	325.1	328.8	335.8	989.7
Student fees	794.1	860.0	942.1	2,596.3
Grants and student fees subtotal (note 2)	1,119.2	1,188.8	1,277.9	3,585.9
Funding from donations, endowments, & trusts	9.8	9.3	9.0	28.2
Investment income	26.1	17.8	13.8	57.8
Other recoveries	43.9	43.2	44.3	131.3
Total operating revenues	1,199.0	1,259.1	1,345.0	3,803.1
Preliminary enrolment shortfalls on 2023-24 and Fall 2024 intakes	(56.6)	(56.3)	(51.9)	(164.8)
Enrolment contingencies (note 3)	(20.0)	(19.0)	(21.0)	(60.0)
Total operating revenues, net of enrolment contingencies	1,122.4	1,183.8	1,272.1	3,578.3
Operating expenditures				
Salaries and wages	690.4	706.8	725.4	2,122.6
Employee benefits	182.6	186.9	191.4	560.9
Operating costs	174.6	172.6	181.7	528.9
Scholarships and bursaries	94.9	98.8	102.1	295.8
Taxes and utilities	24.1	23.8	24.7	72.6
Interest on long-term debt	25.8	26.0	26.3	78.2
Total operating expenditures before other items	1,192.3	1,215.0	1,251.7	3,659.0
Estimate for wage reopener	50.9	54.0	57.0	161.9
Financial sustainability projects under development	(30.0)	(80.0)	(90.0)	(200.0)
Total operating expenditures	1,213.2	1,189.0	1,218.7	3,620.9
In year surplus/(deficit) for operating fund, before transfers	(90.8)	(5.1)	53.4	(42.6)
Transfers to restricted funds				
Transfers to capital fund	(37.3)	(30.7)	(35.7)	(103.7)
Transfers to ancillary fund	(3.2)	(3.4)	(3.4)	(10.0)
Transfers to other funds	(0.7)	(0.7)	(0.8)	(2.2)
Total transfers to restricted funds	(41.3)	(34.8)	(39.9)	(115.9)
In year surplus/(deficit) for operating fund	(132.0)	(39.9)	13.4	(158.5)
Opening accumulated surplus/(deficit) for operating fund	107.9	(24.1)	(64.0)	107.9
Closing accumulated surplus/(deficit) for operating fund	(24.1)	(64.0)	(50.6)	(50.6)

Note 1: Operating grants include estimated funding from new Postsecondary Sustainability Fund.

Note 2: Tuition revenues adjusted for tuition freeze extension through to 2026-27.

Note 3: Enrolment contingencies include contingency for loss tuition revenue due to labour disruption for 2024-25, and contingency for missed enrolment targets for 2025-26 and the flow through impact for 2026-27.

Note 4: Does not include any investment in emerging opportunities.

Deployment of Debenture Borrowings (Debt)

Project Name	<i>In \$ Millions</i>		
	Project Spend	Funded by Debenture	Debenture Funded Portion
Accolade	100.0	69.4	69.4%
Accolade Ripple	7.0	7.0	100.0%
Bergeron Centre for Engg Excellence	112.1	27.2	24.3%
Cogeneration Plant Renewal	17.5	5.3	30.3%
ELC	24.6	24.6	100.0%
Glendon Centre of Excellence	23.8	2.1	8.8%
Life Science Building	85.8	13.3	15.5%
Markham Campus	280.5	135.0	48.1%
Next Generation Student Info System	120.1	11.4	9.5%
Osgoode Hall Expansion	55.5	5.1	9.2%
Pan Am Enabling Works	5.1	2.7	52.9%
Pan Am Stadium	18.4	13.3	72.3%
Parking Structure II	31.5	30.9	98.1%
Parking Structure III	74.3	74.3	100.0%
Pond Road Residence	32.8	32.8	100.0%
Schulich Expansion	50.0	10.0	20.0%
Science Building Renewal	49.9	24.8	49.7%
Sherman Centre Expansion	48.5	25.5	52.6%
SSB Business Complex	77.4	13.9	18.0%
SSB Ripple	7.3	6.1	83.6%
TEL Centre	86.8	27.2	31.3%
York Tower & YRT Tenant Improvements	59.0	35.6	60.3%
Total	1,367.9	597.5	43.7%

Debt Management Facts

Repayment Timeline of \$600m of Debentures

- Debentures are repayable progressively between the years 2042 and 2060

Interest

- Total annual interest cost of \$30m
- Interest cost substantially allocated to faculties through the SHARP model
- Markham campus pays in full for interest attributed to its debt
- Interest cost of \$5m contributed by Ancillary Services

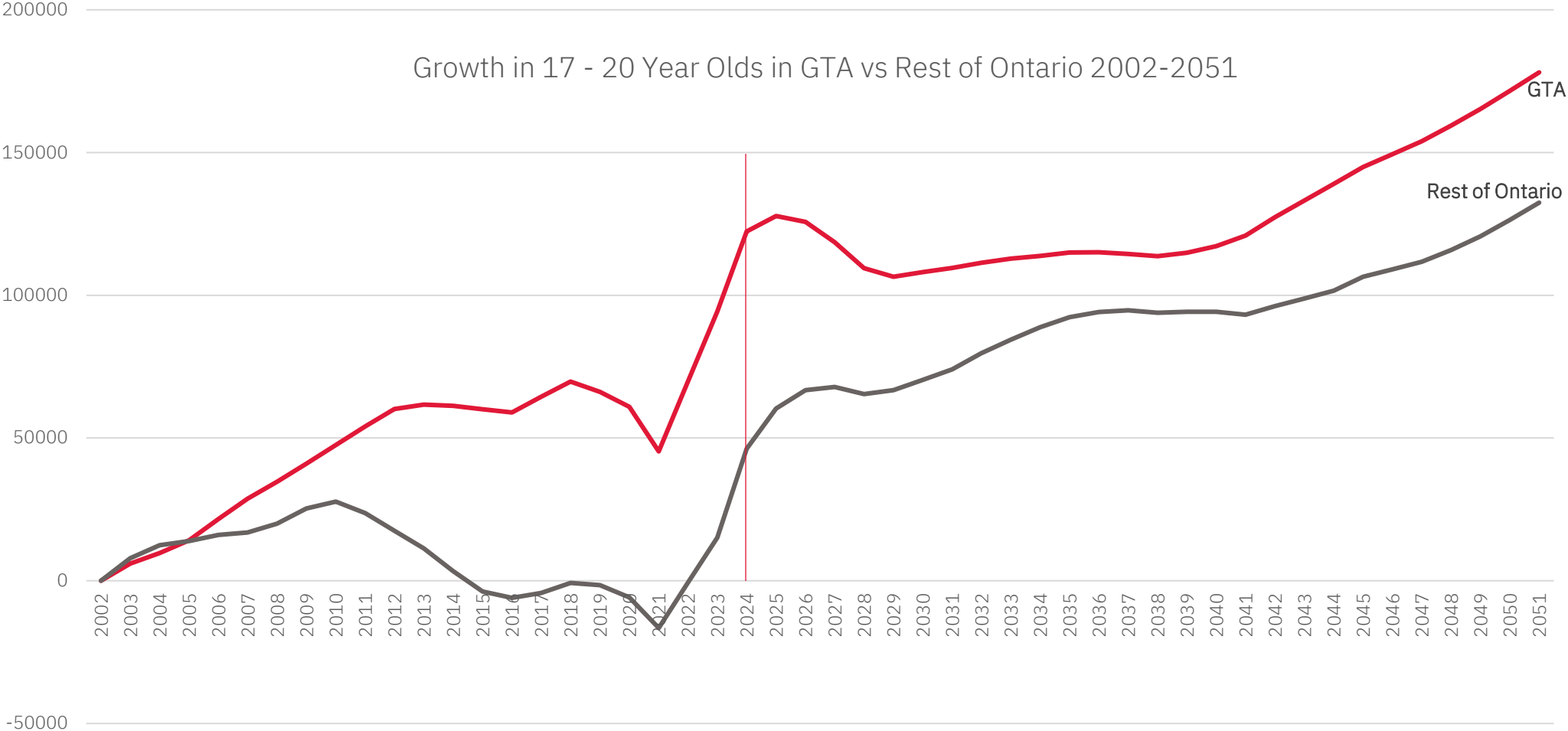
Planning for Repayment

- A sinking fund has been set up
- Annual contributions made to sinking fund made from institutional level funds, not from Faculties
- Contributions are invested and grow through returns
- Faculties do not contribute to the repayments
- Markham campus will begin contributing to repayments in 2034-35

A scenic autumn landscape featuring a dirt path leading towards a pond. The path is flanked by lush greenery and tall, thin plants with brown, fuzzy seed heads. In the background, a pond reflects the sky, surrounded by trees with vibrant autumn foliage in shades of orange, red, and yellow. A large, leafy tree with bright red leaves is prominent on the right side. In the distance, city buildings are visible under a dramatic, cloudy sky. The entire scene is framed by a thick red border.

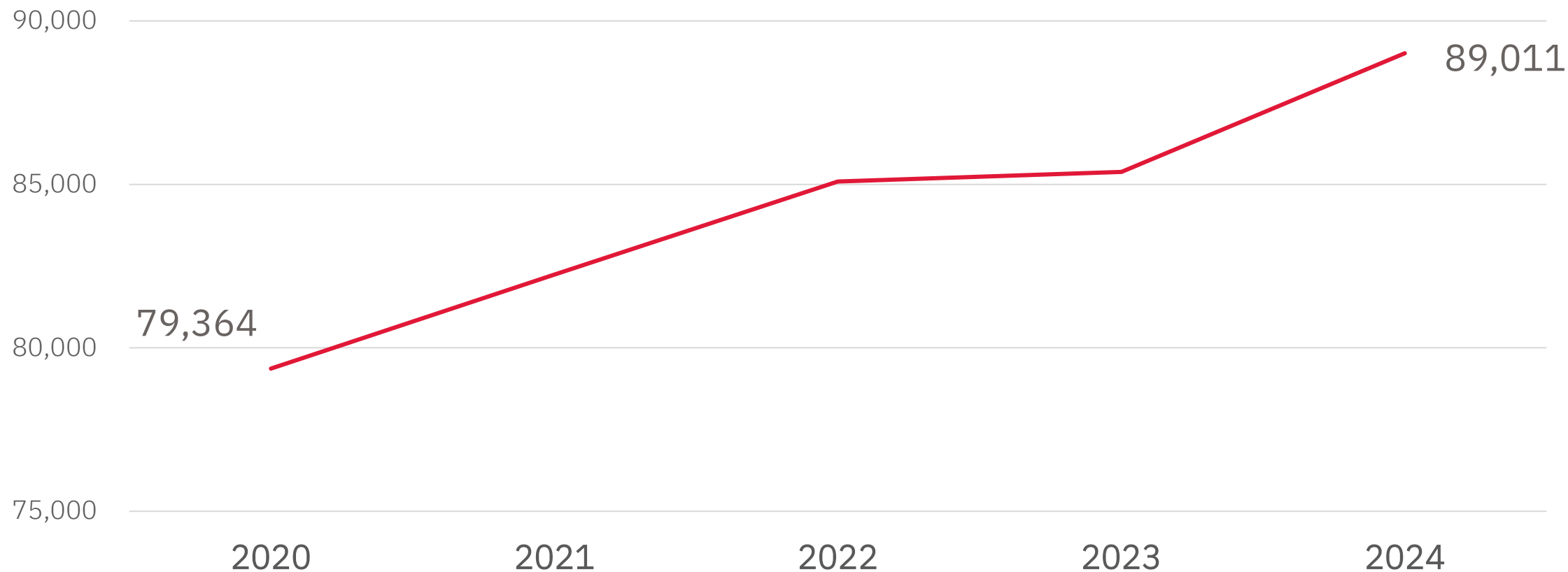
Looking to the Future

Population Growth Projections



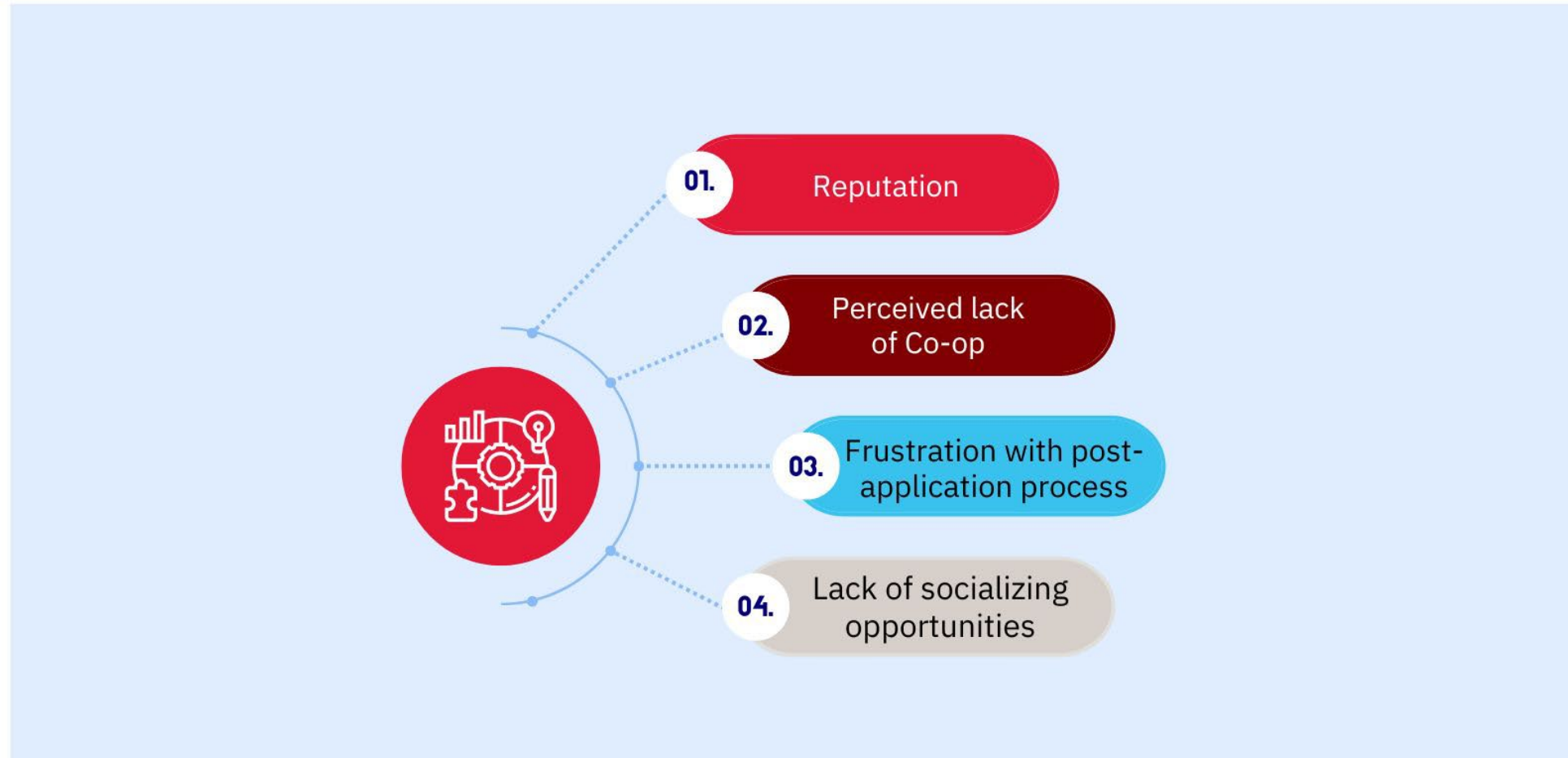
More Ontario High School Students Want to Attend an Ontario University

12% Increase in Total Ontario High School Applicants from 2020 to 2024 (as of July 2024)




Source: Ontario Universities Application Centre (OUAC), Ontario Secondary School Students (OSSS) excluding international students attending high school in Ontario.

Enrolment – Factors affecting York’s competitiveness






Reputation is Critically Important and Yet Contested Ground



Perceptions of quality and reputation are critical competitive factors, but are also contested ground and buffeted by other factors

Data Sources:

-  Applicant / Non-Applicant Data
-  Communications & Public Affairs Social Media Sentiment Analysis and Environics Social Listening Data
-  National Survey of Student Engagement (NSSE)



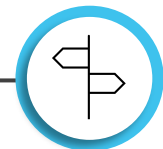
Why applicants decide to choose or not choose York 1st

Program reputation and quality of undergraduate programs are the most frequently cited 'single most important reasons' why applicants pick York as their 1st choice. Yet, overall university reputation and program reputation are the most frequently cited 'single most important reasons' for not making York the 1st choice.



Negative sentiment directed at the university sector

As post-secondary institutions around the world became a stage for activism and yet also intolerance, negative sentiment was directed at the sector and its leaders, and a spotlight was placed on the way institutions responded to areas of concern (physical and/or mental safety, hate, academic freedom, etc.).



Positive sentiment for York as a solid, sensible choice

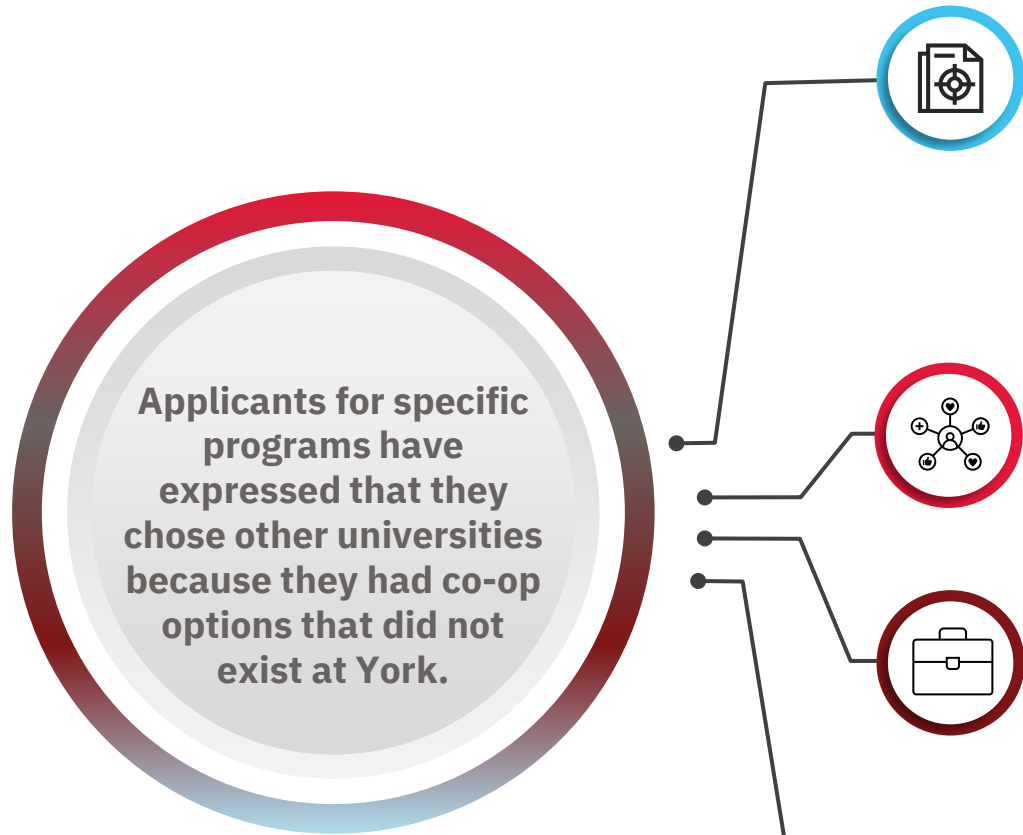
Positive mentions tend to be about 'program quality', 'close to home' and general comments about quality of education at York.



Opportunity to improve student-faculty interactions

The majority of NSSE respondents reported Faculty provided some or very little feedback on a draft or work in progress or prompt and detailed feedback on tests or completed assignments.

Steady Perception of Lack of Co-op Opportunities



Why applicants decide to choose or not choose York 1st

Lack of co-op programs has consistently been mentioned by applicants of multiple programs as the most important reason for not making York their 1st choice (12% among York 2nd+ choice applicants, 17% among non-York applicants). Toronto Metropolitan University (TMU) seems to be out-competing us in terms of perceived co-op opportunities.

Smattering of complaints regarding co-op options

Students frequently ask about the quality and experiences in specific programs (e.g., business, computer science, psychology).

Career aspirations is #1 reason to attend university

Student Self-Assessment survey responses consistently show that career aspirations is the 'most central reason' for deciding to attend university.

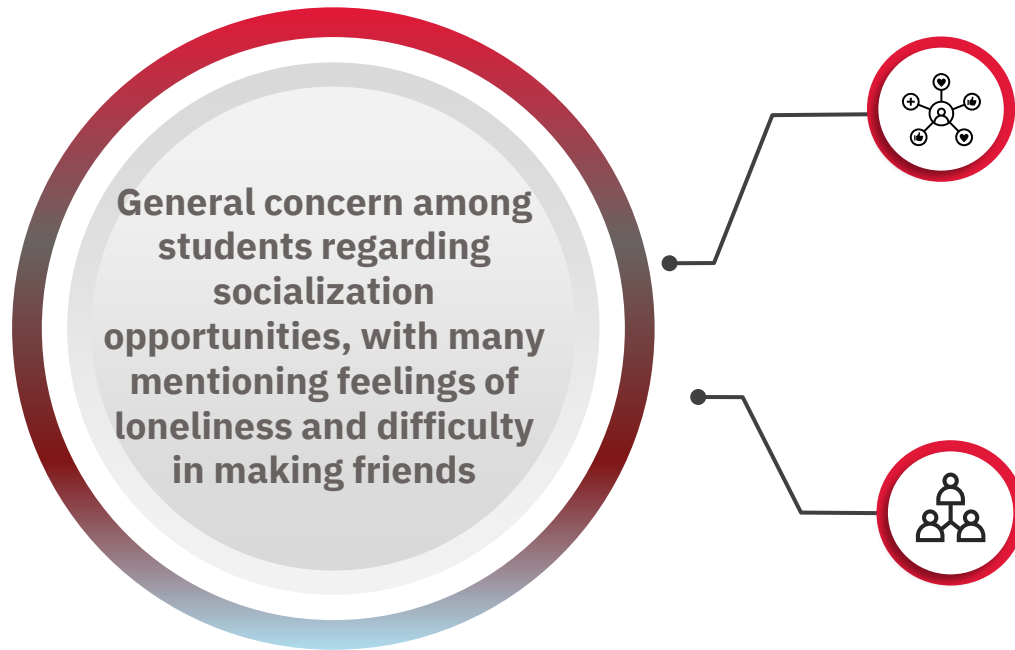
Recruiters say co-op opportunities are important for applicants

Anecdotal evidence from recruiters regarding importance of co-op opportunities across all Faculties except for Osgoode and Schulich.

Data Sources:

- Applicant / Non-Applicant Data
- Communications & Public Affairs Social Media Sentiment Analysis
- Student Self-Assessment
- Anecdotal evidence from recruiters

Perceived Lack of Socialization Opportunities on Campus



Negative sentiment concerning lack of socialization opportunities

Some concerns related to the fact that York is a largely commuter-based institution, so students have less motivation to stay after classes to socialize.

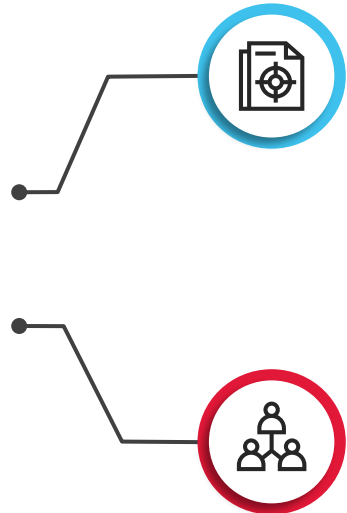
Expressions of loneliness

Making meaningful social connections that lead to friendships is difficult to accomplish and can lead to loneliness.

Data Sources:

- Communications & Public Affairs Social Media Sentiment Analysis and Environics Social Listening Data

Frustrations with Post-Application Process



Why applicants decide to choose or not choose York 1st

Applicants expressed frustration over post-application process.

Neutral sentiment on questions about enrolment

Increase in neutral sentiment among applicants seeking advice or asking questions about enrolment.

Data Sources:

 Applicant / Non-Applicant Data

 Environics Social Listening Data

The Way Forward



Strategic Enrolment Management Actions

International Recruitment

- Introduced international entrance scholarships and a 4-year residence guarantee to attract high-achieving and committed direct entry students.
- Introduced higher-value entrance scholarships, offering first-year awards up to \$15,000 with renewable options for upper years.
- Expanded agent network in key regions, including the Middle East, China, India, South Asia, Southeast Asia, and Latin America.

Outreach & Support

- Increased unique leads by 31% through enhanced engagement
- Faculty of Science and Faculty of Health trialed SMS text messaging for Fall 2024 “accept-not-booked” students, resulting in a 7.5% conversion to new enrolment appointments.
- Collaborated with the Advising Community of Practice to reach students who had not utilized the Tuition Credit Opportunity, encouraging enrolment in subsequent terms.

Response to Labour Disruption

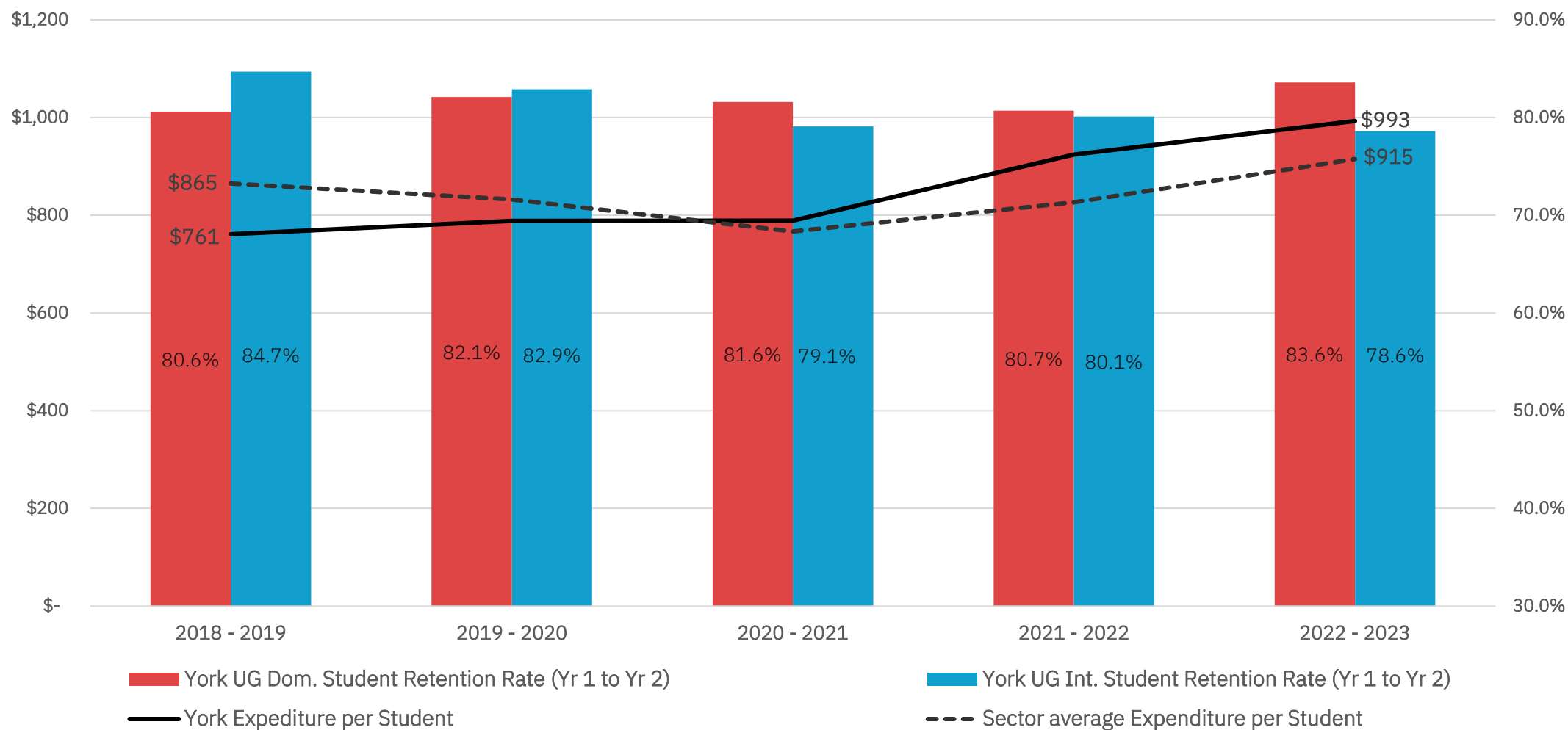
- Facilitated post-labour disruption support through initiatives like the Vari Hall Kiosk, which addressed over 200 complex student queries in one week.
- Successfully handled over 11,000 students' requests for assessed grades, aiding academic continuity despite disruptions.

Innovative Use of Technology

- Initiated a collaborative approach to the adoption of the AURA generative AI platform to improve access to information and connect student-facing chatbots.



Increasing Student Services Expenditure per Student at York Compared to Other Ontario Universities, and Changes in York Undergraduate Retention Rates



Sources: Expenditure Data CAUBO Table 4, MCU Enrolment Data, Retention Dashboard

Action Plan to Advance York University Vision and Financial Sustainability



Program Enhancement and Sustainability

Project 1: Course Enrolment Optimization

Project 2: Faculties of the Future

Project 3: Redesign General Education

Project 4: Program Sustainability Review

Project 5: Supporting Program Innovation

Project 6: SMA3 Improve Metrics Performance



Enrolment Recovery

Project 7: Establish ISEM Working Group

Project 8: New Out of Province Strategy

Project 9: Student Housing Working Group

Project 10: New Pathways to Degrees

Project 11: Collegial Forum on UG Student Retention

Project 12: Expand Capacity in Programs with Unmet Demand and grow new programs



Administrative Projects

Project 13: Administrative Service Efficiencies

Project 14: E-License Optimization

Project 15: Space Optimization

Project 16: HR Initiatives

Project 17: Asset Monetization Working Group

Forward Action Opportunities

Enrolment

1. Expand Co-op, Work Integrated Learning and Experiential Education Opportunities
2. Expand Professional Masters programming
3. Expand program opportunities at Markham
4. Coordinate and intensify international recruitment
5. Strengthen domestic recruitment and retention

Research

6. Diversify research revenue

Strategic opportunities

7. Open a new School of Medicine
8. Re-imagine the University - Faculties of the Future

Discussion: What can we do together?

- 1) What priorities / opportunities do you think the University has for enhancing our future success?
 - 2) What do you feel are the main obstacles that must be addressed?
 - 3) Given the input from students, the University's KPIs on issues such as graduation, retention, the drop in first and second choice applicants in 2024-2025, what opportunities do you think hold promise to strengthen enrolment? Either those we are already doing or new ideas?
 - 4) Every university irrespective of budget model:
 - a) sets aside some funds for contingencies e.g., a Faculty or the entire university might experience an unexpected enrolment shortfall, a unit might need to be supported through an organizational shift, etc.
 - b) dedicates some monies for emerging strategic opportunities at the institutional level e.g., an institutional co-op office
 - c) redistributes some monies among faculties and divisions typically aimed at incentivizing priorities in the UAP – this is the "UF allotment that is added to a Faculty's attributed enrolment revenue – i.e., to help develop new programs.
- The current mechanism at York for the above is the University Fund. The typical contribution needed to support the above purposes is 8% of revenue although this percentage has been decreased through a refund in recent years to support the faculties – rolled into the Faculty's "UF allotment. What are your thoughts about the UF? The distribution of the funds across the three purposes listed above? Do you have any recommendations for strategic investments?
- 5) Anything missing that should be considered?



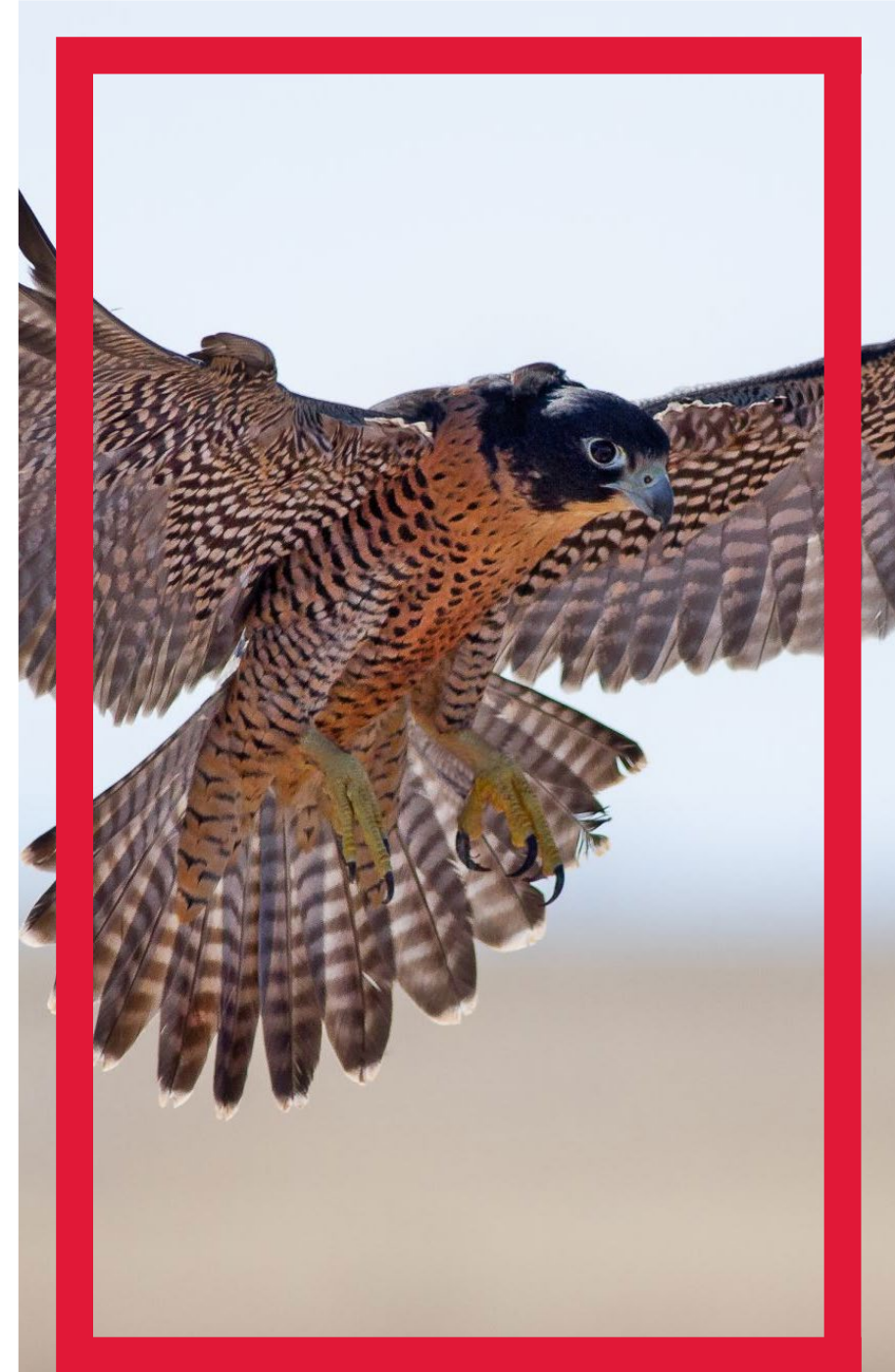
Online Resources

Budget and Asset Management Website

<https://www.yorku.ca>

SHARP budget model (includes details of University Fund commitments and multi-year budgets)

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



Appendix



Keele and Glendon Undergraduate 2024-25 Fall Term and Winter Term Eligible and Ineligible Visa New Student Headcount by Faculty Relative to Enrolment Contract Target

2024-25 New Student Headcount	Fall term				Winter term			
	Eligible		Ineligible Visa		Eligible		Ineligible Visa	
	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets
AMPD	653	-106 (-16%)	112	-67 (-60%)	25	+6 (+24%)	35	-24 (-69%)
Education - BA	145	+1 (+1%)	10	-9 (-90%)	-	-	-	-
EUC	125	-14 (-11%)	21	-15 (-71%)	11	+5 (+45%)	4	-2 (-50%)
Glendon	358	-46 (-13%)	49	-19 (-39%)	40	-17 (-43%)	15	0 (0%)
Health (excl Nursing)	2,125	-498 (-23%)	204	-129 (-63%)	180	-43 (-24%)	50	-25 (-50%)
Health-Direct Entry Nursing	220	-15 (-7%)	0	+7 (>100%)	-	-	-	-
LA&PS	3,825	-846 (-22%)	800	-481(-60%)	490	-137 (-28%)	410	-269 (-66%)
Lassonde	805	+198 (+25%)	220	-65 (-30%)	60	+54 (+90%)	110	-53 (-48%)
Osgoode	315	+20 (+6%)	6	+10 (>100%)	3	-	-	-
Schulich	475	+61 (+13%)	85	-31 (-36%)	-	-	-	-
Science	960	-62 (-6%)	268	-167 (-62%)	105	+11 (+10%)	75	-30 (-40%)
Total	10,006	-1,307 (-13%)	1,775	-966 (-54%)	914	-121 (-13%)	699	-403 (-58%)

*Eligible – domestic 101, 105

*Ineligible visa – international

Keele and Glendon Graduate 2024-25 Fall Term Eligible and Ineligible Visa New Student Headcount by Faculty Relative to Enrolment Contract Target

2024-25 Fall term New Student Headcount	Masters-Research				Masters-Professional				Doctoral			
	Eligible		Ineligible Visa		Eligible		Ineligible Visa		Eligible		Ineligible Visa	
	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets
AMPD	68	-5 (-7%)	7	-3 (-43%)	-	-	-	-	11	-2 (-18%)	2	0 (0%)
Education	83	-7 (-8%)	1	+1 (100%)	-	-	-	-	16	-1 (-6%)	1	0 (0%)
EUC	68	-11 (-16%)	6	0 (0%)	-	-	-	-	15	-3 (-20%)	3	-1 (-33%)
Glendon	31	-10 (-32%)	5	-3 (-60%)	15	-4 (-27%)	13	-10 (-77%)	3	-3 (-100%)	0	-
Health	170	-6 (-4%)	4	+1 (+25%)	-	-	-	-	52	+12 (+23%)	4	+4 (+100%)
LA&PS	302	-14 (-5%)	56	-11 (-20%)	86	-7 (-8%)	115	-71 (-62%)	127	-33 (-26%)	29	+1 (+3%)
Lassonde	34	-10 (-29%)	39	-17 (-44%)	21	-4 (-19%)	21	-10 (-48%)	20	-3 (-15%)	30	-13 (-43%)
Osgoode	9	-1 (-11%)	2	-1 (-50%)	310	+26 (+8%)	80	-48 (-60%)	10	-2 (-20%)	1	0 (0%)
Schulich	-	-	-	-	298	+41 (+14%)	347	-143 (-41%)	7	-2 (-29%)	5	+1 (+20%)
Science	62	-11 (-18%)	21	-1 (-5%)	-	-	-	-	25	-9 (-36%)	10	+4 (+40%)
Total	827	-75 (-9%)	141	-34 (-24%)	730	+52 (+7%)	576	-282 (-49%)	286	-46 (-16%)	85	-4 (-5%)

Preliminary Survey of 2024-25 Enrolment - Ontario Sector and York University (Estimated Full-time Registered Headcount)

November 1 Full-time Student count*	Sector				York				Market Share (York as Percentage of the Sector)			
	2021	2022	2023	2024 Estimated	2021	2022	2023	2024 Estimated	2021	2022	2023	2024 Estimated
Domestic Full-Time Undergraduate	357,649	358,722	368,580	380,836	34,258	33,574	34,915	35,526	9.6%	9.4%	9.5%	9.3%
International Full-Time Undergraduate (ineligible only)	66,707	66,288	69,773	63,623	7,409	6,682	6,133	5,042	11.1%	10.1%	8.8%	7.9%
Total Full-time Undergraduate	424,356	425,010	438,353	444,459	41,667	40,256	41,048	40,568	9.8%	9.5%	9.4%	9.1%
Domestic Full-Time Graduate	52,599	50,569	49,752	51,160	3,400	3,217	3,168	3,374	6.5%	6.4%	6.4%	6.6%
International Full-Time Graduate (ineligible only)	21,530	24,355	27,063	25,393	1,268	1,365	1,514	1,234	5.9%	5.6%	5.6%	4.9%
Total Full-time Graduate	74,129	74,924	76,815	76,553	4,668	4,582	4,682	4,608	6.3%	6.1%	6.1%	6.0%

*This table excludes part-time student headcount.

Note: Sector institutional-level data will be available in March 2025.