Measuring Success 2020-2025

2023-2024 YEAR END REPORT

BOARD OF GOVERNORS
JUNE 2024

President and Vice Presidents Group (PVP)
2023-24 Integrated Resource Plan (IRP)

The Measuring Success Report evaluates our university's performance against the objectives set forth in the University Academic Plan (UAP) 2020-2025 for the 2023-24 period. This report provides a critical review of our academic and strategic initiatives, using both quantitative and qualitative metrics to gauge our progress.

Highlights of the Report

1. <u>Objective-specific Metrics</u>: Each strategic goal from our UAP is matched with corresponding quantitative and qualitative measures, offering a view of our achievements.

2. <u>Outcome Presentation</u>: The outcomes are detailed through quantitative data and qualitative insights, providing a comprehensive perspective of our performance.

Performance Summary

The Appendix offers a comparative analysis against historical data, revealing areas where the university has excelled or where it may require further strategic focus.

Performance Assessment

This report serves not only as a reflection of past actions but also as a guidepost for future decisions, including the development of York's 2025-2030 University Academic Plan.

1. **21st Century Learning**
   Metrics
   1.1. Advance the Future of Higher Education
   - Glendon Enrolment
   - Glendon Retention
   - Glendon Graduation Rate
   - Ontario Student Assistance Program (OSAP) Supported Micro-Credentials at York
   - Undergraduate Employment Rate (2 Years and 6 Months)

   1.2. Diversify How We Teach
   - Course Offerings (Blended/Hybrid, Online, and Hyflex)

   Qualitative Updates
   1.1. Advance the Future of Higher Education
   - Provincial approval and provision of funding for York to move forward with establishment of a School of Medicine.
   - Approval through Senate and Board processes to establish a School of Medicine.
   - Renewal process for Glendon
   - Markham Campus
   - Newly developed programs and major modifications

   1.2. Diversify How We Teach
   - APPRC-ASCP Tack Force on the Future of Pedagogy

2. **Knowledge for the Future**
   Metrics
   2.1. Strengthen Research Excellence
   - Research Grant Success Rate
   - Research Income from External Sponsors
   - Research Publications
   - Large-Scale Grant Applications
   - Large-Scale Grant Awards

   2.2. Enhance the impact of research by actively encouraging and fostering innovation.
   - Entrepreneurship Talks and Workshops
   - Start-Up Revenue
   - Start-Up Ventures Applied
   - Commercialization at Innovation York
   - Collaborative projects and external partners engaged

   Qualitative Updates
   2.1. Strengthen Research Excellence

- Strategic Research Plan (SRP)
- Research Outcomes and Impact
- Research Commons Impact

2.2. Enhance the impact of research by actively encouraging and fostering innovation.
- Research Innovation Strategy and Annual Commercialization Plan
- Research collaborations with industry and social and philanthropic organizations

3. **From Access to Success**

   Metrics

   3.1. Strengthen Strategic Enrolment Management (SEM) through improved coordination and integration.
   - Student Representation (Student Equity and Diversity Census)
   - Undergraduate Application Conversion Rate - Offer to Acceptance
   - Graduate Application Conversion Rate - Offer to Acceptance
   - Undergraduate Application Conversion Rate - Acceptance to Enrolment
   - Graduate Application Conversion Rate - Acceptance to Enrolment
   - Enrolment Target versus Actual
   - School of Continuing Studies - Enrolment
   - Undergraduate Retention Rate
   - Student Headcount
   - International Student Population
   - Conferred Credentials
   - International Representation of Student Body - 2023/24
   - Out-of-Province Student Population
   - Out-of-Province Breakdown - Student Population
   - Rural Student Population
   - First-Generation Students
   - Ontario Student Assistance Program (OSAP) Recipients

   3.2. Enhance the student experience.
   - Undergraduate Bursaries and Scholarships
   - NSSE: Campus Environment, Quality of Interactions, First-Year
   - NSSE: Campus Environment, Quality of Interactions, Senior-Year
   - NSSE: Learning with Peers, Collaborative Learning, First-Year
   - NSSE: Learning with Peers, Collaborative Learning, Senior-Year

   Qualitative Updates

   3.1. Strengthen Strategic Enrolment Management (SEM) through improved coordination and integration.

- Develop an Enrolment Strategy

3.2   Enhance the student experience.
- Targeted retention initiatives
- SSRP completion and deployment

4.   **Advancing Global Engagement**

Metrics

4.1. Foster and enhance global engagement.
- York-Facilitated Global Learning Opportunities
- International Co-Authored Publications
- Full-Time Faculties with International Degrees
- NSSE: Overall Quality, Educational Experience, Visa Students, First-Year
- NSSE: Overall Quality, Educational Experience, Visa Students, Senior-Year
- Alumni Chapters and Networks Worldwide

Qualitative Updates

4.1. Foster and enhance global engagement.
- Implement the Internationalization and Global Engagement Strategy
- Global Network Learning (GNL) opportunities

5.   **Working in Partnership**

Metrics

5.1. Strengthen partner engagement.
- Alumni Engagement
- Active Alumni
- The Impact Campaign

Qualitative Updates

5.1. Strengthen partner engagement.
- External Partner Engagement
- The Campaign for York

6.   **Living Well Together**

Metrics

6.1. Enhance community engagement, collaboration, and active participation among faculty and staff.
- *see qualitative update*

6.2. Foster stronger employee relations.
- *see qualitative update*

6.3. Enhance Mino Bimaaddiziwin / The Good Life
- Employment Equity Statistics
- Decolonizing, Equity, Diversity and Inclusion (DEDI) training

6.4. Enhance Mental Health and Well-Being Support for All Employees.
- *see qualitative update*

6.5. Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.
- Classroom Upgrades
- Space Utilization

6.6. Establish Culture of Service Excellence mindset of continuous improvement, professionalism, and a strong commitment to delivering exceptional service to all.
- *see qualitative update*

6.7. Establish a distinct and unique identity for York University that sets us apart from other institutions, highlighting our unique strengths.
- Times Higher Education (THE) World University Ranking
- Times Higher Education (THE) Impact Ranking
- Times Higher Education (THE) Subject Ranking
- Quacquarelli Symonds (QS) World University Ranking
- Quacquarelli Symonds (QS) World University Rankings: Sustainability
- Quacquarelli Symonds (QS) Subject Rankings
- Maclean's Rankings - Comprehensive Category
- Maclean's Rankings - Reputation Rank

6.8. A Comprehensive Strategic Plan advancing the Mission and Vision of the University.
- *see qualitative update*

Qualitative Updates

6.1. Enhance community engagement, collaboration, and active participation among faculty and staff.
- Participation rate in campus events and community activities

6.2. Foster stronger employee relations.
- Labour Relations

6.3. Enhance Mino Bimaaddiziwin / The Good Life
- Complete Indigenous Framework review
- Complete DEDI Strategy Implementation Plan and Toolkit
- Establish DEDI Council
- Develop and launch DEDI Dashboard

6.4. Enhance Mental Health and Well-Being support for All Employees.
- Completion of Mental Health and Well-Being Strategy

6.5. Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.
- Deferred maintenance on track
- York buildings certified (Leed Gold, Leed Silver, Green Building Standards)
- York buildings designed to sustainable strategies
- Capital Projects
- Complete Enterprise Architecture/digital transformation roadmap which includes investments in research enablement/data management, HR and Finance platforms, data and analytics, cybersecurity, low-code development, generative AI, and building automation
- Establish New Virtual Desktop Infrastructure (VDI) service
- Establish New RAC classroom website
- AI Enablement: complete three AI prototypes that enable knowledge management, support and enhancement of SAVY; establish a cross disciplinary AI working group

6.6. Establish Culture of Service Excellence mindset of continuous improvement, professionalism, and a strong commitment to delivering exceptional service to all.
- Cost Savings (reductions in administrative expenses, operational costs, or overhead expenses due to streamlined processes, reduced duplication, and economies of scale)
- Quality Improvement; process improvements
- Finance Business Partner Model

6.7. Establish a distinct and unique identity for York University that sets us apart from other institutions, highlighting our unique strengths.
- Branding and communication strategies

6.8. A Comprehensive Strategic Plan advancing the Mission and Vision of the University.
- Complete Asset Management Strategy
- Implementation of Campus Vision and Strategy

Strategic Mandate Agreement (SMA3) - Highlights

7. **Answering the Call**
Qualitative Updates

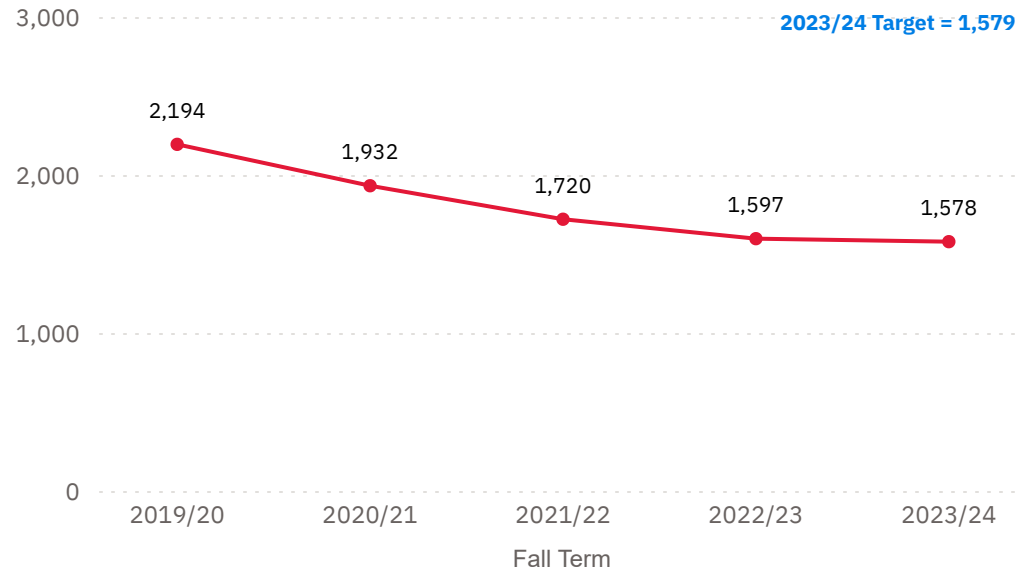7.1. Strengthen York's Impact on the UN Sustainable Development Goals (SDGs) Challenge.
- New Sustainability Strategy and Framework Developed

Glendon - Enrolment

Student headcount, undergraduate and graduate, domestic and international

2023/24 Target = 1,579

■ Source: Office of Institutional Planning and Analysis (OIPA)

Glendon - Retention Rate
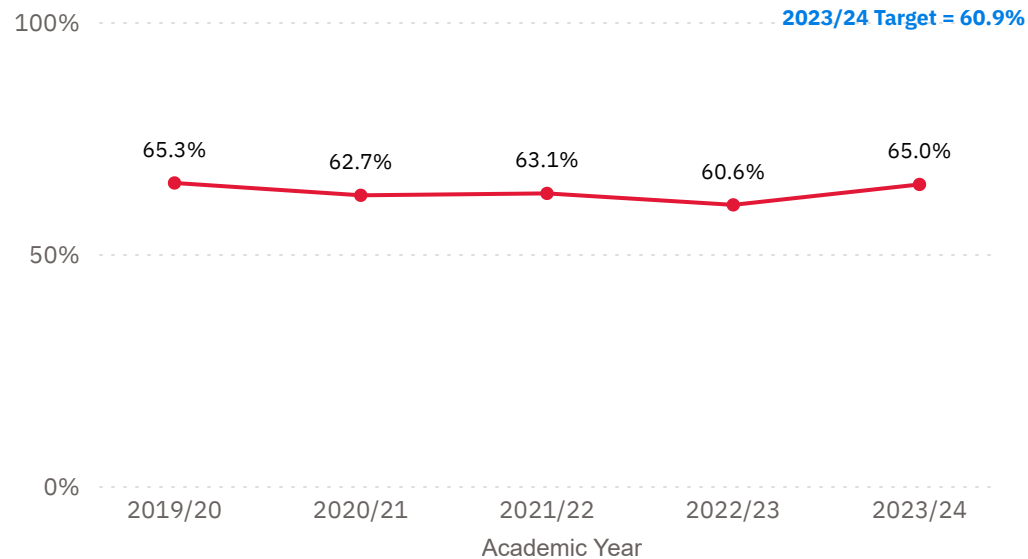
Undergraduate students, domestic and international

● Retained at Glendon ● Retained at York   **2023/24 Target = 88.7%**
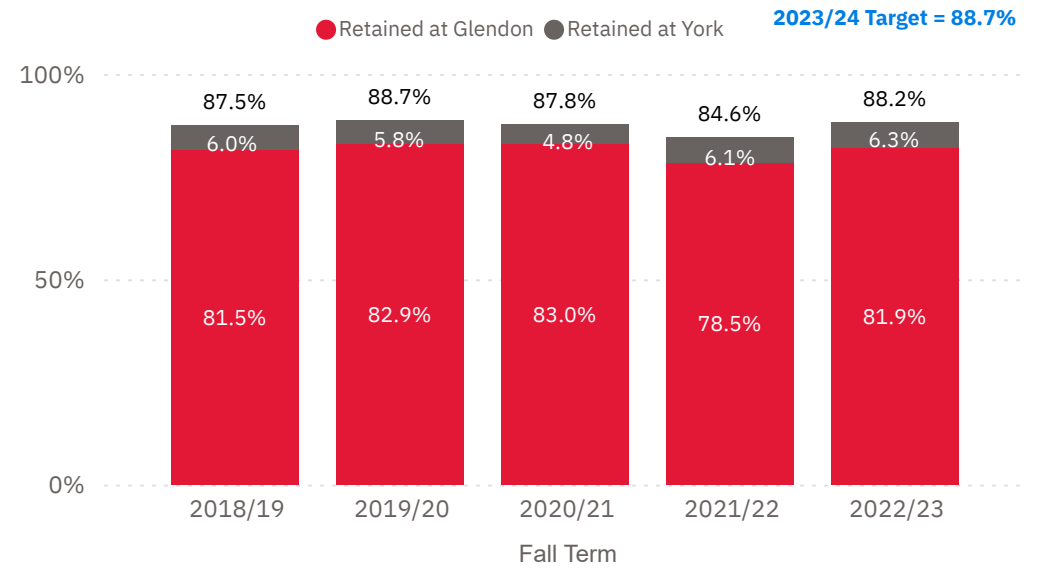
■ Note: 2023/24 retention available November 1, 2024.
■ Source: Office of Institutional Planning and Analysis (OIPA)

Glendon - Graduation Rate

Undergraduate students completing degrees within 7 years

2023/24 Target = 60.9%

■ Note: 2023/24 represents the 2016 student cohort.
■ Source: Office of Institutional Planning and Analysis (OIPA)

OSAP-Supported Micro-Credentials at York

An Ontario Student Assistance Program (OSAP) micro-credential is an educational program supported by government funding

● Micro-Credential (MC) Enrolments ● Micro-Credential (MC) Offerings
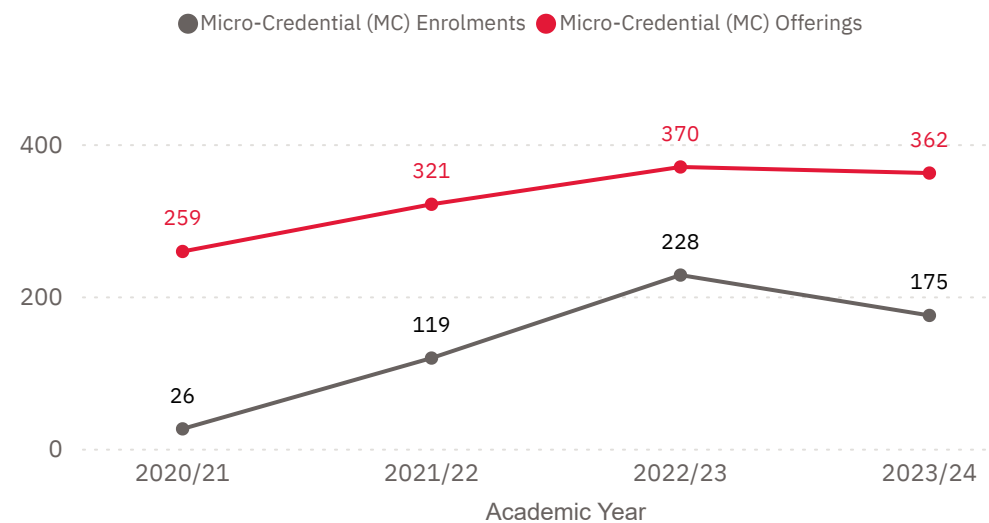
■ Note: 2023/24 results are preliminary and do not include Summer 2024.
■ Source: Office of the University Registrar (OUR)

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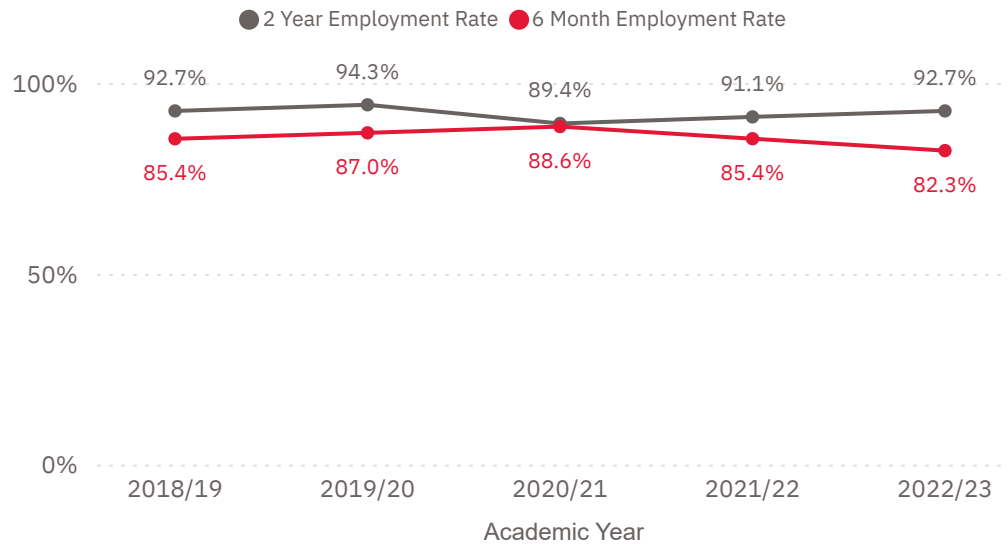## Undergraduate Employment Rate

Employment rate of responding graduates, employed or offered employment

● 2 Year Employment Rate ● 6 Month Employment Rate

Academic Year	2 Year Employment Rate	6 Month Employment Rate
2018/19	92.7%	85.4%
2019/20	94.3%	87.0%
2020/21	89.4%	88.6%
2021/22	91.1%	85.4%
2022/23	92.7%	82.3%

- Note: 2022/23 refers to students who graduated in 2020 and are employed 6 months or 2 years after graduation.
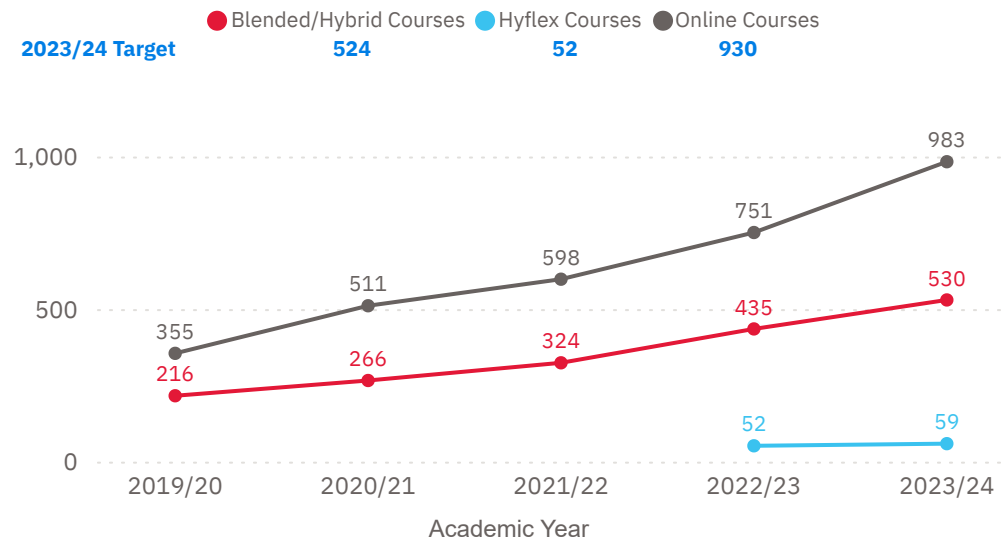- Source: Ontario University Graduate Survey (OUGS)

"University graduates are using skills and knowledge gained at university to find valuable employment."

ONTARIO'S **UNIVERSITIES**
Partnering for a better future

1.2 DIVERSIFY HOW WE TEACH

Course Offerings - Blended/Hybrid, Online, and Hyflex

All Terms (Fall, Winter, Summer)

● Blended/Hybrid Courses ● Hyflex Courses ● Online Courses

2023/24 Target	524	52	930

Academic Year	Blended/Hybrid	Hyflex	Online
2019/20	216		355
2020/21	266		511
2021/22	324		598
2022/23	435	52	751
2023/24	530	59	983

Glendon classroom retrofitted to accommodate the hyflex model of course delivery.

- Note: Blended/Hybrid: A mix of in-person and online instruction. Online: Fully digital instruction with no in-person instruction. Hyflex: Students choose between in-person and online instruction.
- Source: Office of Institutional Planning and Analysis (OIPA)

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- **Provincial approval and provision of funding for York to move forward with establishment of a School of Medicine.**
- **Approval through Senate and Board processes to establish a School of Medicine.**

- **Renewal process for Glendon**

New School of Medicine at York University

A major achievement enhancing York U's role as a research-intensive university, and commitment to high quality student learning experience and to strengthening the health and well-being of society and the planet.

> **$9M startup funding** from the Government of Ontario.
> Land Transfer Agreement with the City of Vaughan to build the School of Medicine within the Vaughan Healthcare Centre Precinct.
> **First-of-its-kind School of Medicine** aimed at improving health equity in Ontario.
> YU hosted the inaugural Vaughan Community Health Lecture series in partnership with the City of Vaughan and Mackenzie Health.

Glendon's Degree Harmonization effective September 1, 2024

> Glendon's proposal for restructuring its academic units was approved by the Faculty Council, APPRC, Senate, and Board of Governors.
> Parallel initiatives including degree harmonization and restructuring of academic units are underway.
> Creating fewer, larger departments to streamline operations and reduce costs.
> The restructuring promotes interdisciplinarity and streamlined administrative efforts.
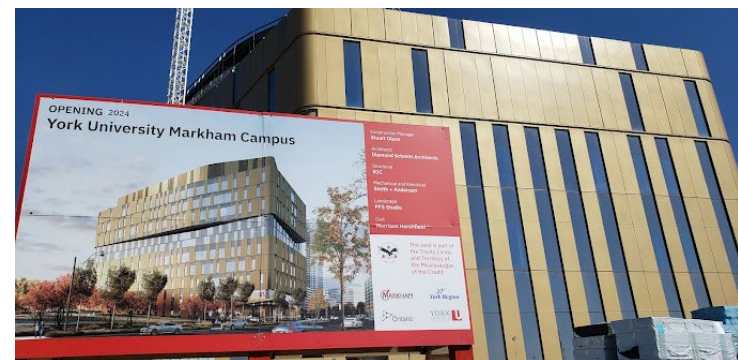
Establishing four interdisciplinary departments:
1. Glendon Department of Global Communication and Cultures
2. Glendon Department of Science
3. Glendon Department of Economics, Business, and Mathematics
4. Glendon Department of Global and Social Studies

Academic Policy, Planning and Research Committee (APPRC)

$900K

annual cost savings

- **Campus Opened (Markham)**

Markham Campus set to open September 2024

> **The campus is set to welcome its first full cohort of students in September 2024.**
> Renewal of City of Markham three-year sponsorship agreement is underway to ensure high visibility and community participation.
> **$17.4M raised to date for Markham Campus with additional $9.5M+ in solicitation achieved.**
> New programs are focused on technology and entrepreneurship as key forces shaping all fields of knowledge and practice.
> Short term housing solutions developed to support students.
> Relationships in place with employers to deliver access to co-op and other forms of Work-Integrated Learning (WIL).

Markham Campus

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- **Newly developed programs and major modifications**

4 new programs and 11 major modifications in 2023-24

4 New Programs
Keele Campus: 3 graduate programs. Markham Campus: 1 undergraduate program.

11 Major Modifications
Keele Campus: 7 major modifications to undergraduate programs ; 3 major modifications to graduate programs; 1 modification to the Year One Pathway English Bridging program.
Glendon: 1 major modification to requirements for all BA programs.

> 22 proposals were authorized to proceed through the collegial governance process.
> Programs start dates range from Summer 2024 to Fall 2026.

eCampusOntario
Micro-credentials Portal

✓ **3** approved

✓ **25** submitted

✓ **$450K** received from Ontario Micro-Credential Challenge Fund

- **APPRC-ASCP Task Force On The Future of Pedagogy**

Final report of the Task Force submitted to APPRC and ASCP in January 2024

> The report of the Joint APPRC-ASCP Task Force on the Future of Pedagogy was submitted to the two sponsoring Senate committees in December 2024.
> APPRC had a preliminary discussion on the report with the Senate in February 2024.

Five themes and recommendations:
1. Expand and enhance blended learning at the University.
2. Acknowledge that York's instructors engage in lifelong learning of pedagogy, which requires ongoing professional development and dedicated supports.
3. Establish formal linkages between assessments of students and learning outcomes at the course and program levels.
4. Accelerate the expansion of community-based Experiential Education (EE) and Work-Integrated Learning (WIL) opportunities.
5. Support AI literacy among instructors, students and staff.

Academic Policy, Planning and Research Committee (APPRC)
Academic Standards, Curriculum and Pedagogy Committee (ASCP)

Next steps:

1 A Task Force response report is planned for Summer 2024 following Senate endorsement of recommendations.

2 The report will provide further guidance on how best to progress on this topic of supporting Teaching Stream faculty.

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Research Grant Success Rate

Faculty members successful in their funding applications

2023/24 Target = 50.0%
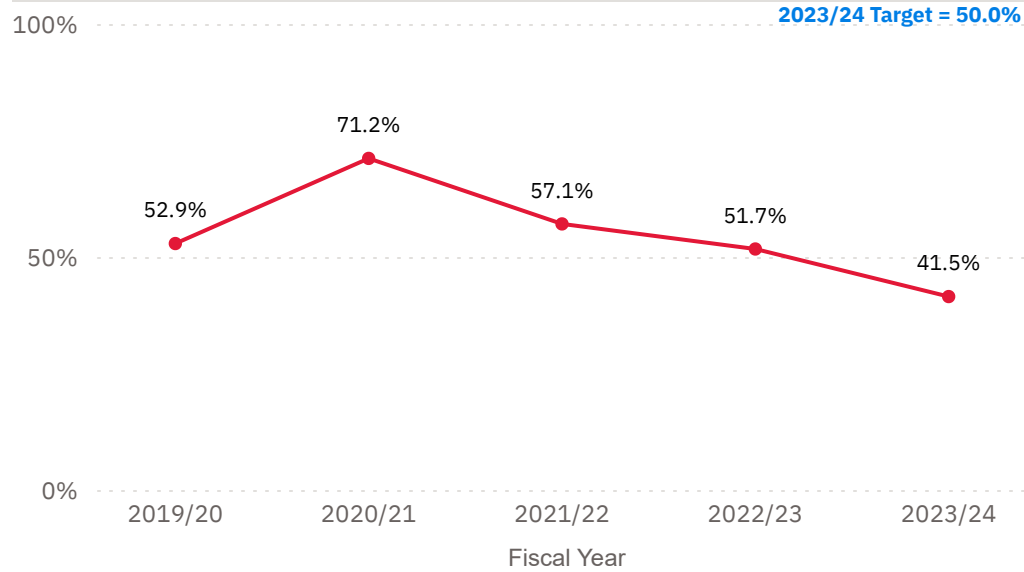
- Source: Vice-President Research and Innovation (VPRI)
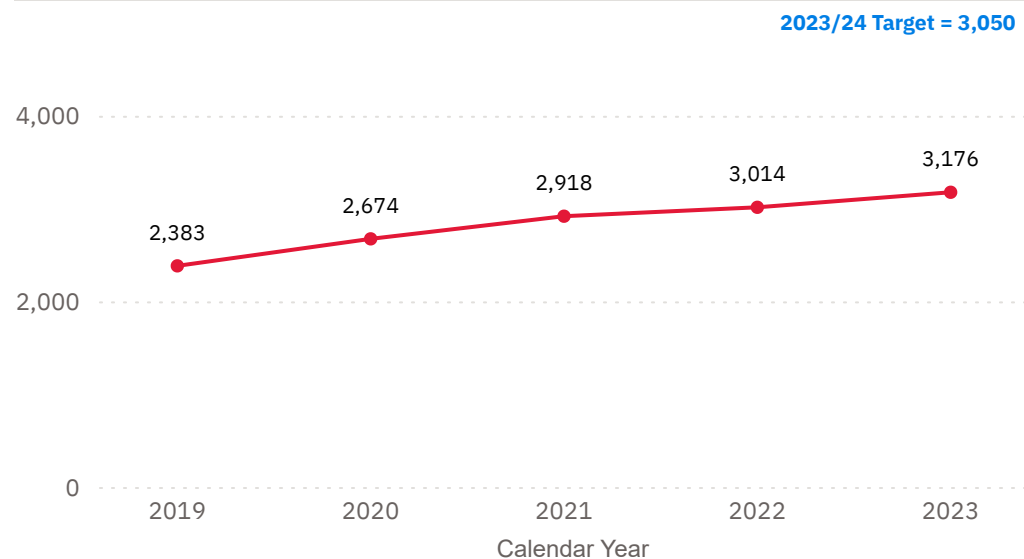
Research Income from External Sponsors

Includes all funds received to support research in the form of a grant, contribution, or contract from sources external to the institution
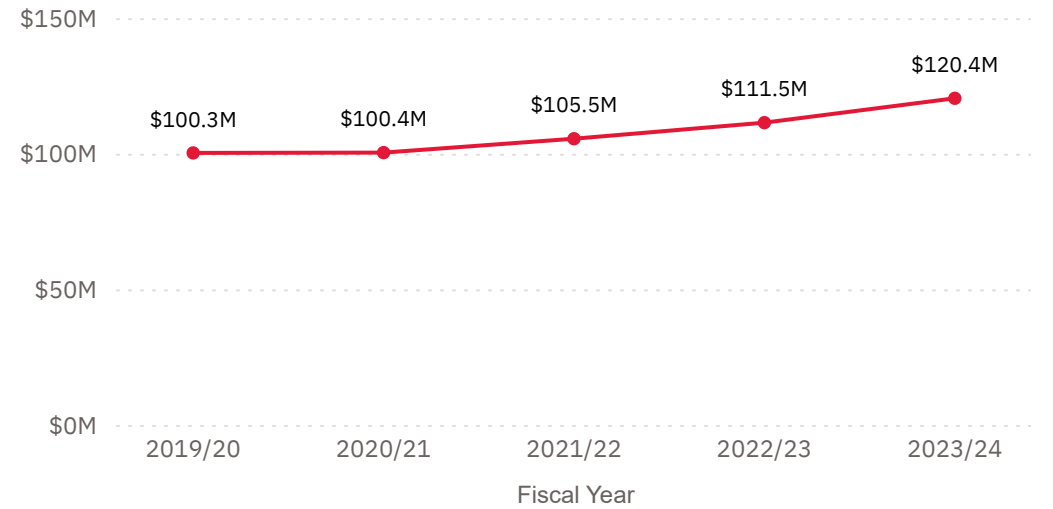
- Source: Research Infosource

Research Publications

Publications including articles, conference papers, reviews, books, and book chapters

2023/24 Target = 3,050

- Note: Includes publications by individuals affiliated with York.
- Source: SciVal

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Large-Scale Grant Applications

Large-scale grant opportunities typically exceed $1M

2023/24 Target = 40

Large-Scale Grant Awards

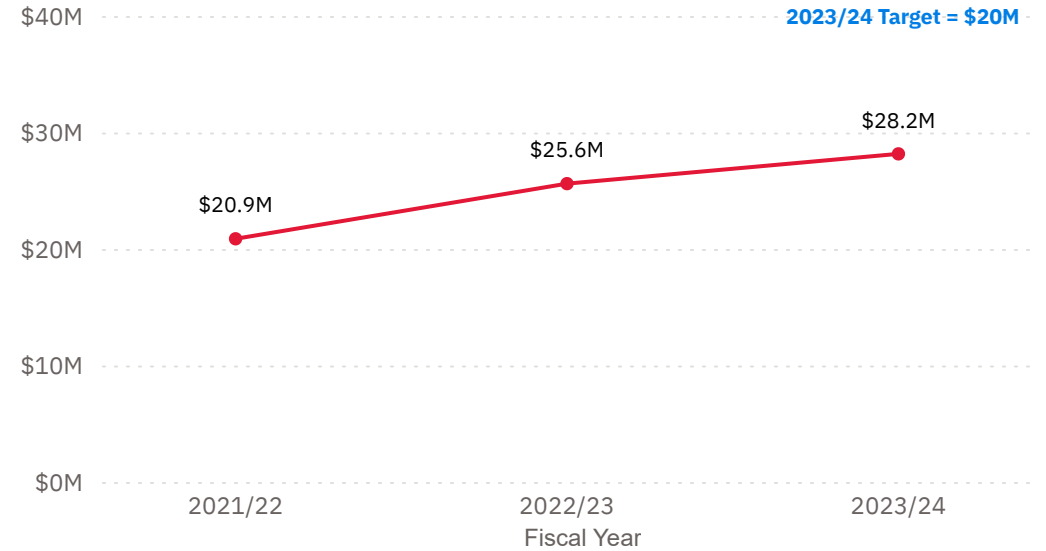Large-scale grant opportunities typically exceed $1M

2023/24 Target = $20M

- Note: Includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CFI IF, CRC, ORF RE, and ORF LIF.
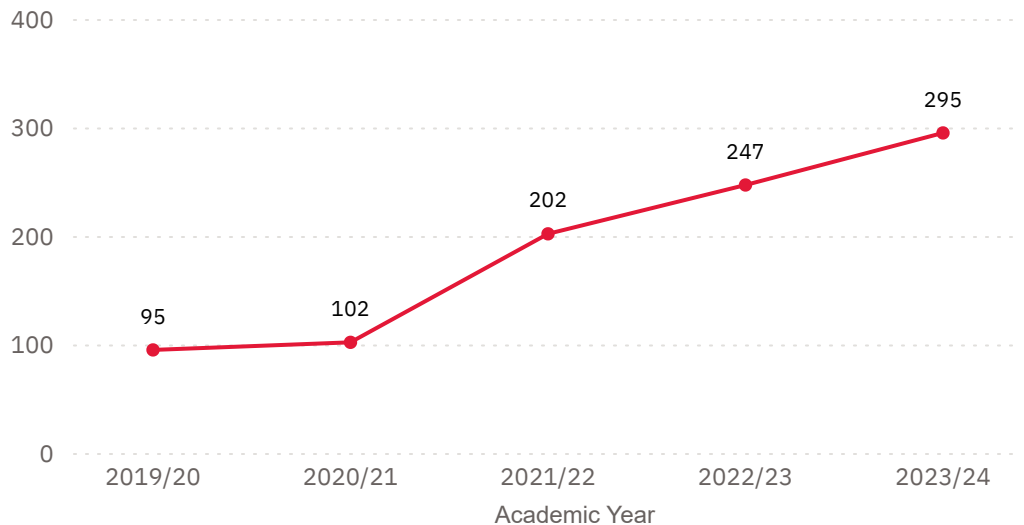- Source: Strategic and Institutional Research Initiatives Unit

2.2 ENHANCE THE IMPACT OF RESEARCH BY ACTIVELY ENCOURAGING AND FOSTERING INNOVATION.
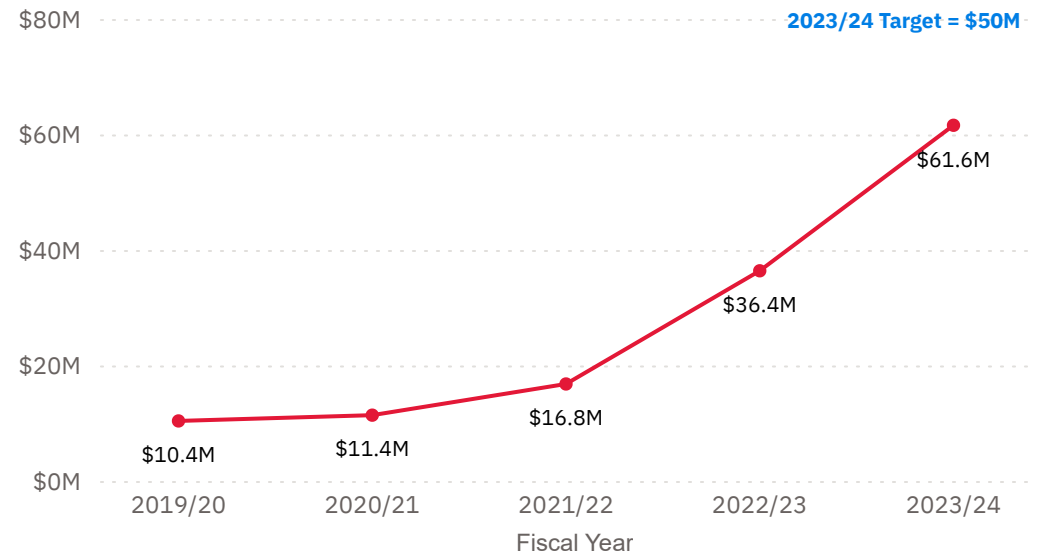
Entrepreneurship Talks and Workshops

Workshops, presentations, and speaking engagements delivered by Innovation York's entrepreneurship unit

Start-Up Revenue

Includes grants, loans, and investments

2023/24 Target = $50M

- Source: Innovation York

- Note: Other sources may also be included.
- Source: Innovation York

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Start-Up Ventures Applied

Number of companies (ventures) applied

2023/24 Target = 600
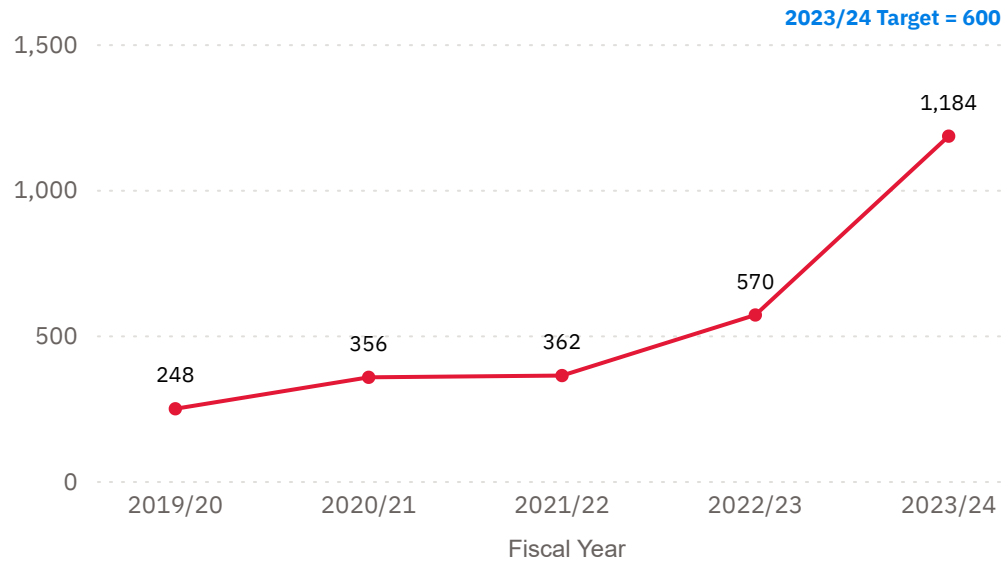
- Source: Innovation York

Commercialization at Innovation York

Invention disclosures submitted to Innovation York's commercialization unit

2023/24 Target = 40
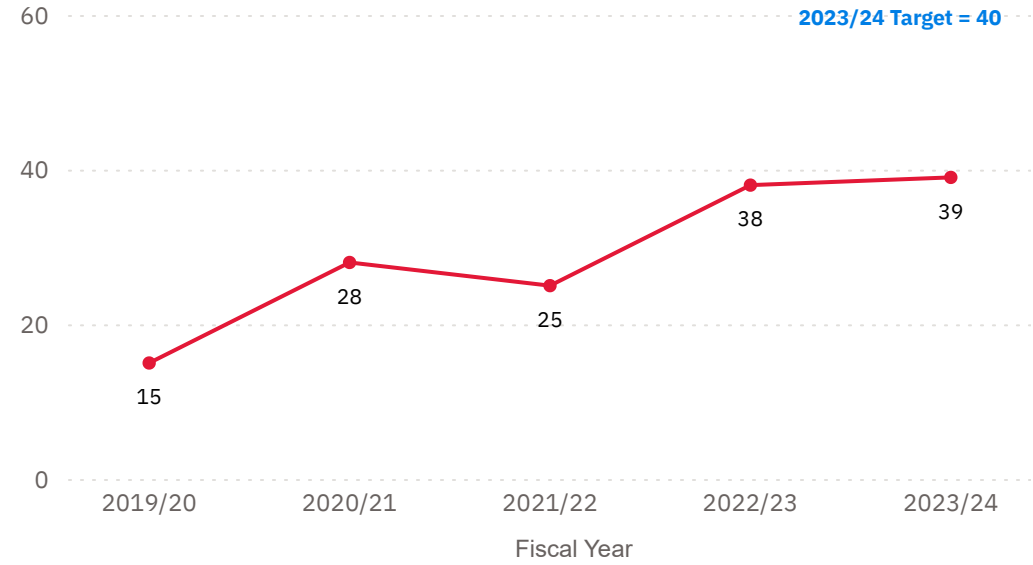
- Source: Innovation York

Collaborative Projects and External Partners Engaged

Knowledge mobilization

Fiscal Year ● 2019/20 ● 2020/21 ● 2021/22 ● 2022/23 ● 2023/24

2023/24 Target = 24 **2023/24 Target = 50** **2023/24 Target = 40**
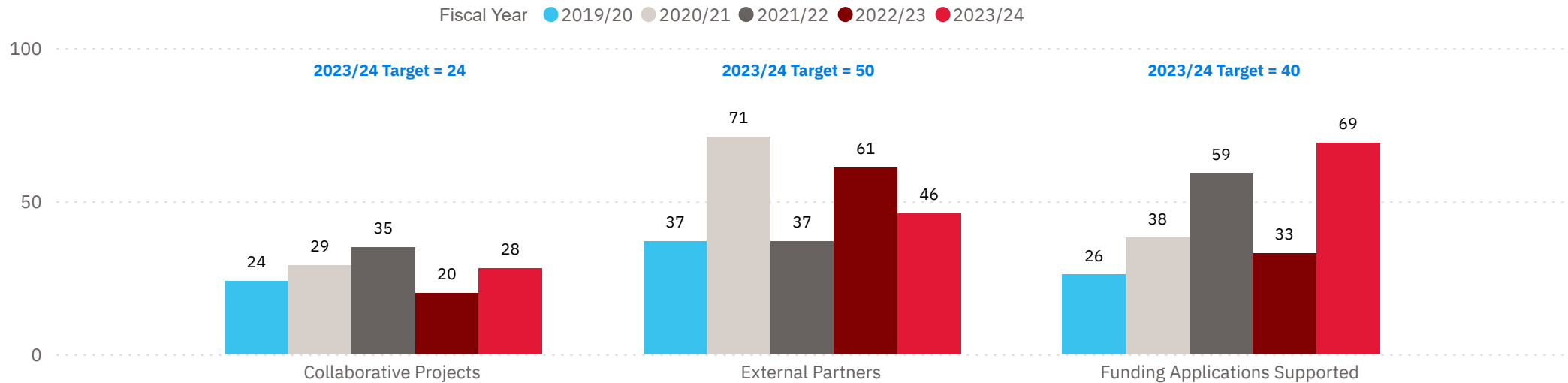
- Source: Innovation York's Knowledge Mobilization Unit

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- **Strategic Research Plan (SRP)**

Strategic Research Plan approved by Senate May 2023

› **SRP Implementation Plan** complete; includes an operational framework for delivering the SRP.
› **Markham Campus Research Strategy** is in place. Research planning is aligned with the strategy and vision.
› Achieved several key milestones in the research strategy: three Ontario Research Chairs were appointed, a research space plan was developed, an open house for Markham researchers was held, and spaces for collaborative projects were identified.
› **Organized Research Units (ORU):** charter application process streamlined to align with the ORU charter documents and annual reporting requirements.

- **Research Outcomes and Impact**

$120.4M in total research income

› **Federal Agencies:** CFI increased from $4.4M to $7.5M, NSERC increased $14M to $16M, CRC increased $4.4M to $5.4M, and CFREF installments increased $4.9M (Vista) to $8.8M (Connected Minds).

› **NSERC** increased in competition grants, **highest in York's history**:
• Discovery Grants: 46 grants, funding of $9.1M
• Sub-atomic Physics: 4 grants, funding of $2.1M
• 5 ongoing Create grants
• CIHR project grants: 5 grants, funding of $3.14M

› **Large-Scale Grants**
• VISTA evergreen plan is complete
• Connected Minds formed committees, Term of Reference (ToR), membership, website, seed grants awarded, and Indigenous Advisory Circle established.

- **Research Commons Impact**

Implemented a new system

› **Service Excellence Plan (SEP)**: developed and proposed enhanced collaboration with pre and post award services model.
• Pre-award includes application review, adjudication, and compliance.
• Post-award includes grant implementation, budget management, and closeout requirements.

› Launched **Discover York Academics (DYA)** system (formally eCV), enabling researchers to capture and organize their scholarly achievements.


Connected Minds: *Neural and Machine Systems for a Healthy, Just Society.*

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- **Research Innovation Strategy and Annual Commercialization Plan**

Developed and implemented the Annual Commercialization Plan

❯ Safeguarding research through the establishment of the Office of Research Security.

❯ **Secured $3M+ in funding for innovation:** 18 researchers received $3M+ in combined funding from the Government of Ontario in support of their innovative research projects.

❯ **$300K for research commercialization** , the second instalment of $300K from the government of Ontario to advance commercialization services related to artificial intelligence, automotive and medical technology.

❯ New streamlined services to enhance Intellectual Property (IP) protection and the commercialization efforts of the University's research community.

❯ The Commercialization Fellowship program provides $7,500 to support postgraduate students and postdoctoral fellows in developing commercially viable projects.
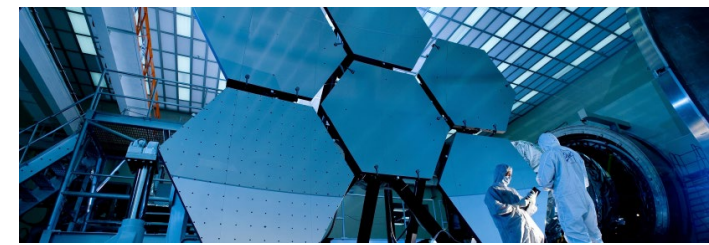
Commercialization
Innovation York's commercialization unit helps researchers bring their early-stage intellectual property from the lab to the market and into people's hands.

- **Research collaborations with industry and social and philanthropic organizations**

Highlighting YSpace

❯ The YSpace Northern York Region Hub, an entrepreneurial support centre for small businesses in the towns of Georgina and East Gwillimbury, Ont., received **$150K** in funding from the government of Ontario's Rural Economic Development (RED) program.

❯ **$476K+** in new funding from Agriculture and Agri-Food Canada (AAFC) over the next two years to expand its Food & Beverage Accelerator program across the country and support over 100 racialized women founders to scale and thrive in the industry.

❯ A YSpace-supported startup was awarded **$2M** by the Canadian Space Agency (CSA) to develop new health-care technologies designed for astronauts during space flight and for people living in remote communities across the country.

❯ YU is launching a new initiative to support women-led social impact businesses by partnering its entrepreneurship hub, YSpace, with Business Development Bank of Canada's (BDC) Thrive Lab. Thrive Lab will provide up to **$250K** in funding.

❯ An accelerator program through YSpace facilitates entrepreneurs in obtaining specialized guidance from entrepreneurs-in-residence, growth mentors and other experts.

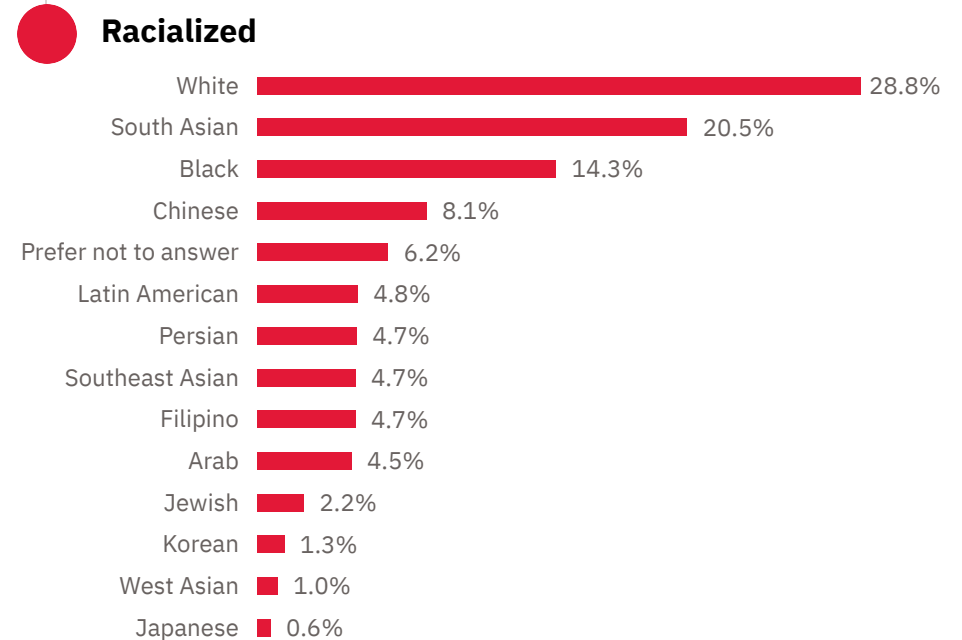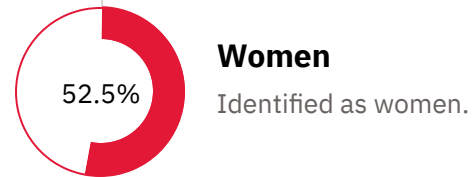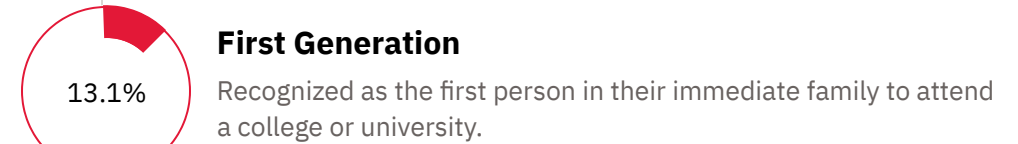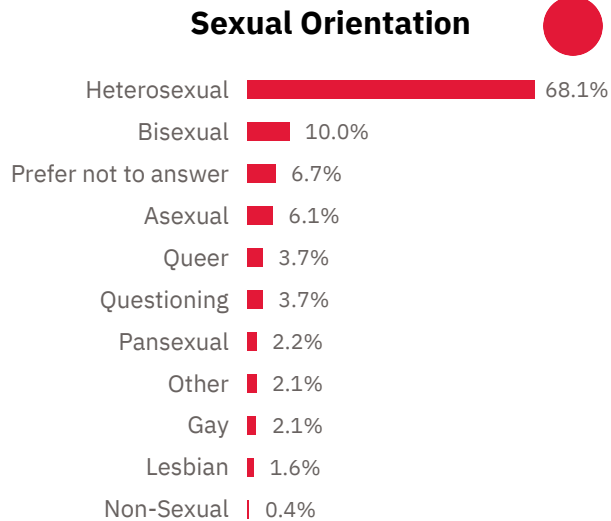*YSpace* is York's pan-university entrepreneurship and innovation hub.

Student Representation - 2023

Undergraduate and graduate students are asked to complete the Census Survey annually via the registration and enrolment module

Indigenous
Identified as First Nations, Métis, or Inuit.

1.2%

First Generation
Recognized as the first person in their immediate family to attend a college or university.

13.1%

Disability
Identified as persons with a disability.

8.4%

Women
Identified as women.

52.5%

Sexual Orientation

Heterosexual	68.1%
Bisexual	10.0%
Prefer not to answer	6.7%
Asexual	6.1%
Queer	3.7%
Questioning	3.7%
Pansexual	2.2%
Other	2.1%
Gay	2.1%
Lesbian	1.6%
Non-Sexual	0.4%

Racialized

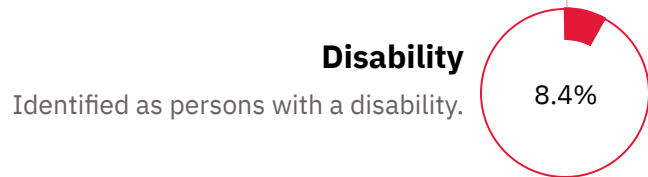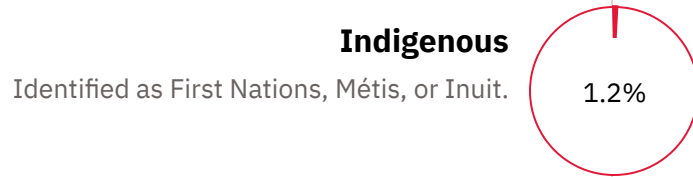|	
White	28.8%
South Asian	20.5%
Black	14.3%
Chinese	8.1%
Prefer not to answer	6.2%
Latin American	4.8%
Persian	4.7%
Southeast Asian	4.7%
Filipino	4.7%
Arab	4.5%
Jewish	2.2%
Korean	1.3%
West Asian	1.0%
Japanese	0.6%

■ Source: Student Equity & Diversity Census

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3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Undergraduate Application Conversion Rate - Offer to Acceptance
Acceptance rate of students offered admission to a program
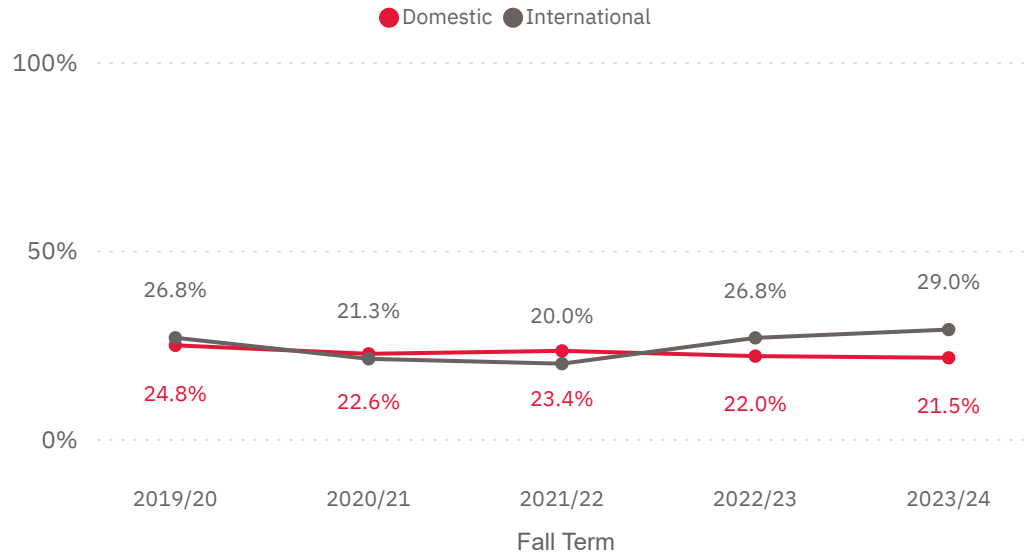
■ Source: York Insight

Graduate Application Conversion Rate - Offer to Acceptance
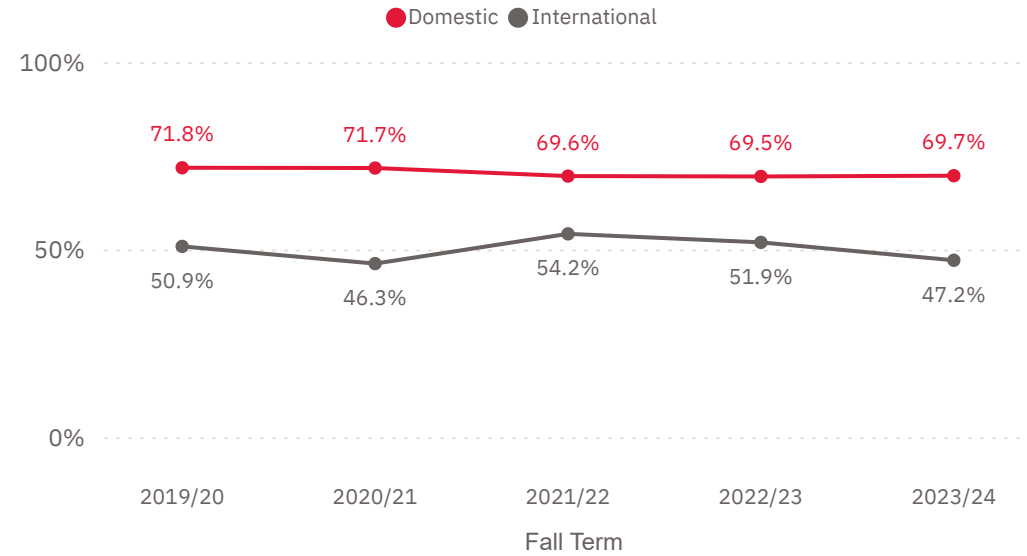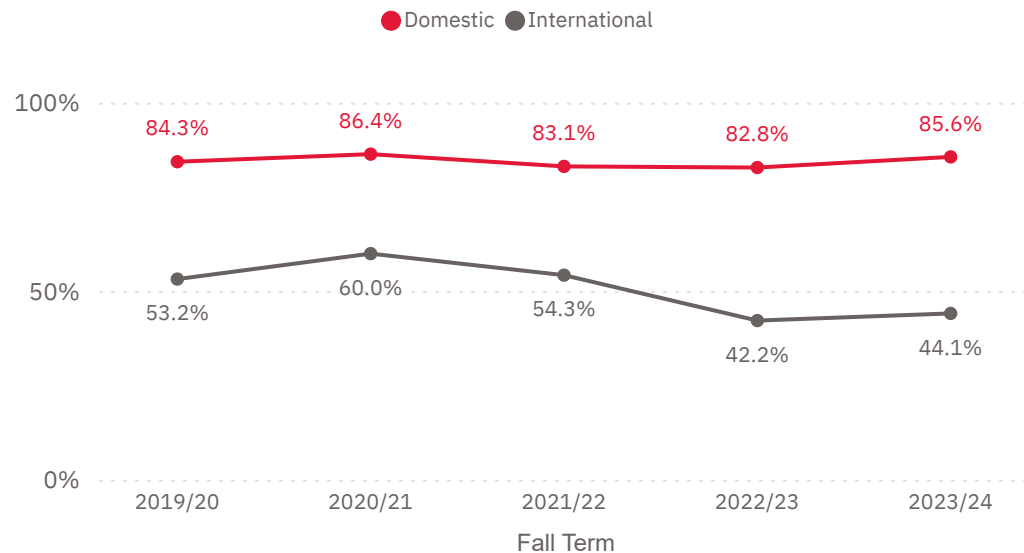Acceptance rate of students offered admission to a program

■ Source: York Insight

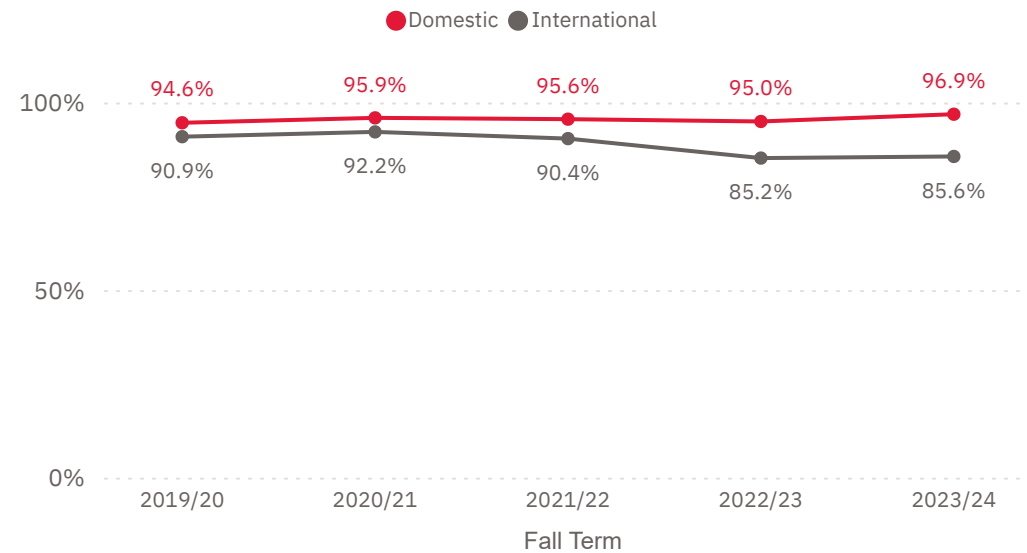## Undergraduate Application Conversion Rate - Acceptance to Enrolment
Enrolment rate of students after accepting an offer to a program

■ Source: York Insight

Graduate Application Conversion Rate - Acceptance to Enrolment
Enrolment rate of students after accepting an offer to a program

■ Source: York Insight

YORK U

Enrolment Target versus Actual

Undergraduate, Masters, Doctoral, domestic and international (Full-Year FFTE/FTE)

Fiscal Year ● 2019/20 ● 2020/21 ● 2021/22 ● 2022/23 ● 2023/24

Domestic

International

■ Source: Office of Institutional Planning and Analysis (OIPA)

School of Continuing Studies - Enrolment

Course registrations

2023/24 Target = 25,203

Academic Year

■ Source: School of Continuing Studies

Undergraduate Retention Rate

● Domestic ● International

2023/24 Target = 89.0%

Fall Term
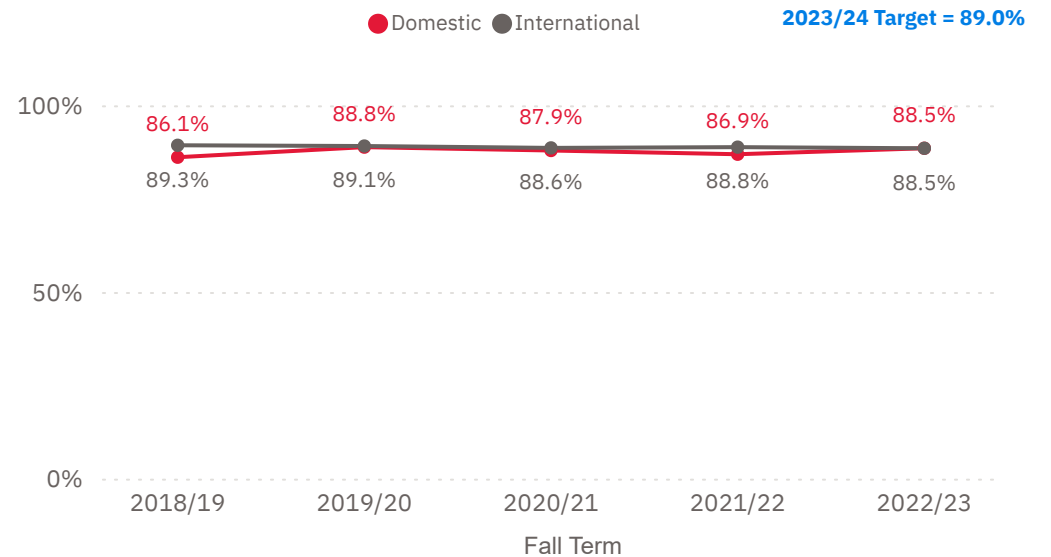
■ Note: Includes zero credit course enrolments. 2023/24 retention available November 1, 2024.

■ Source: Office of Institutional Planning and Analysis (OIPA)
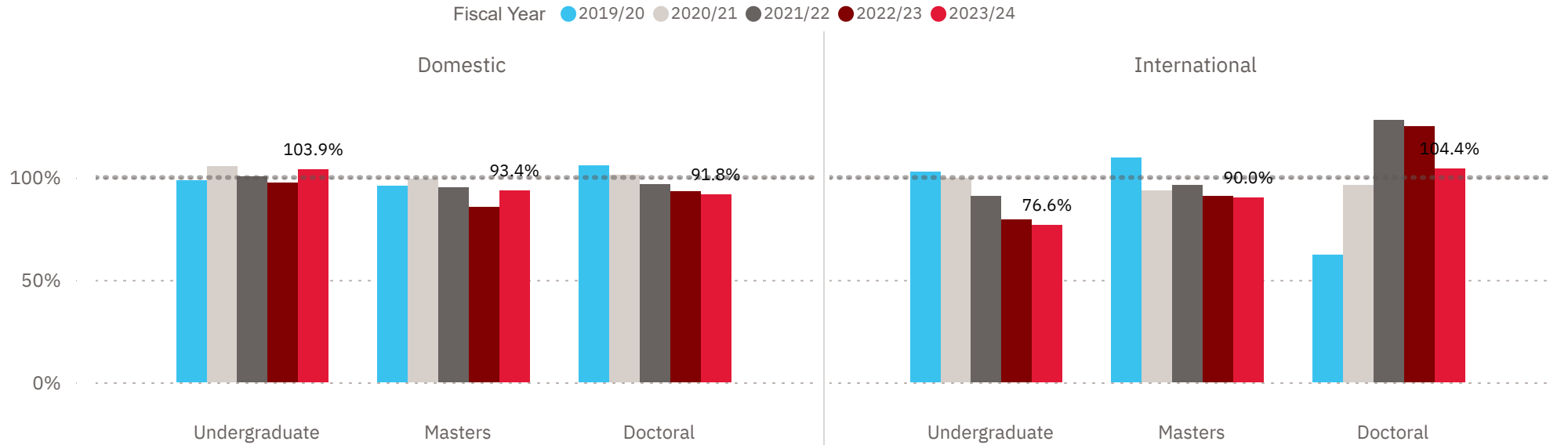
YORK U

3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

Student Headcount
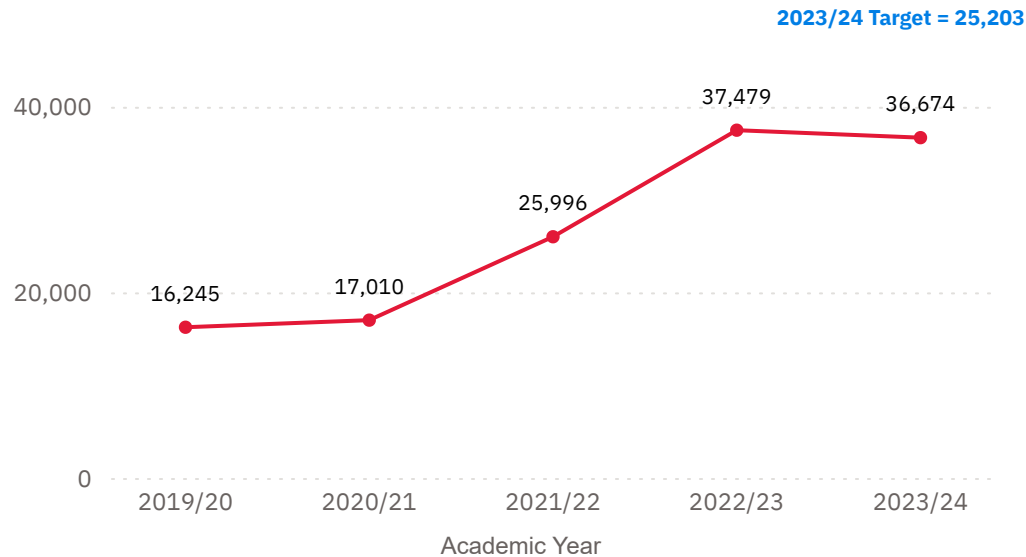Undergraduate and graduate, domestic and international

● Domestic ● International

Fall Term
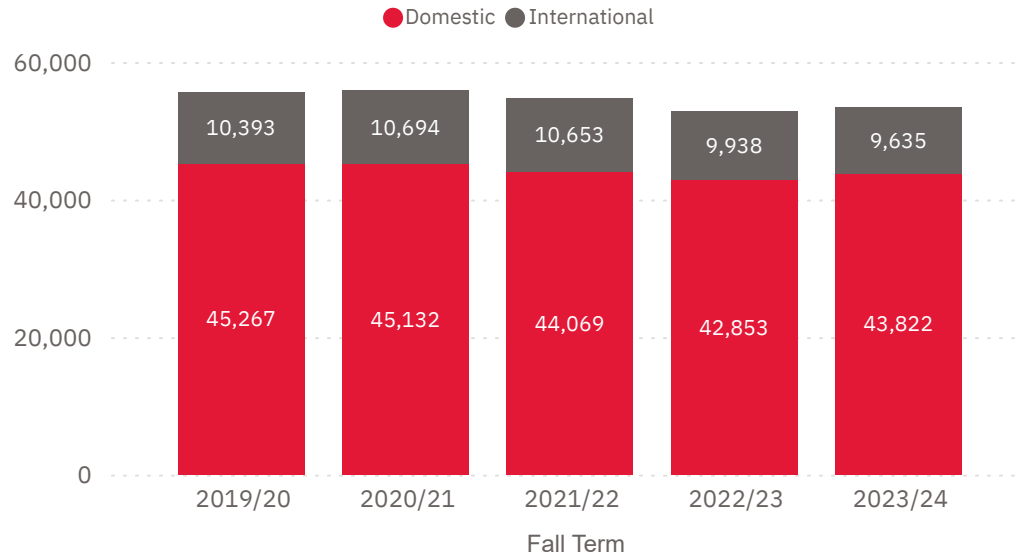
■ Source: Office of Institutional Planning and Analysis (OIPA)

International Student Population
Undergraduate and graduate, international students

2023/24 Target = 20.0%

	2019/20	2020/21	2021/22	2022/23	2023/24
	18.7%	19.2%	19.5%	18.8%	18.0%

Fall Term
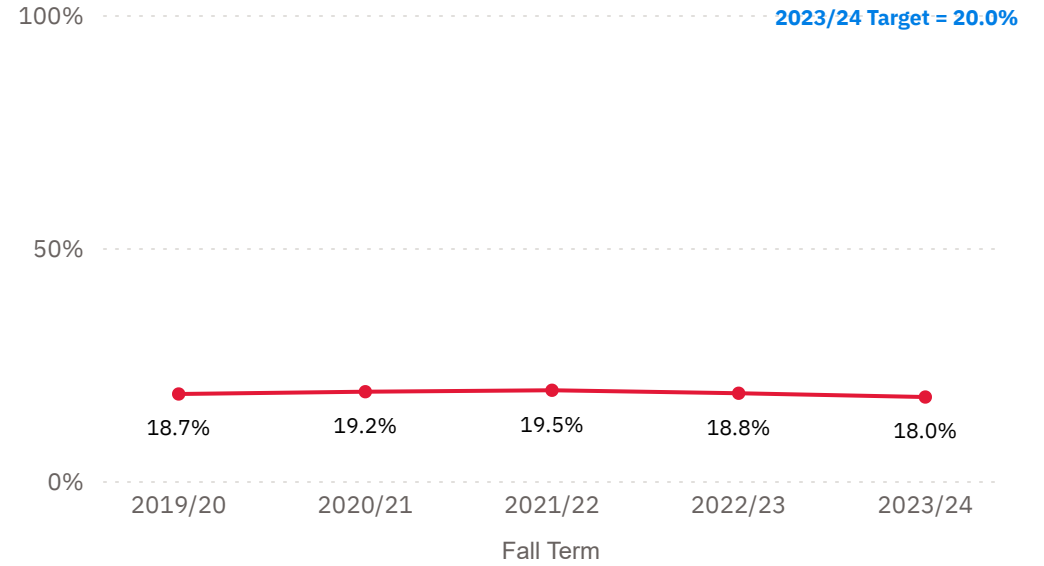
■ Source: Office of Institutional Planning and Analysis (OIPA)

Conferred Credentials
Academic degrees, diplomas or certifications officially awarded to students
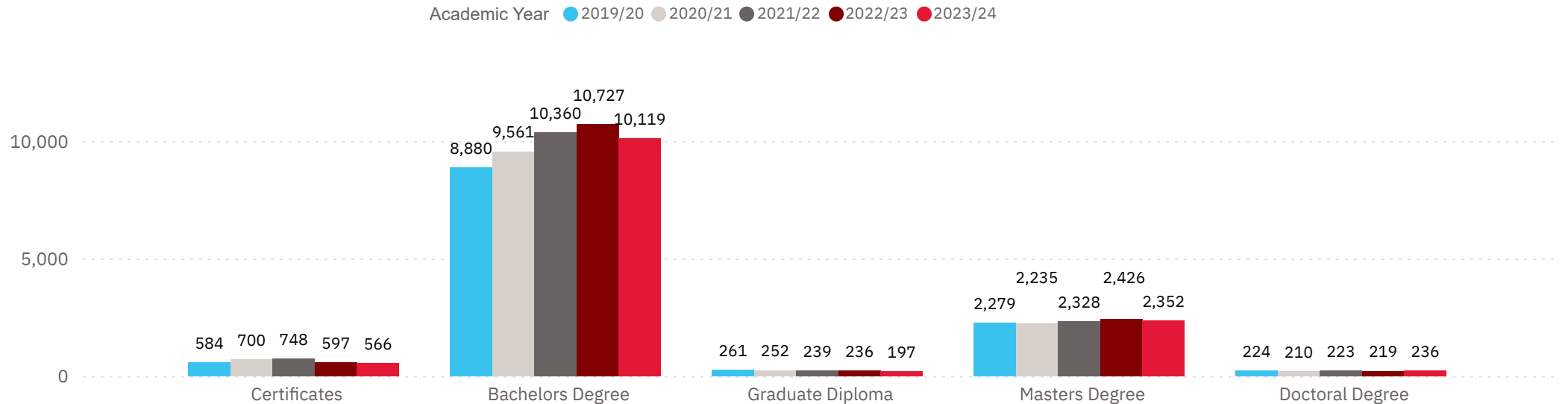
Academic Year ● 2019/20 ● 2020/21 ● 2021/22 ● 2022/23 ● 2023/24

■ Source: Office of the University Registrar (OUR)

YORK U

International Representation of Student Body - 2023/24

Graduate and undergraduate
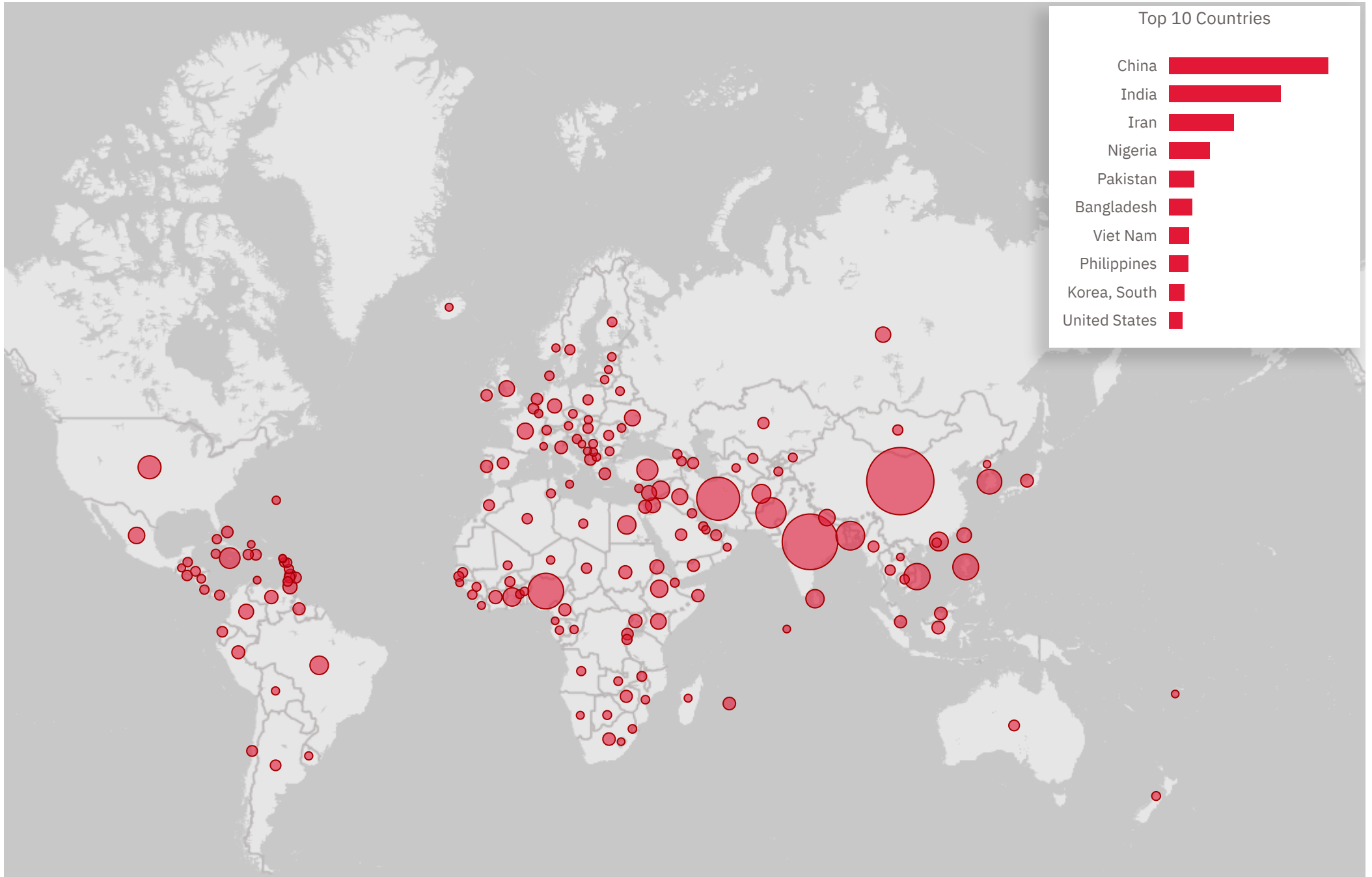
Top 10 Countries

- China
- India
- Iran
- Nigeria
- Pakistan
- Bangladesh
- Viet Nam
- Philippines
- Korea, South
- United States

■ Source: Office of Institutional Planning and Analysis (OIPA)

YORK U

Out-of-Province Student Population

Percentage of students, undergraduate and graduate, domestic

● Graduate ● Undergraduate

	2019/20	2020/21	2021/22	2022/23	2023/24
Graduate	7.7%	9.1%	9.3%	8.7%	9.3%
Undergraduate	1.5%	1.7%	1.8%	1.9%	1.8%

Fall Term

■ Note: Includes students who provided their address information at the time of application.
■ Source: Office of Institutional Planning and Analysis (OIPA)

Out-of-Province Breakdown - Student Population

Student headcount, undergraduate and graduate, domestic, 2023/24

Province	Count
British Columbia	367
Alberta	286
Quebec	165
Nova Scotia	96
Manitoba	68
Saskatchewan	54
Newfoundland and Labrador	37
New Brunswick	31
Prince Edward Island	16
Nunavut & Northwest Territories	15
Yukon	6

■ Note: Includes students who provided their address information at the time of application.
■ Source: Office of Institutional Planning and Analysis (OIPA)

Rural Student Population

Percentage of students, undergraduate and graduate, domestic

2019/20	2020/21	2021/22	2022/23	2023/24
2.1%	2.1%	2.2%	2.2%	2.2%

Fall Term

■ Source: Office of Institutional Planning and Analysis (OIPA)

First-Generation Students

2021	2022	2023
18.5%	14.1%	13.1%

Calendar Year
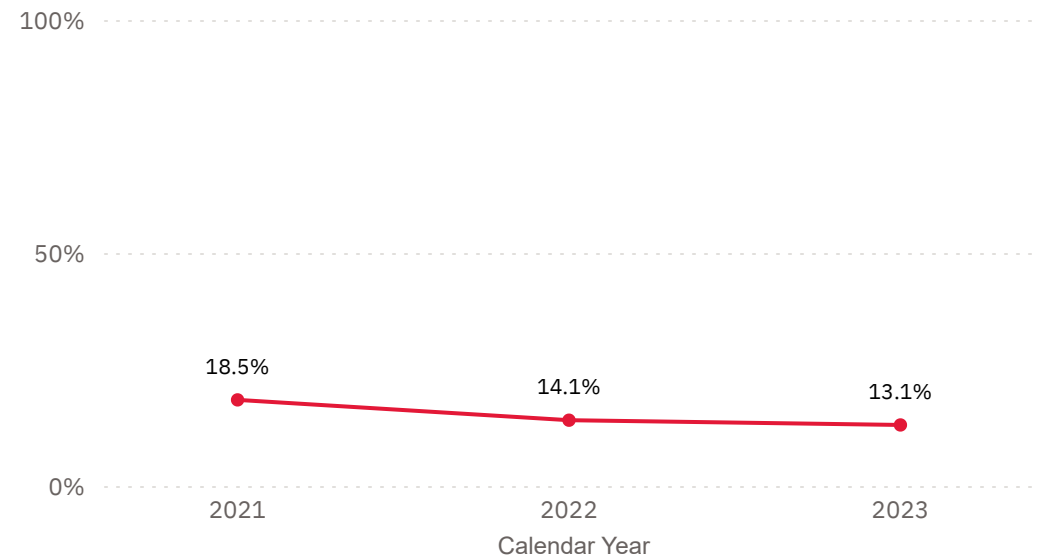
■ Note: A "first-generation" student is generally recognized as the first person in their immediate family to attend a college or university.
■ Source: Student Equity & Diversity Census

YORK U

Ontario Student Assistance Program (OSAP) Recipients
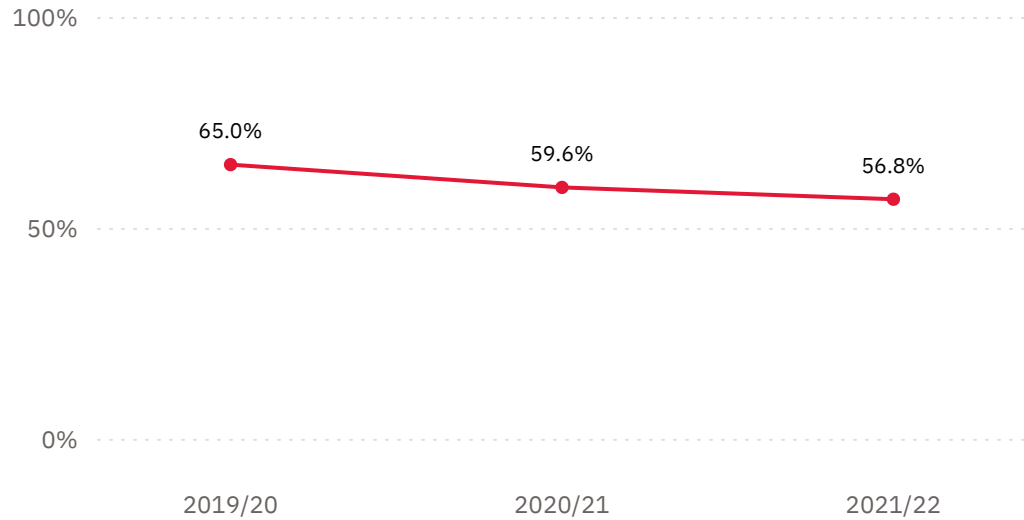
■ Note: Includes students who provided their address information at the time of application.
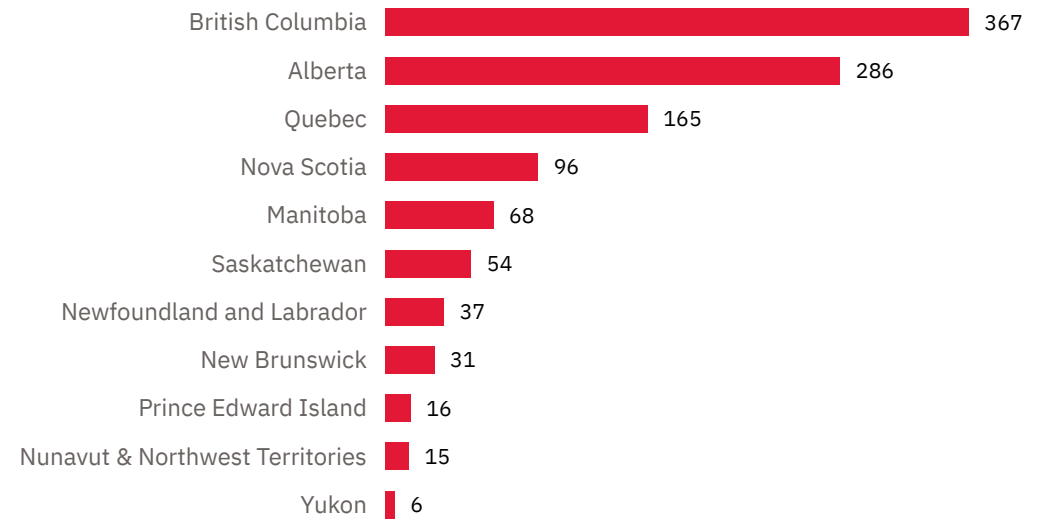■ Source: Office of Institutional Planning and Analysis (OIPA)

3.2 ENHANCE THE STUDENT EXPERIENCE

Undergraduate Bursaries and Scholarships

■ Source: Student Financial Services

YORK U

Campus Environment, Quality of Interactions, First-Year

Comparison of first-year students with the Ontario average

● York ● Ontario   Score out of 60

Calendar Year	York	Ontario
2014	34.1	38.7
2017	34.4	38.4
2020	37.4	40.2
2023	37.8	40.0

Campus Environment, Quality of Interactions, Senior-Year

Comparison of senior students with the Ontario average

● York ● Ontario   Score out of 60

Calendar Year	York	Ontario
2014	36.2	39.4
2017	36.0	38.1
2020	37.6	39.2
2023	37.5	39.8
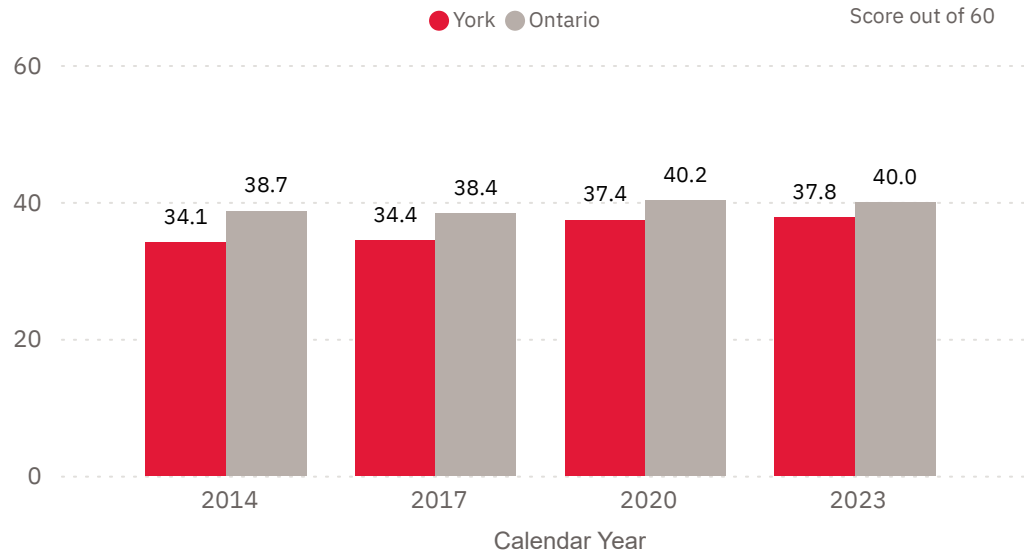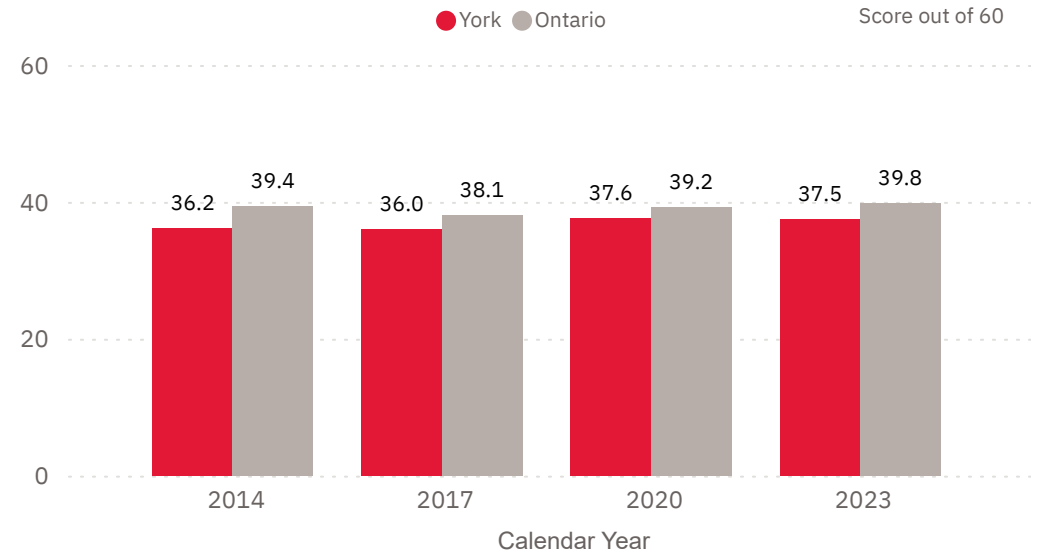
■ Note: Survey question: Indicate the quality of your interactions with the following at your institution? (students, faculty, advisors, student services staff, and administrative staff and offices).
■ Source: Office of Institutional Planning and Analysis (OIPA)

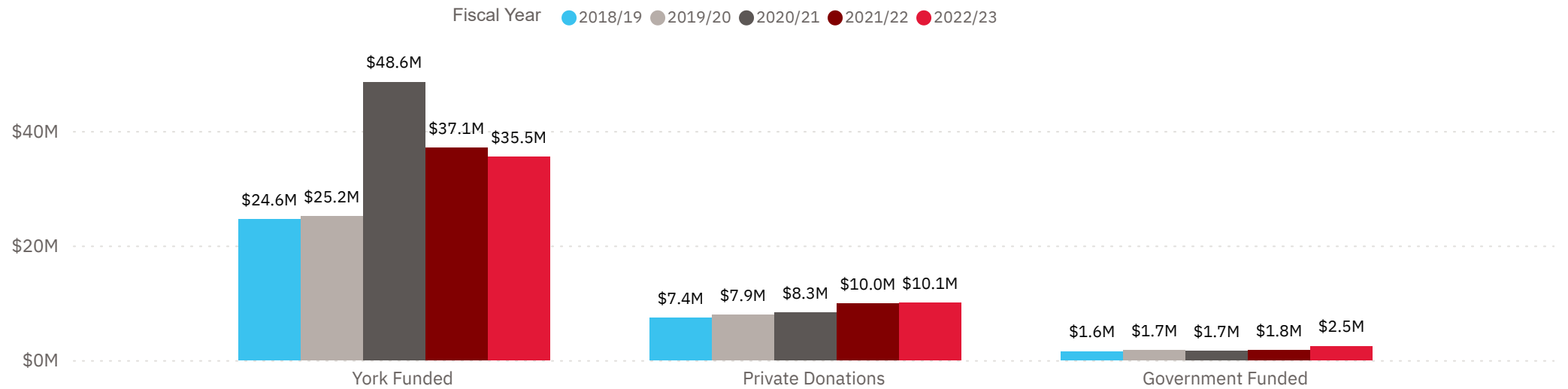## Learning with Peers, Collaborative Learning, First-Year

Comparison of first-year students with the Ontario average
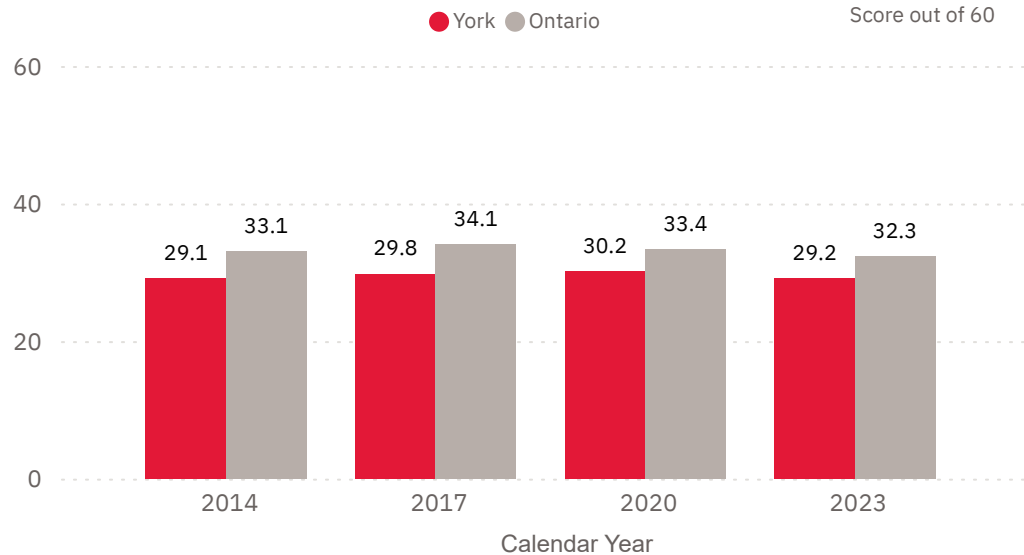
● York ● Ontario   Score out of 60

Calendar Year	York	Ontario
2014	29.1	33.1
2017	29.8	34.1
2020	30.2	33.4
2023	29.2	32.3

Learning with Peers, Collaborative Learning, Senior-Year

Comparison of senior students with the Ontario average

● York ● Ontario   Score out of 60

Calendar Year	York	Ontario
2014	29.9	32.8
2017	30.3	33.6
2020	31.9	33.5
2023	31.2	31.4
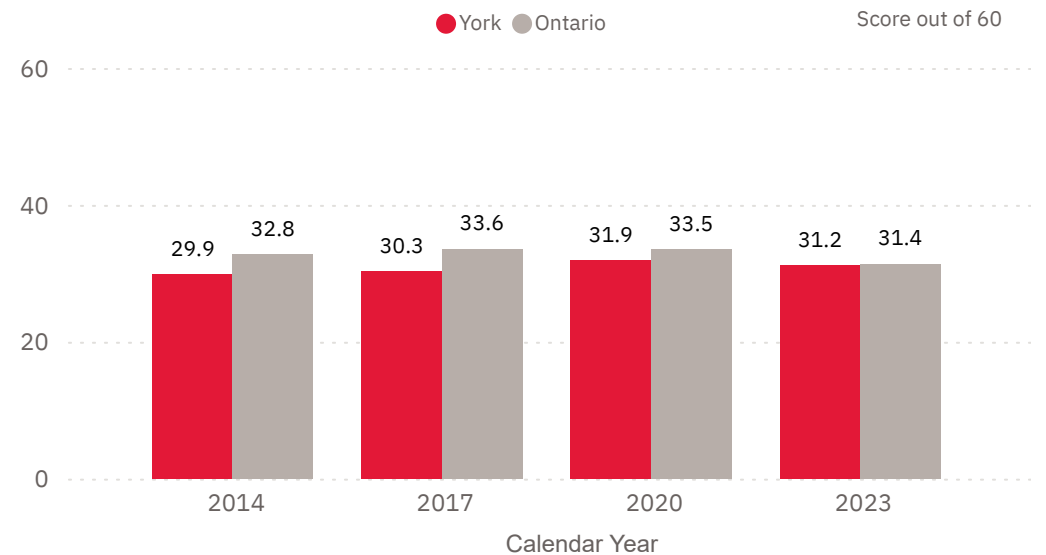
■ Note: Survey question: During the current school year, about how often have you done the following? (Worked with other students on course projects or assignments, explained course material to one or more students, prepared for exams by discussing or working through course material with other students, and asked another student to help you understand course material).
■ Source: National Survey of Student Engagement (NSSE)

- **Develop an Enrolment Strategy**

SEM Framework and Action Plan implemented

> A new integrated **SEM Framework and Action Plan** was implemented for the 2024 recruitment cycle.
> Hosted **SEM Learning Days** engaging over 250 staff.
> **The Student Equity & Diversity Census** was administered for the second year.
> **International Strategic Enrolment Management (ISEM)** working group formed and is focused on recruitment and improved conversion rates.

Increase of 4.3% in new 101 enrolments Increase of 5.2% in new 105 enrolments	41 colleges presented 21 sessions during the SEM Learning Days	120+ staff and faculty are completing their Student Support Certificate

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3. FROM ACCESS TO SUCCESS
3.2 ENHANCE THE STUDENT EXPERIENCE

- **Targeted Retention Initiatives**

> **The Student Retention Dashboard (Phase I)** launched in April 2024: the dashboard improves access to data and informs strategies for improving student retention to support student success.
> The pan-University Retention Council aims to achieve a **0.5% increase in the student retention rate.**
> **Collegial Forum on Retention** established with a first meeting on "Emerging Opportunities for Academic Innovation at York."
> The pan-university Housing Working Group and Food Security Roundtable results was featured in Academica's daily Top 10 newsletter ; York's website has a list of resources to help students find food supports on University's campuses.
> An institutional **advising framework** was launched.
> Providing enhanced conversion and transition supports including YU Prep and student transition coaches.
> Implemented the **York U Care Team**; a proactive, student-centered support model designed to coordinate plans for students with complex needs.

- **SSRP Completion and Deployment**

> **Identity and Access Management (IAM)** was deployed in Summer 2023. IAM provides a suite of solutions to enhance security, access control, and identity governance.

> **Enterprise Integration Platform (EIP)** base infrastructure was deployed in Summer 2023. The cloud-based platform will enable real-time integration with the Constituent Relationship Management (CRM) platform and the Next Generation Student Information Systems (Next Gen SIS).

> **CRM release 1 was launched in Fall 2023**. This first release of the new CRM is dedicated to the student and prospect profiles.

> **SmartSimple** community launch is scheduled for July 2024.

York-Facilitated Global Learning Opportunities

Number of international opportunities and participants (exchange, study abroad, internships, research placements, and work-integrated learning)

Academic Year ● 2021/22 ● 2022/23 ● 2023/24

	Inbound students (exchange and research/IVRTs)	Outbound students (e.g., exchange, study abroad, internships, research placements, and WIL)	Outbound students (Faculty-led programs by Las Nubes/LA&PS/Glendon/AMPD)	Student participation in virtual programs (Globally Networked Learning)	Students who received global learning supports/services (info sessions, class visits, briefings, etc.)
2021/22	236	462	28	856	412
2022/23	510	332	412	470	3,082
2023/24	515	590	254	584	1,716

■ Note: International Visiting Research Trainee (IVRT), Work Integrated Learning (WIL)
■ Source: York International

International Co-Authored Publications

2023/24 Target = 78.0%

Calendar Year	Value
2018/19	56.5%
2019/20	58.5%
2020/21	60.4%
2021/22	77.5%
2022/23	78.7%
2023/24	81.1%
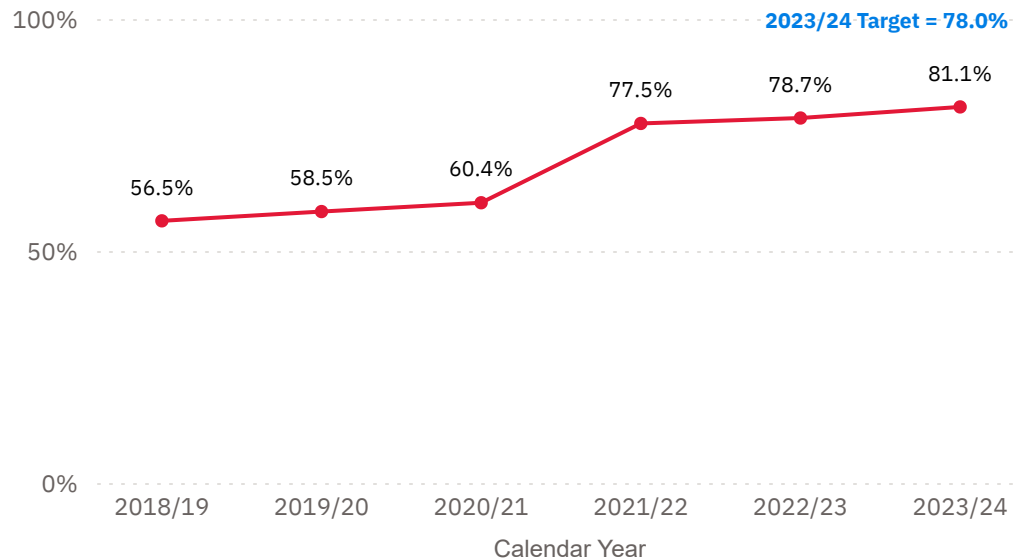
■ Source: SciVal

Full-Time Faculty with International Degrees

Percentage of faculty members with degrees outside of Canada

Academic Year	Value
2019/20	52.0%
2020/21	51.9%
2021/22	52.1%
2022/23	52.8%
2023/24	52.9%
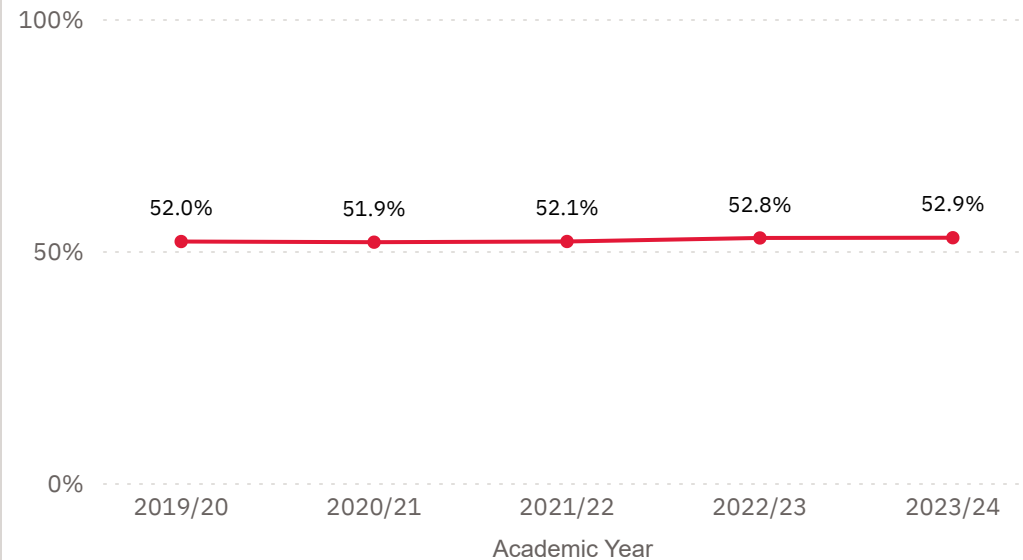
■ Note: Excludes postdoctoral.
■ Source: Office of Institutional Planning and Analysis (OIPA)

YORK U

Overall Quality, Educational Experience, International Students, First-Year

Comparison of first-year students with the Ontario average
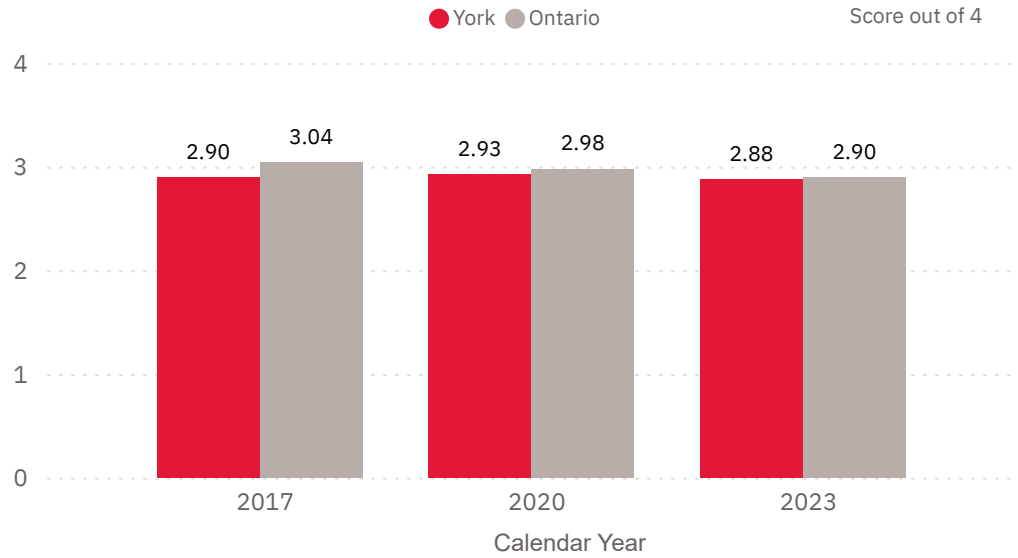
● York ● Ontario

Score out of 4

Calendar Year	York	Ontario
2017	2.90	3.04
2020	2.93	2.98
2023	2.88	2.90

Calendar Year

■ Note: Survey question: How would you evaluate your entire educational experience at this institution?
■ Source: National Survey of Student Engagement (NSSE)

Overall Quality, Educational Experience, International Students, Senior-Year

Comparison of senior year students with the Ontario average
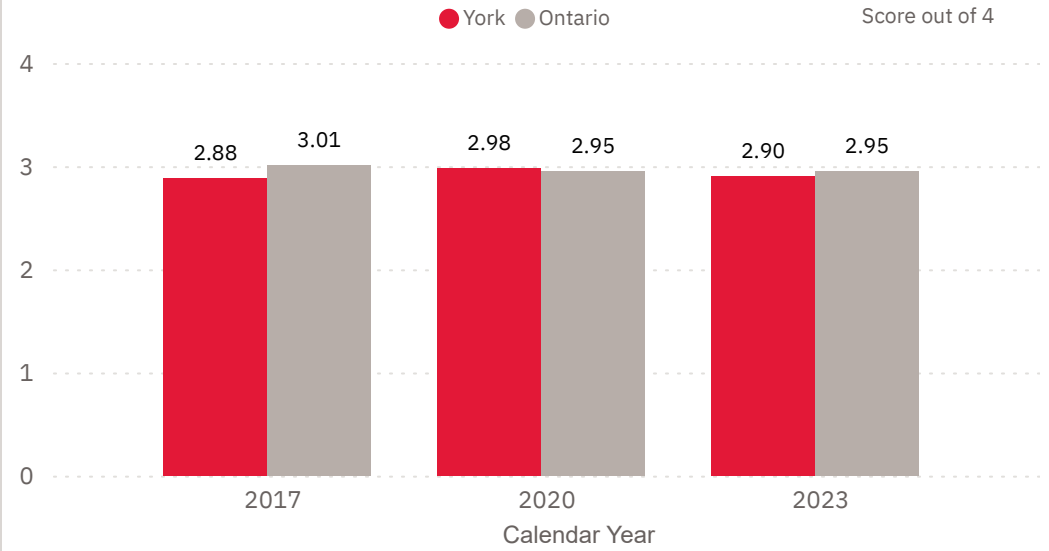
● York ● Ontario

Score out of 4

Calendar Year	York	Ontario
2017	2.88	3.01
2020	2.98	2.95
2023	2.90	2.95

Calendar Year

■ Note: Survey question: How would you evaluate your entire educational experience at this institution?
■ Source: National Survey of Student Engagement (NSSE)

Alumni Chapters and Networks Worldwide
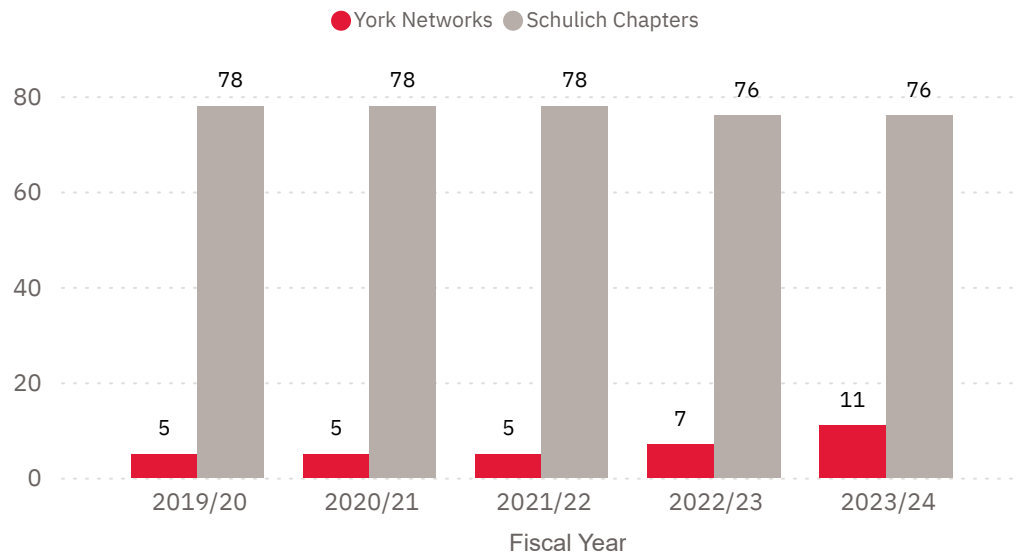
● York Networks ● Schulich Chapters

Fiscal Year	York Networks	Schulich Chapters
2019/20	5	78
2020/21	5	78
2021/22	5	78
2022/23	7	76
2023/24	11	76

Fiscal Year

■ Source: Advancement

YORK U

- **Implement the Internationalization and Global Engagement Strategy**

York's website views Q3: India Campaign in four pilot markets

Market	Increase
Chennai	+285%
Bangalore	+350%
Mumbai	+22%
Delhi	+300%

Campaign results
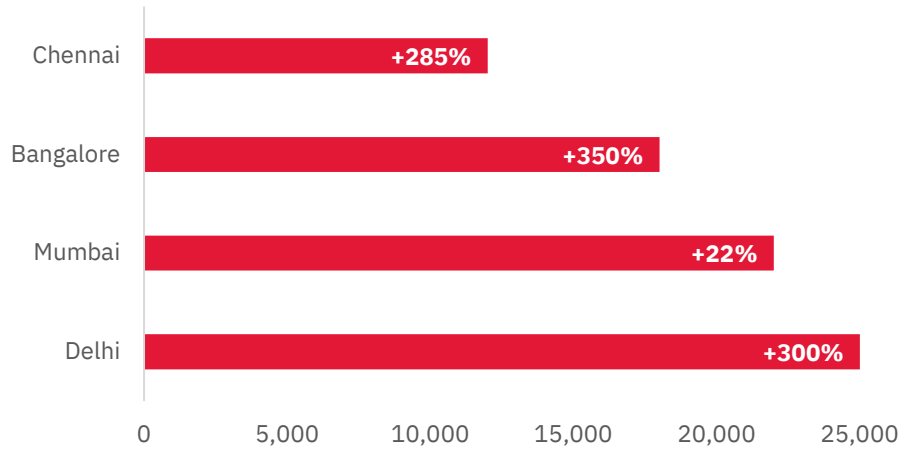
343K+ website visits
5.2M advertisement views
626 information requests

- **Global Network Learning (GNL) opportunities**

> **844** students engaged in outbound global learning opportunities.

> **435** students participated in inbound global learning opportunities.

> **288** global opportunities provided for students including virtual GNL and SDGs in Action.

Global Agreements and Engagement

> **44 new and renewed international agreements** with strategic partners in Australia, China, France, Germany, India, Philippines, Singapore, South Korea, UK, and Vietnam.

> **65 agreements** with partner institutions across 35 countries.

> **8 alumni/partner events** sponsored by York International in Australia, Philippines, India, and Kenya.

> Secured **new funding** from 2023 International Joint Initiative for Research in Climate Change Adaptation and Mitigation: 3 grants awarded totalling **$5.9M.**

Top countries visiting York's website
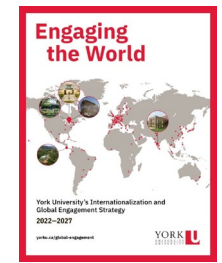
website visits
- Canada 5M
- India 545K
- USA 414K
- Nigeria 161K
- Egypt 157K
- China 117K

Engaging the World

York University's Internationalization and Global Engagement Strategy
2022–2027

yorku.ca/global-engagement

YORK U

Alumni Engagement

2023/24 Target = 9.0%

100%

50%

12.0%

7.6%   8.0%

0%

2021/22   2022/23   2023/24

Fiscal Year
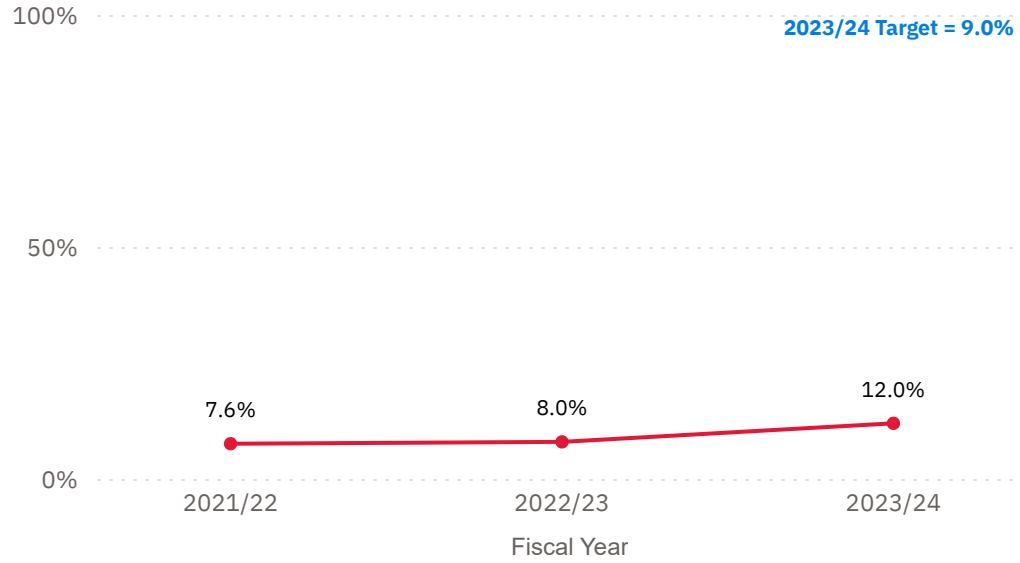
■ Source: Advancement

Active Alumni
Contactable alumni

400,000

330,000   350,000   324,273   334,308

200,000

0

2020/21   2021/22   2022/23   2023/24

Fiscal Year
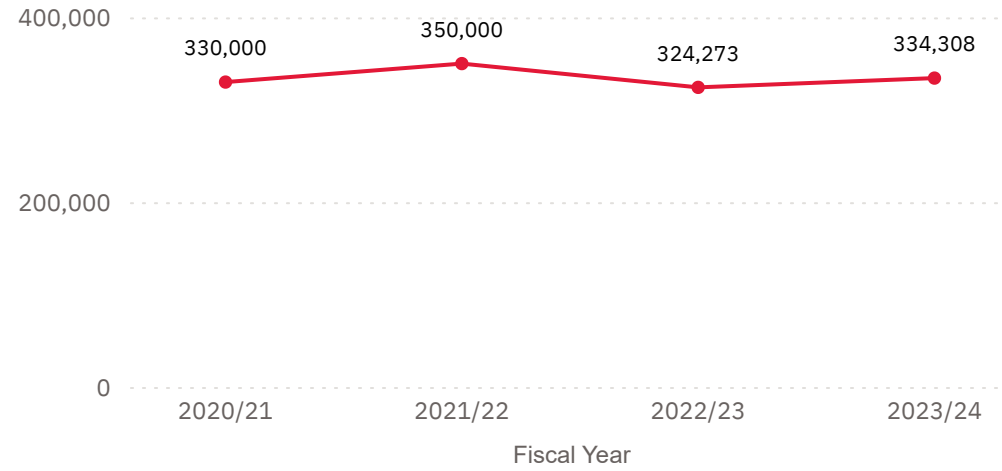
■ Source: Advancement

The Impact Campaign
Total funds raised through IMPACT Campaign phase 2

$145M (29%)

2023/24 Target = $50M
Raised $85M in 2023/24

○ To be raised
● Raised to date

$355M (71%)
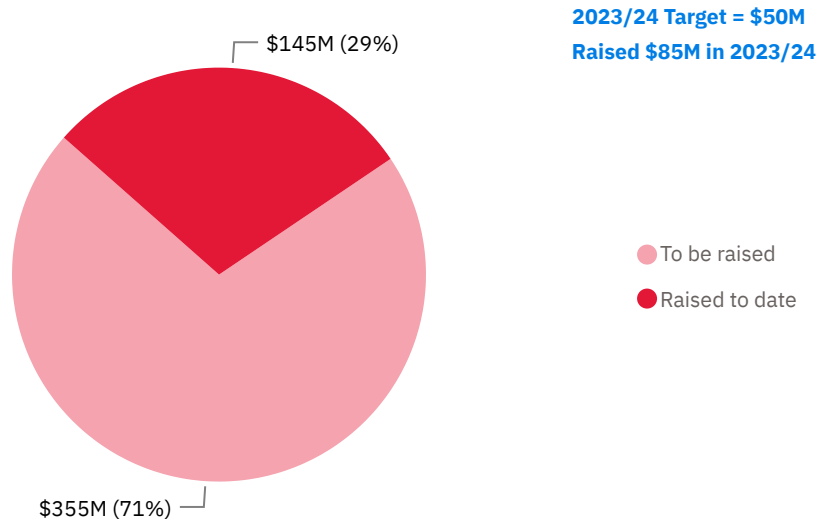
■ Note: Goal: $500M
■ Source: Advancement

YORK U

- **External Partner Engagement**

Renewal and completion of strategic plans

> The Government Relations Strategic Plan was updated for the 2024-2027 period.

> The **Partner Engagement Strategic Plan** is complete and implementation plans are in place.

> A Customer Relationship Management (CRM) option was identified.

> An integrated **Community Relations and Community Engagement Strategic Plan** is on track for June 2024.

> YU and United Way Greater Toronto signed an MOU in January 2024 to advance shared goals benefiting the communities they serve across Peel, Toronto, and York Region.

Partnership building activities continue with special focus on York Region:

- **The Campaign for York**

$643M $85M $17.4M

raised to date   **raised 2023-24**   **raised for Markham**

+ 35M over target in 2023-24

> Phase ll of The Impact Campaign strategy is underway.

> **$17.4M** raised to date for Markham Campus with additional **$9.5M+** in solicitation achieved.

> Campaign on track to meet **faculty-based targets; $23M raised to date**.

> A fundraising strategy for School of Medicine is in place.

> **Strategic Communications Plan** will launch in FY25.

[THE CAMPAIGN FOR YORK UNIVERSITY]

YORK U

Employment Equity Statistics

All academic and non-academic employees

Calendar Year ● 2019/20 ● 2020/21 ● 2021/22 ● 2022/23 ● 2023/24

	Indigenous	LGBTQ2S+	Persons with disabilities	Racialized	Women
2019/20	0.8%	3.5%	4.0%	19.8%	55.2%
2020/21	0.9%	3.8%	5.0%	24.5%	56.0%
2021/22	0.8%	6.2%	5.0%	25.3%	56.2%
2022/23	0.7%	6.1%	5.1%	26.5%	56.9%
2023/24	0.7%	6.7%	5.2%	27.1%	56.2%
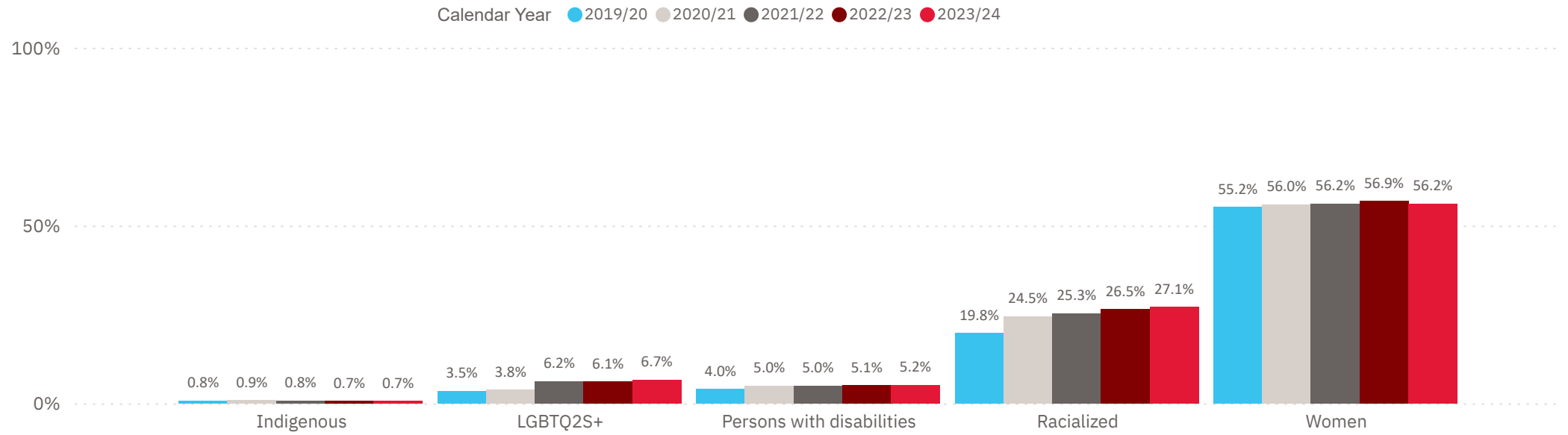
■ Source: Vice-President Equity, People and Culture

Decolonizing, Equity, Diversity and Inclusion (DEDI) Training

Participants include faculty, staff, and students

Calendar Year	Participants
2021/22	3,642
2022/23	3,752
2023/24	6,627
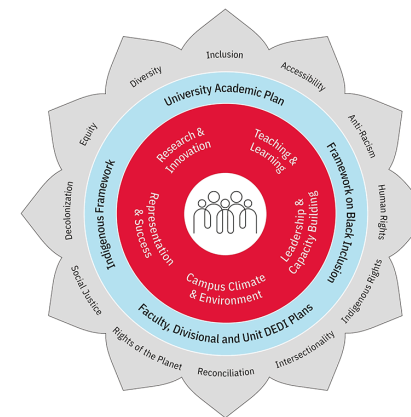
Decolonizing, Equity, Diversity and Inclusion Strategy 2023-2028

■ Source: Vice-President Equity, People and Culture

YORK U

Classroom Upgrades
As of fiscal year 2023/24

Classrooms Renovated
61

Remaining Classrooms
192

Hyflex Retrofits
77

Remaining Classrooms
32
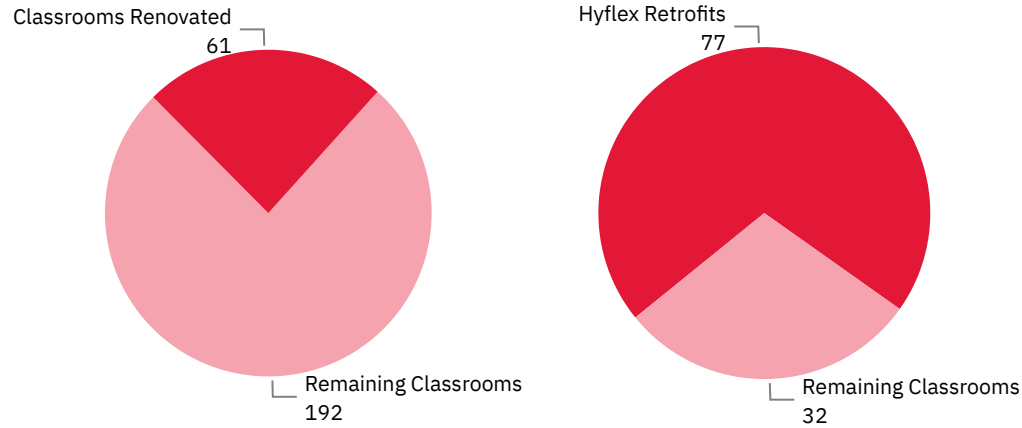
■ Source: Vice-President Finance and Administration

Space Utilization
Student life, offices, classrooms, labs, library & study, research labs, other in square metres

● Student Life ● Classrooms ● Labs ● Research Labs ● Library & Study ● Offices ● Other

Year	Student Life	Classrooms	Labs	Research Labs	Library & Study	Offices	Other
2022/23	144,693	43,187	31,747	24,575	24,939	96,235	42,089
2021/22	144,781	39,648	31,755	24,557	24,939	95,108	41,898
2020/21	144,723	39,642	31,755	24,562	24,939	95,052	42,048
2019/20	142,062	39,642	31,755	24,562	24,939	95,075	40,302

0%   20%   40%   60%   80%   100%

■ Note: Allocated room area by Net Assignable Square Meters (NASM)
■ Source: Campus Services & Business Operations (CSBO) - ARCHIBUS

YORK U

Times Higher Education (THE) World University Ranking

International ranking based on teaching quality, research output, citations, international outlook, and industry income
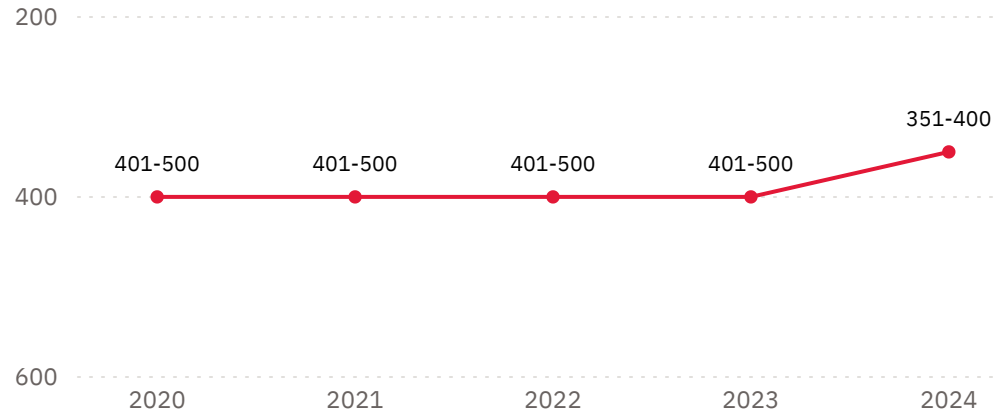
- Source: Times Higher Education (THE)

Times Higher Education (THE) Impact Ranking

International ranking used to benchmark performance in the SDGs against other institutions globally
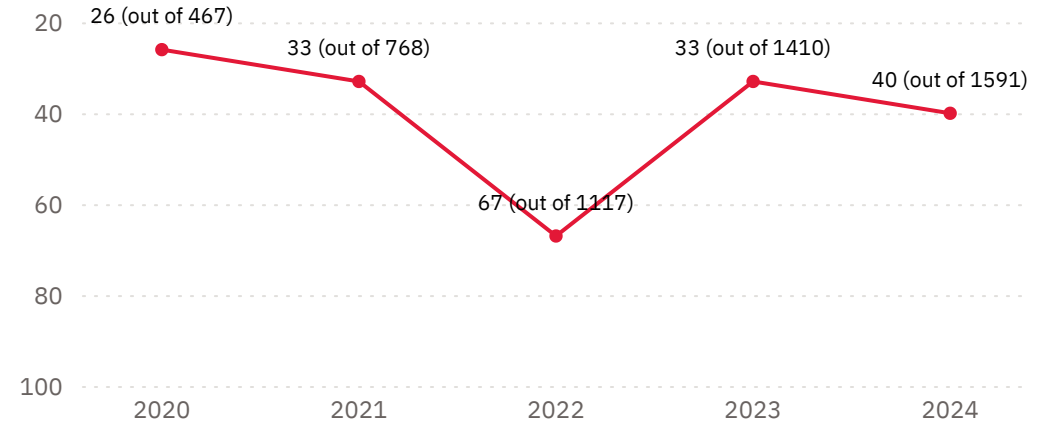
- Note: Assesses university contributions to achieving the United Nations Sustainable Development Goals (SDGs), which serve to promote social, economic, and environmental sustainability both locally and internationally. ■ Source: Times Higher Education (THE)

Times Higher Education (THE) Subject Ranking

International ranking of performance in specific academic disciplines
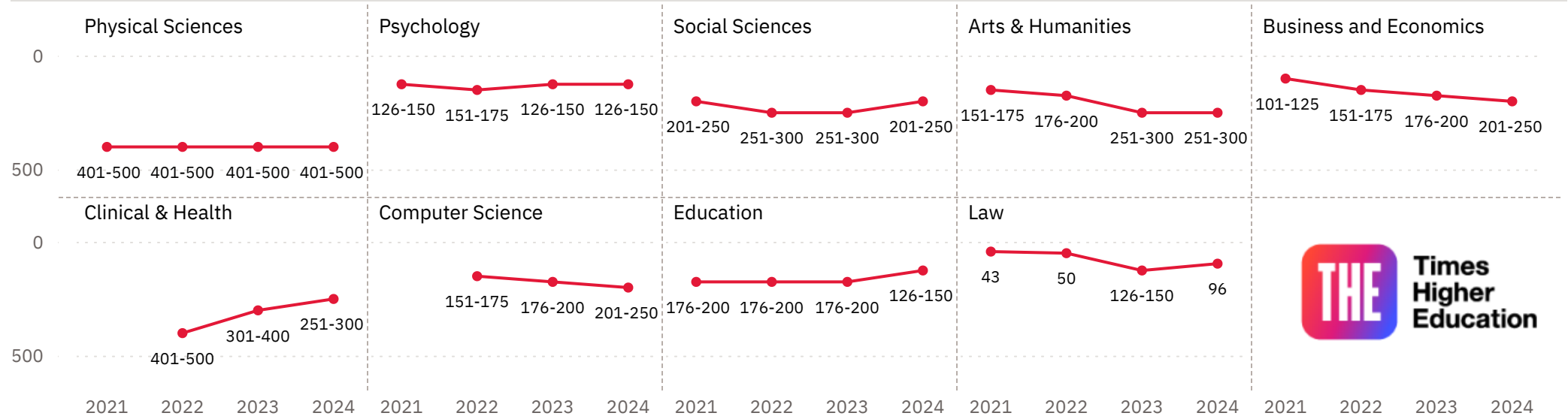
- Source: Times Higher Education (THE)

Quacquarelli Symonds (QS) World University Ranking

International ranking based on academic reputation, employer reputation, faculty/student ratio, citations per faculty, international faculty ratio, and international student ratio
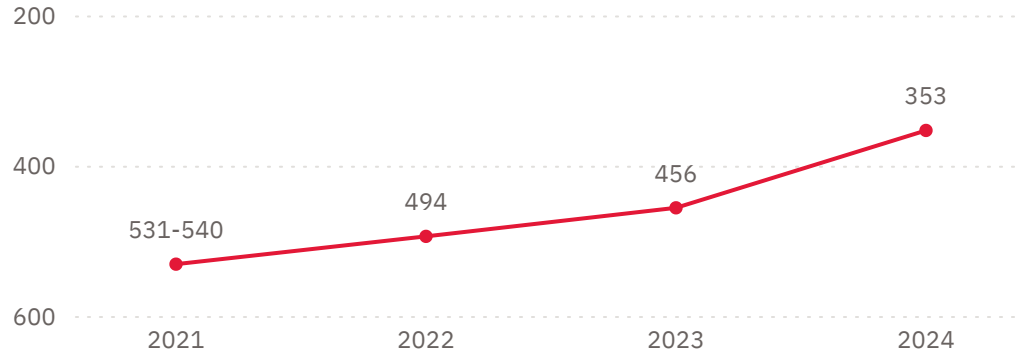
- Note: Results that fall below the threshold in a given year are reported as a range.
- Source: Quacquarelli Symonds (QS)

Quacquarelli Symonds (QS) World University Rankings: Sustainability

International ranking based on commitment to sustainability initiatives

QS Sustainability - Global
118

QS Sustainability - National
16
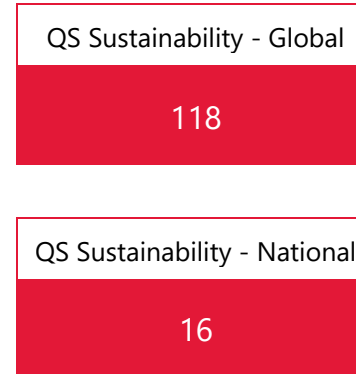
- Note: Assesses universities' commitment to sustainability across various criteria; research output, environmental policies and initiatives, curriculum, and community engagement.
- Source: Quacquarelli Symonds (QS)

Quacquarelli Symonds (QS) Subject Rankings

International ranking based on performance overall and in subject areas
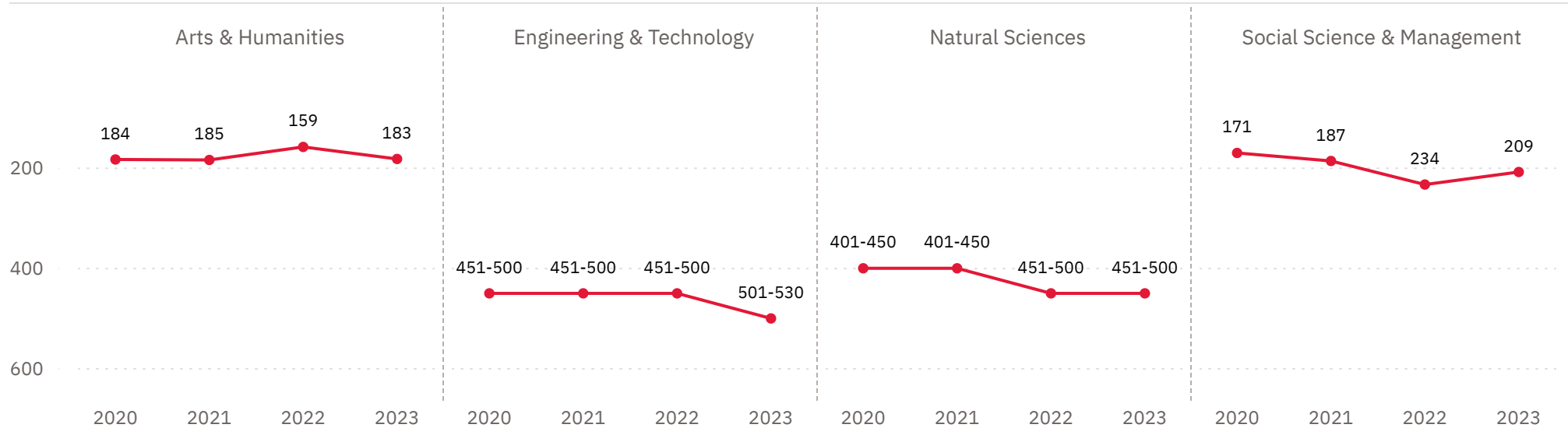
- Source: Quacquarelli Symonds (QS)

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Maclean's Rankings - Comprehensive Category

- 7 out of 15 (2020)
- 6 out of 15 (2021)
- 6 out of 15 (2022)
- 5 out of 15 (2023)
- 4 out of 15 (2024)
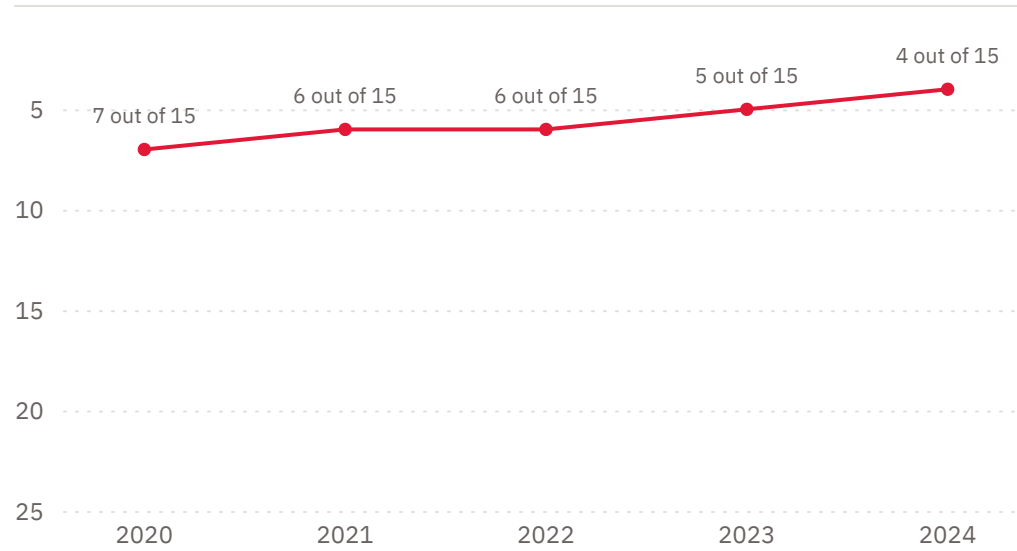
■ Source: Maclean's Rankings

Maclean's Rankings - Reputation Rank

- 21 out of 49 (2020)
- 20 out of 49 (2021)
- 18 out of 49 (2022)
- 17 out of 49 (2023)
- 19 out of 49 (2024)
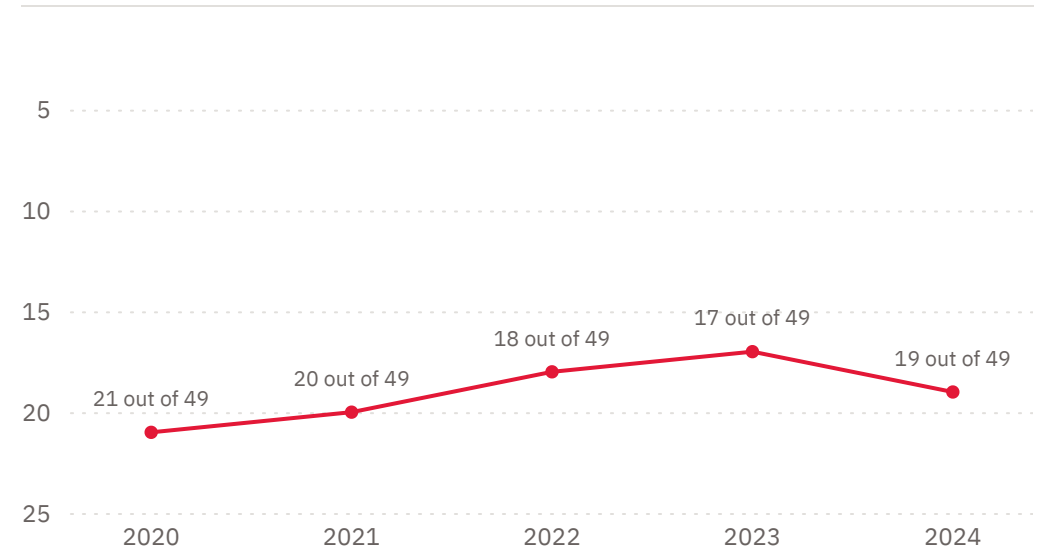
■ Source: Maclean's Rankings

Canada's Best Comprehensive Universities: Rankings 2024

Canada's Best Universities by Reputation: Rankings 2024

6. LIVING WELL TOGETHER
6.1 ENHANCE COMMUNITY ENGAGEMENT, COLLABORATION, AND ACTIVE PARTICIPATION AMONG FACULTY AND STAFF.

- **Participation Rate In Campus Events and Community Activities**

Town Hall participation
- November 2023: 649 attendees.
- January 2024: 855 attendees.
- April 2024: 984 attendees.

15 Budget Consultations (December 2023 – February 2024)
- Facilitated conversations across campuses to support greater collaboration between Glendon and Keele-based programs.

6. LIVING WELL TOGETHER
6.2 FOSTER STRONGER EMPLOYEE RELATIONS.

- **Labour Relations**

On April 19, 2024, the University renewed the collective agreements for Canadian Union of Public Employees (CUPE) 3903 Units 1, 2, and 3.

- Teaching Assistants
- Contract Faculty
- Graduate Assistants

6. LIVING WELL TOGETHER
6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

- **Complete Indigenous Framework Review**

Indigenous Framework review is underway
- Indigenous Framework review is on track for completion, and the action plan is in development.
- **Indigenous Belonging Verification Policy** is in final consultation stages with the Indigenous community at York.
- The **Board has appointed two Indigenous members** and is currently reviewing a protocol on the recruitment, selection and appointment of members in alignment with DEDI principles.
- The **Smudging Policy** is being developed to support Indigenous students, faculty and staff by offering the four sacred medicines in Indigenous culture.
- Initiatives are in place to facilitate **respectful dialogues** on the Israel-Palestine conflict, including specific faculty and staff programs and community group formations.
- Launched the Supporting Open and Respectful Dialogues program.

- **Complete DEDI Strategy Implementation Plan and Toolkit, establish DEDI Council, and develop and launch DEDI Dashboard**

DEDI Toolkit Phase I rollout in November 2023
- The Decolonizing, Equity, Diversity, and Inclusion (DEDI) Strategy was launched in May 2023; York is among the first Canadian universities to incorporate decolonizing in a meaningful and substantial way throughout a strategy of this kind.
- Established a **DEDI Council** in Fall 2023.
- The **DEDI Toolkit** Phase I was rolled out in November 2023; the Toolkit provides self-reflective learning resources for the University community.
- The **Employment Equity Survey** was redesigned and is now integrated into Human Resources Self-Serve Portal providing the University with a current snapshot of its workforce demographics.
- DEDI Dashboard is in development.

460+ registrants

100+ completed

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- **Completion of Mental Health and Well-Being Strategy**

Well-Being Strategy developed

- › The pan-university **Well-being Strategy** is pending Board approval: expected launch is October 2024.
- › A Virtual Well-being Portal will be used to operationalize the strategy.
- › Completed and launched Well-Being Week Campaign.
- › YU was awarded **Canada's Healthy Workplace Month Award** from Excellence Canada.
- › YU was selected for **Canada's Top Diversity Employer** for the first time, as well as **Canada's Greenest Employer.**
- › A new Recreation Strategy to be launched in 2024.

20K+
students participated in Athletics and Recreation well-being programming

- ✓ 28 sports
- ✓ 85 leagues
- ✓ 625 team entries

- **Deferred Maintenance Strategy On Track**
- **York Buildings Certified (Leed Gold, Leed Silver, Green Building Standards)**
- **York Buildings Designed To Sustainable Strategies**

5-Year Deferred Maintenance Plan in place

- › Deferred Maintenance (DM) funding follows a five-year plan approved by the Board in September 2023.
- › The **School of Continuing Studies building achieved LEED Gold status** in February 2024.
- › Completion of 24 washroom upgrades is scheduled for December 2024.
- › 61 renovated classrooms. Phase II includes an additional 3 completed by March 2024, with 5 more scheduled for completion by June 2025.

Curtis Lecture Hall 182

York Hall Seating 227

61
renovated classrooms

49
technology refreshes

39
hyflex classrooms
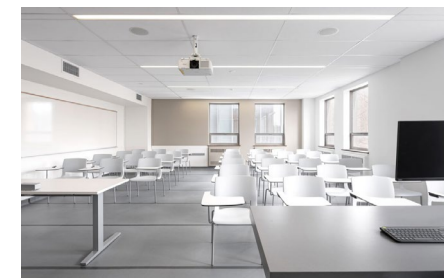
6. LIVING WELL TOGETHER

6.5 RENEW HUMAN RESOURCES, VIRTUAL, AND PHYSICAL ENVIRONMENT WITH INSPIRING AND HUMANE NATURAL AND BUILT SPACES THAT FACILITATE OUR TEACHING AND RESEARCH ACTIVITIES.

- **Capital Projects**

❯ York to take receipt of the **Markham building** May 29, 2024, with opening scheduled for Fall 2024.

❯ The **Joan and Martin Goldfarb Gallery of York University (GGYU)** is scheduled for completion in Summer 2024.

❯ **Sherman expansion project** is on track for Winter 2025.

❯ Funding is pending for the **Libraries** Optimization project.

- **Complete Enterprise Architecture/Digital Transformation Roadmap Which Includes Investments In Research Enablement/Data Management, HR and Finance Platforms, Data and Analytics, Cybersecurity, Low-Code Development, Generative AI, and Building Automation**
- **Establish New Virtual Desktop Infrastructure (VDI) Service**
- **Establish New RAC Classroom Website**
- **AI Enablement: Complete Three AI Prototypes that Enable Knowledge Management, Support and Enhancement of Savy; Establish a Cross Disciplinary AI Working Group**

❯ New **RAC Classroom Website** deployed in June 2023.

❯ University-wide **deployment of endpoint security standards** and updated endpoint protection software.

❯ Onboarded to Managed Detection & Response (MDR) services for 24x7 managed detection and incident response.

❯ Social authentication service deployed and in use with new CRM.

❯ **Digital Transformation Roadmap**. Includes Investments In Research Enablement/Data Management, Human Resources and Finance Platforms, Data And Analytics, Cybersecurity, Low-Code Development, Generative AI, And Building Automation

❯ A Cross Disciplinary **AI Roundtable** was formed.

❯ **Virtual Desktop Infrastructure** (VDI) Service implementation is delayed.

❯ **AI Enablement** prototype was launched January 2024.

• 50 users are currently testing the AI system; the project start date is planned for Summer 2024.

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- **Cost Savings (Reductions In Administrative Expenses, Operational Costs, Or Overhead Expenses Due To Streamlined Processes, Reduced Duplication, And Economies of Scale); Quality Improvement; <u>Process Improvements</u>; <u>Finance Business Partner Model</u>**

Process improvements through the University Services Centre (USC)

- ✓ A new Recruitment and Onboarding service consolidated 700 recruitment and onboarding processes into 23 standardized best practices and reduced hiring programs from 30 to 5.
- ✓ A new Contact Centre to facilitate People Services functions such as Payroll & Records and Pension & Benefits was established.
- ✓ A new digital Purchase Requisition form with electronic workflows, replacing a PDF form was deployed: improves data accuracy and streamlines the purchasing process through Sm@rtBuy.
- ✓ Improved processing times for international student refunds to 10 days and for other payments to 14 days.
- ✓ A Source-to-Pay dashboard.
- ✓ An improved ticketing system for Payroll & Records and Pensions & Benefits.

A new strategy developed for the Service Excellence Program (SEP)

- › Refined articulation of the SEP's value proposition: The Service Excellence Program (SEP) helps service providers deliver outstanding, user-focused services for the York Community by offering problem discovery and definition, solution development and delivery, and change support for solutions.

- › Business partners hired to support the Office of the VP Finance and Administration, VP Equity People and Culture, and Ancillary Services.

- › Service Level Agreements are in place to provide a consistent process to deliver quality services while ensuring accountability of service providers across the University.

6. LIVING WELL TOGETHER
6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

- **Branding and Communication Strategies**

+21%	426K	15 Projects	14.13%	#2
media coverage increase to 59,007	followers on key social media channels, 8% increase	with external partners, surpassed target by 15%	TikTok engagement rate, exceeds industry benchmark	ranking in engagement rate per follower among 10 Ontario universities

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• Complete Asset Management Strategy	• Implementation of Campus Vision and Strategy

> **The Asset Management Strategy** is complete.

> Enhancements to the SHARP budget model are ongoing.

> Ministry of Colleges and Universities (MCU) Financial Accountability Framework
• Results for the 2022-23 fiscal year placed the University in the low impact category score.
• Non-compliance is anticipated in 2024-25 due to York's projected deficit.

> Developing the organizational structure and governance to deliver the Campus Vision and Strategy.
> The University will be collaborating with University Development Corporation (YUDC) to decide whether to proceed with identified near-term projects.

STRATEGIC MANDATE AGREEMENT (SMA) 3

SMA3: Highlights

> York demonstrated strong performance by achieving its targets for six of the eight SMA metrics:

Exceeded targets :
- Metric 1: Graduate employment rate in a field
- Metric 2: Institutional strength and focus
- Metric 3: Graduation Rate
- Metric 5: Economic impact
- Metric 6: Research Funding and Capacity: Federal Tri-Agency Funding Secured
- Metric 7: Experiential learning
- Metric 9: Graduate Employment Earnings

Underperformed:
- Metric 4: Community/Local Impact of Student Enrolment
- Metric 8: Research Revenue Attracted from Private Sources

> Total **loss is ~$108K**; this includes redistribution of funding from other universities that underperformed on metric targets York exceeded.
> In response to the recommendations from the 2023 Auditor General of Ontario (OAGO) Value-for-Money Audit Report, York developed a Strategic Mandate Action Plan to Advance York University Vision and Financial Sustainability. The plan will be finalized by December 2024.

Ontario

99.6%
overall target achievement in Year 4 (2023-24)

108K Loss
includes redistribution of funding where YU exceeded its targets

YORK U

- **New Sustainability Strategy and Framework Developed**

Renewed Sustainability Strategy

> Finalizing the strategy with the institutional Sustainability Task Force, release is planned for Spring 2024.

> Six thematic working groups were formed representing a broad cross-section of York Faculties.

Net Zero

2023 — **2024** — **2030** — **2040**

Road map to net zero was completed

80% reduction toward 2030 target

45% reduction in emissions

Net zero emissions

Emission Reduction

> Environment and Climate Change Canada supports York's emission reduction projects for the second consecutive year.

> A study is underway to assess the use of city water and heat pumps for heating Keele Campus.

> A metering project is set to install energy meters in each building on Keele Campus, with a target completion date of June 2024.

Memorandum of Understanding (MOU)

> MOU signed for further engineering to achieve a 100% reduction in Scope 1 emissions at Glendon, with completion expected by June 2024.

> MOU signed with Noventa Energy that plans to eliminate all Scope 1 emissions at Glendon campus, reducing emissions by 2,250 tonnes yearly.

Funding

> Funding secured for projects including an Energy Management Information System (EMIS), supported by the Decarbonization Initiative Program (DIP).

> Funding received to cover 40% of the costs for digitizing thermostats in Complex 1 (Tatham Hall, Vanier, and Winters residences).

> Federal support will help introduce two all-electric buses at York in September 2024.

Answering the Call: Highlights

> Mobile YU-cards are reducing plastic and polyvinyl chloride (PVC) consumption by approximately 400kg annually.

> YU's Organized Research Unit (ORU) launched the Big Thinking Lecture Series, addressing global issues like water research and digital literacy.

> Established the UNITAR Global Water Academy, an innovative educational resource in water training, drawing participants from over 100 countries.

> Engaging with Horizon Europe, the European Union's key funding program for research and innovation funding program.

APPENDIX

PERFORMANCE SUMMARY:
This section offers a comparative analysis against historical data, revealing areas where the university has excelled or where it may require further strategic focus.

Total Indicators **115**

1. 21ST CENTURY LEARNING

1.1 ADVANCE THE FUTURE OF HIGHER EDUCATION

	Prior Year	Current Year
Glendon - Enrolment	1,597	1,578
Glendon - Retention Rate	78.5%	81.9%
Glendon - Graduation Rate	60.6%	65.0%
OSAP-Supported Micro-Credentials at York		
Micro-Credential (MC) Enrolments	228	175
Micro-Credential (MC) Offerings	370	362
Undergraduate Employment Rate		
2 Year Employment Rate	91.1%	92.7%
6 Month Employment Rate	85.4%	82.3%

1.2 DIVERSIFY HOW WE TEACH

	Prior Year	Current Year
Course Offerings - Blended/Hybrid, Online, and Hyflex		
Blended/Hybrid Courses	435	530
Hyflex Courses	52	59
Online Courses	751	983

2. KNOWLEDGE FOR THE FUTURE

1.2 DIVERSIFY HOW WE TEACH

	Prior Year	Current Year
Research Grant Success Rate	51.7%	41.5%
Research Income from External Sponsors	$111.5M	$120.4M
Research Publications	3,014	3,176
Large-Scale Grant Applications	47	45
Large-Scale Grant Awards	$25.6M	$28.2M

2.2 ENHANCE THE IMPACT OF RESEARCH BY ACTIVELY ENCOURAGING AND FOSTERING INNOVATION.

	Prior Year	Current Year
Entrepreneurship Talks and Workshops	247	295
Start-Up Revenue	$36.4M	$61.6M
Start-Up Ventures Applied	570	1,184
Commercialization at Innovation York	38	39
Collaborative Projects and External Partners Engaged		
Collaborative Projects	20	28
External Partners	61	46
Funding Applications Supported	33	69

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3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

	Prior Year	Current Year
Undergraduate Application Conversion Rate - Offer to Acceptance		
Domestic	22.0%	21.5%
International	26.8%	29.0%
Graduate Application Conversion Rate - Offer to Acceptance		
Domestic	69.5%	69.7%
International	51.9%	47.2%
Undergraduate Application Conversion Rate - Acceptance to Enrolment		
International	42.2%	44.1%
Domestic	82.8%	85.6%
Graduate Application Conversion Rate - Acceptance to Enrolment		
International	85.2%	85.6%
Domestic	95.0%	96.9%
Enrolment Target versus Actual - Domestic		
Doctoral	93.0%	91.8%
Masters	85.5%	93.4%
Undergraduate	97.4%	103.9%
Enrolment Target versus Actual - International		
Doctoral	124.8%	104.4%
Masters	90.9%	90.0%
Undergraduate	79.5%	76.6%
School of Continuing Studies - Enrolment	37,479	36,674
Undergraduate Retention Rate		
Domestic	86.9%	88.5%
International	88.8%	88.5%
Student Headcount		
Domestic	42,853	43,822
International	9,938	9,635
International Student Population	18.8%	18.0%

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3. FROM ACCESS TO SUCCESS

3.1 STRENGTHEN STRATEGIC ENROLMENT MANAGEMENT (SEM) THROUGH IMPROVED COORDINATION AND INTEGRATION.

	Prior Year	Current Year
Conferred Credentials		
Bachelors Degree	10,727	10,119
Certificates	597	566
Doctoral Degree	219	236
Graduate Diploma	236	197
Masters Degree	2,426	2,352
Out-of-Province Student Population		
Graduate	8.7%	9.3%
Undergraduate	1.9%	1.8%
Out-of-Province Breakdown - Student Population		
Alberta	285	286
British Columbia	369	367
Manitoba	71	68
New Brunswick	34	31
Newfoundland and Labrador	35	37
Nova Scotia	81	96
Nunavut & Northwest Territories	17	15
Prince Edward Island	09	16
Quebec	162	165
Saskatchewan	49	54
Yukon	06	06
Rural Student Population	2.2%	2.2%
First-Generation Students	14.1%	13.1%
Ontario Student Assistance Program (OSAP) Recipients	59.6%	56.8%

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3. FROM ACCESS TO SUCCESS

3.2 ENHANCE THE STUDENT EXPERIENCE

	Prior Year	Current Year
Undergraduate Bursaries and Scholarships		
Government Funded	$1.8M	$2.5M
Private Donations	$10.0M	$10.1M
York Funded	$37.1M	$35.5M
Campus Environment, Quality of Interactions, First-Year	37.40	37.80
Campus Environment, Quality of Interactions, Senior-Year	37.60	37.50
Learning with Peers, Collaborative Learning, First-Year	30.20	29.20
Learning with Peers, Collaborative Learning, Senior-Year	31.90	31.20

4. ADVANCING GLOBAL ENGAGEMENT

4.1 FOSTER AND ENHANCE GLOBAL ENGAGEMENT

	Prior Year	Current Year
York-Facilitated Global Learning Opportunities		
Inbound students (exchange and research/IVRTs)	510	515
Outbound students (e.g., exchange, study abroad, internships, research placements, and WIL)	332	590
Outbound students (Faculty-led programs by Las Nubes/LA&PS/Glendon/AMPD)	412	254
Student participation in virtual programs (Globally Networked Learning)	470	584
Students who received global learning supports/services (info sessions, class visits, briefings, etc.)	3,082	1,716
International Co-Authored Publications	78.7%	81.1%
Full-Time Faculty with International Degrees	52.8%	52.9%
Overall Quality, Educational Experience, International Students, First-Year	2.93	2.88
Overall Quality, Educational Experience, International Students, Senior-Year	2.98	2.90
Alumni Chapters and Networks Worldwide		
Schulich Chapters	76	76
York Networks	07	11

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5. WORKING IN PARTNERSHIP

5.1 STRENGTHEN PARTNER ENGAGEMENT

	Prior Year	Current Year
Alumni Engagement	8.0%	12.0%
Active Alumni	324,273	334,308
The Impact Campaign	$60.8M	$145.2M

6. LIVING WELL TOGETHER

6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

	Prior Year	Current Year
Employment Equity Statistics		
Indigenous	0.7%	0.7%
LGBTQ2S+	6.1%	6.7%
Persons with disabilities	5.1%	5.2%
Racialized	26.5%	27.1%
Women	56.9%	56.2%
Decolonizing, Equity, Diversity and Inclusion (DEDI) Training	3,752	6,627

6.5 RENEW HUMAN RESOURCES, VIRTUAL, AND PHYSICAL ENVIRONMENT WITH INSPIRING AND HUMANE NATURAL AND BUILT SPACES THAT FACILITATE OUR TEACHING AND RESEARCH ACTIVITIES.

	Prior Year	Current Year
Space Utilization		
Classrooms	39,648	43,187
Labs	31,755	31,747
Library & Study	24,939	24,939
Offices	95,108	96,235
Other	41,898	42,089
Research Labs	24,557	24,575
Student Life	144,781	144,693

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6. LIVING WELL TOGETHER

6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

	Prior Year	Current Year
Times Higher Education (THE) World University Ranking	401	351
Times Higher Education (THE) Impact Ranking	33	40
Times Higher Education (THE) Subject Ranking		
Arts & Humanities	251	251
Business and Economics	176	201
Clinical & Health	301	251
Computer Science	176	201
Education	176	126
Law	126	96
Physical Sciences	401	401
Psychology	126	126
Social Sciences	251	201
Quacquarelli Symonds (QS) World University Ranking	456	353
Quacquarelli Symonds (QS) Subject Rankings		
Arts & Humanities	159	183
Engineering & Technology	451	501
Natural Sciences	451	451
Social Science & Management	234	209
Maclean's Rankings - Comprehensive Category	05	04
Maclean's Rankings - Reputation Rank	17	19

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