

Senate

2022-2024 Academic Year

PRESIDENT RHONDA LENTON | APRIL 2024

YORK 



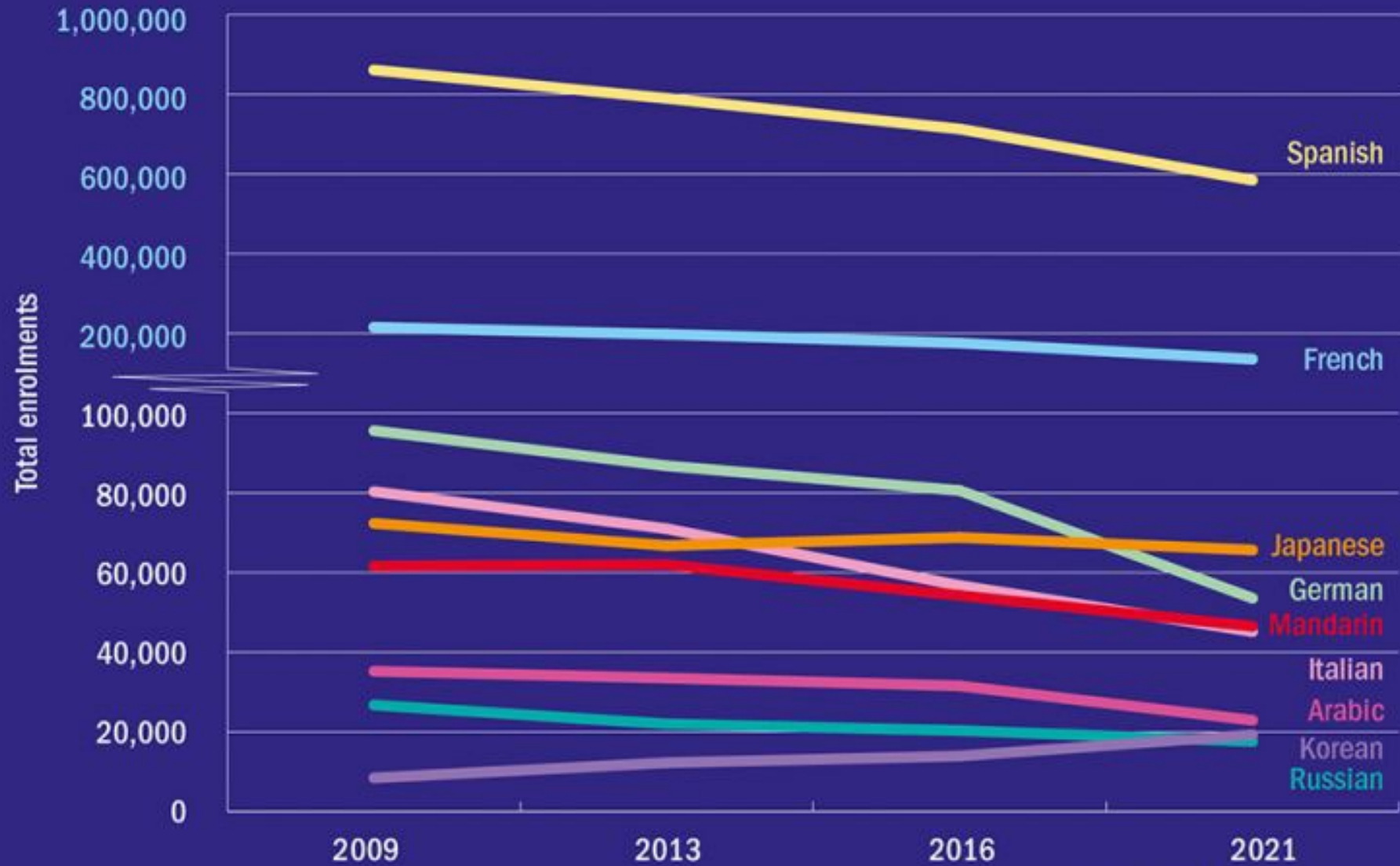
GOING DOWN: TRENDS IN MODERN LANGUAGES ENROLMENTS



Note: UK figures refer to the academic year ending in the year specified (eg, the listed 2015 figure is for academic year 2014-15). Australian figures are approximated student numbers of domestic students. Sources: Hesa (UK); Modern Language Association (US); Languages and Cultures Network for Australian Universities – Australian Government Department of Education.

Is AI the final nail in the coffin for modern languages? Anglophone scepticism about the value of language study had been rising for many years before anyone had heard of Duolingo or ChatGPT. But while some academics believe technology will kill off universities' remaining language departments, others dare to hope it will be their saviour. Patrick Jack reports in THE, **April 25, 2024**

TONGUE TIES: OVERALL US TRENDS



Source: Modern Language Association.

Decline in Languages a Threat to Globalization

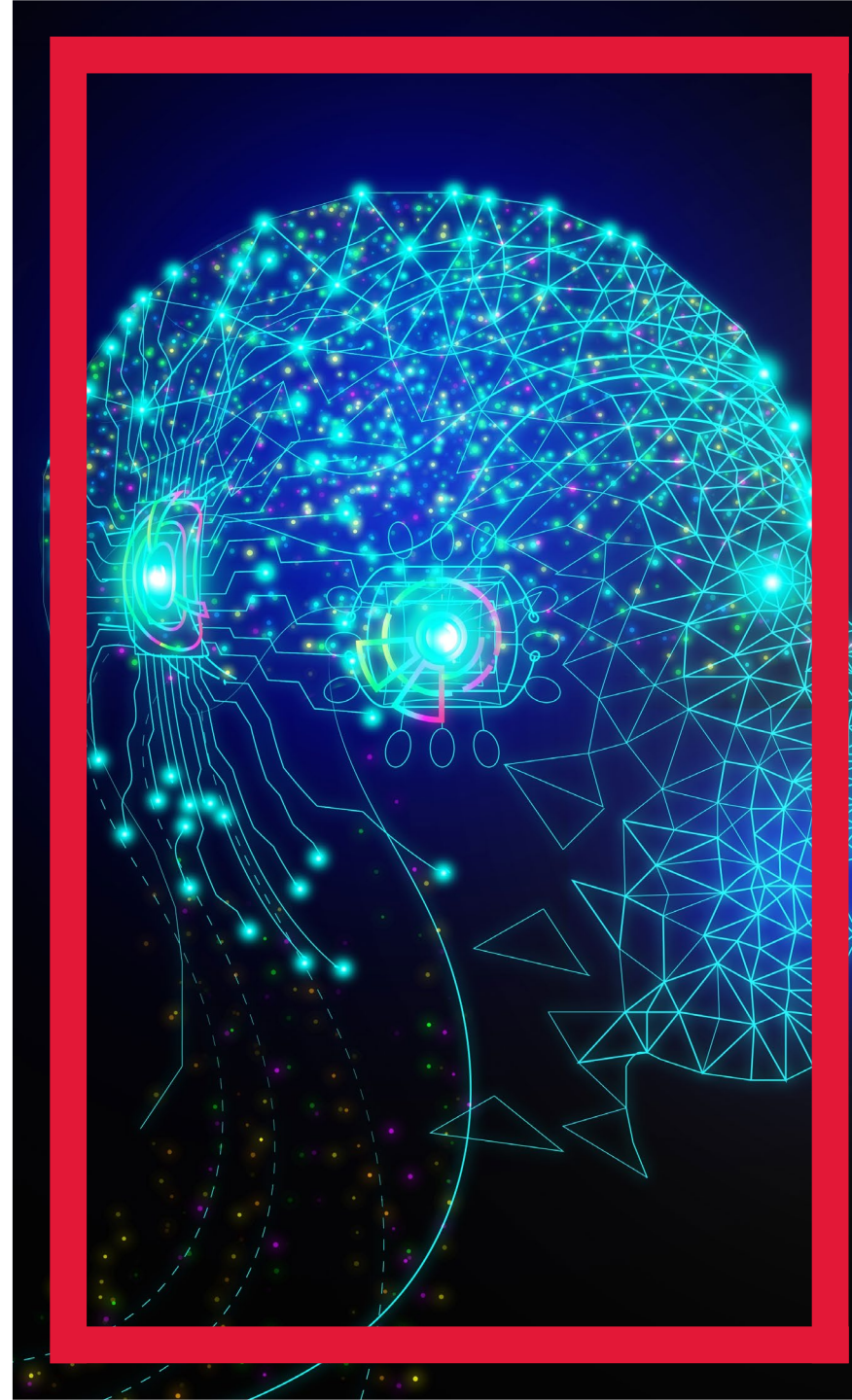


- Languages are costly for students, governments and Universities.
- Languages are impacted by government policies which do not mandate their requirement for entry to University programs.
- Geopolitical conflicts (e.g. Brexit) serve to narrow international employment opportunities that might require expertise in languages.
- Acquisition of language by Anglophones may be low, but it is at an all-time high for people outside of English-speaking countries.



The Future of Languages: Embracing AI

- Languages are still in demand, but many prefer to use sophisticated AI-based tools such as Duolingo, Google Translate and ChatGPT because they are accessible and cheaper (e.g. during COVID, there was an explosion of people eager to learn a new language).
- Universities have an opportunity to tailor language programs through:
 - Using AI to decipher lost written languages
 - Language programs to incorporate AI to expand cultural knowledge
 - Apps like Duolingo also see success with "gamifying" their language platforms – an innovative technique that could be applied to university language programs.



York University in 10 Years

- Protecting foundational strengths
- Seizing new opportunities
- "*No problem was ever solved without creativity*" Anne Whelan accredits her Bachelor of Arts in English Literature from Memorial University for much of her success which she later combined with a MBA.
- Aligning our vision for York with the factors shaping the future of students, higher education, and resources:
 - GEI
 - AI
 - Evolving labour market

Major factors impacting York's Budget since June 2023

- Significant shortfall on international enrolment targets in 2023-2024
- Three additional years of tuition freeze only partially mitigated by new grant revenue
- Federal announcement to cap international students
- Resolution of Bill 124

Impact of Enrolment Shortfalls for Rolling Budget 2023-24 to 2025-26

	2023-24 \$M	2024-25 \$M	2025-26 \$M	Total \$M
A. Board Approved Budgets (June 2023)	(67.9)	(42.7)	15.8	(94.8)
Changes to estimated tuition revenue				
(1) International enrolment shortfalls for 2023-24	(33.9)	(20.6)	(16.3)	(70.8)
(2) Shortfalls projected Fall/Winter 2024-25 intakes		(36.0)	(40.0)	(76.0)
(3) Contingency for tuition loss Summer 24 due to labour disruption		(20.0)		(20.0)
(4) Potential miss on international intakes for 2025-26			(19.0)	(19.0)
(5) Less budgeted tuition increases for 2024-25 (3%) and 2025-26 (3%)		(8.0)	(17.0)	(25.0)
(6) International program-level tuition increases		0.6	1.9	2.5
B. Total estimated changes to tuition revenue	(33.9)	(84.0)	(90.4)	(208.3)
C. Estimated additional grant revenue - estimated York share of \$700M		8.4	14.2	22.6
D. Combined estimated impact of changes to tuition and grant revenue (B+C)	(33.9)	(75.6)	(76.2)	(185.7)
E. Operating budgets adjusted for estimated impact of changes to tuition and grant revenue (A+D)	(101.8)	(118.3)	(60.4)	(280.5)

The above table is not exhaustive of all changes to the budget approved by Board in June of 2023. It excludes the impact of the moderation period – a portion of which will be mitigated by the setting aside of carryforwards/cash in anticipation of the potential for the setting aside of Bill 124. Scenarios regarding the impact of the federally-imposed international cap are in the process of being updated based on preliminary enrolment numbers. The University's full response in setting the May 2024 includes a planned drawing down of the University's carryforward/cash reserves, the enrolment contingency built into the 2023 budget, and a set of new initiatives intended to align expenditures with revenues through both 1) *grow enrolment and diversify revenue sources over the medium to long term* and 2) *cost savings measures* that reflect smaller enrolments in the short term.

2024-2025 Fall Term New Undergraduate Student Enrolment

Fall term New UG Student Headcount		Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024*
Eligible	Target	9,690	9,483	9,385	9,351	9,641
	Actuals	8,120	8,732	9,182	9,416	9,112
	Difference	-1,570	-751	-203	65	-529
	%age	-16%	-8%	-2%	1%	-5%
Ineligible	Target	1,980	2,012	2,046	1,893	1,765
	Visa Actuals	1,396	1,239	1,242	1,344	942
	Difference	-584	-773	-804	-549	-823
	%age	-29%	-38%	-39%	-29%	-47%

* March Estimate. Excludes Education, Nursing, Osgoode JD/MBA, JD/MA and JD/MES, and Schulich MBA/JD; excludes Markham

2024-2025 Winter Term New Undergraduate Student Enrolment

Winter term New UG Student Headcount		Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024*
Eligible	Target	922	1,002	939	919	914
	Actuals	862	784	911	842	914
	Difference	-60	-218	-28	-77	0
	%age	-7%	-22%	-3%	-8%	0%
Ineligible	Target	1,008	1,098	1,014	729	699
	Actuals	750	529	561	379	358
	Difference	-258	-569	-453	-350	-341
	%age	-26%	-52%	-45%	-48%	-49%

* March Estimate. Excludes Education, Nursing, Osgoode JD/MBA, JD/MA and JD/MES, and Schulich MBA/JD

2024-2025 Masters New Student Enrolment

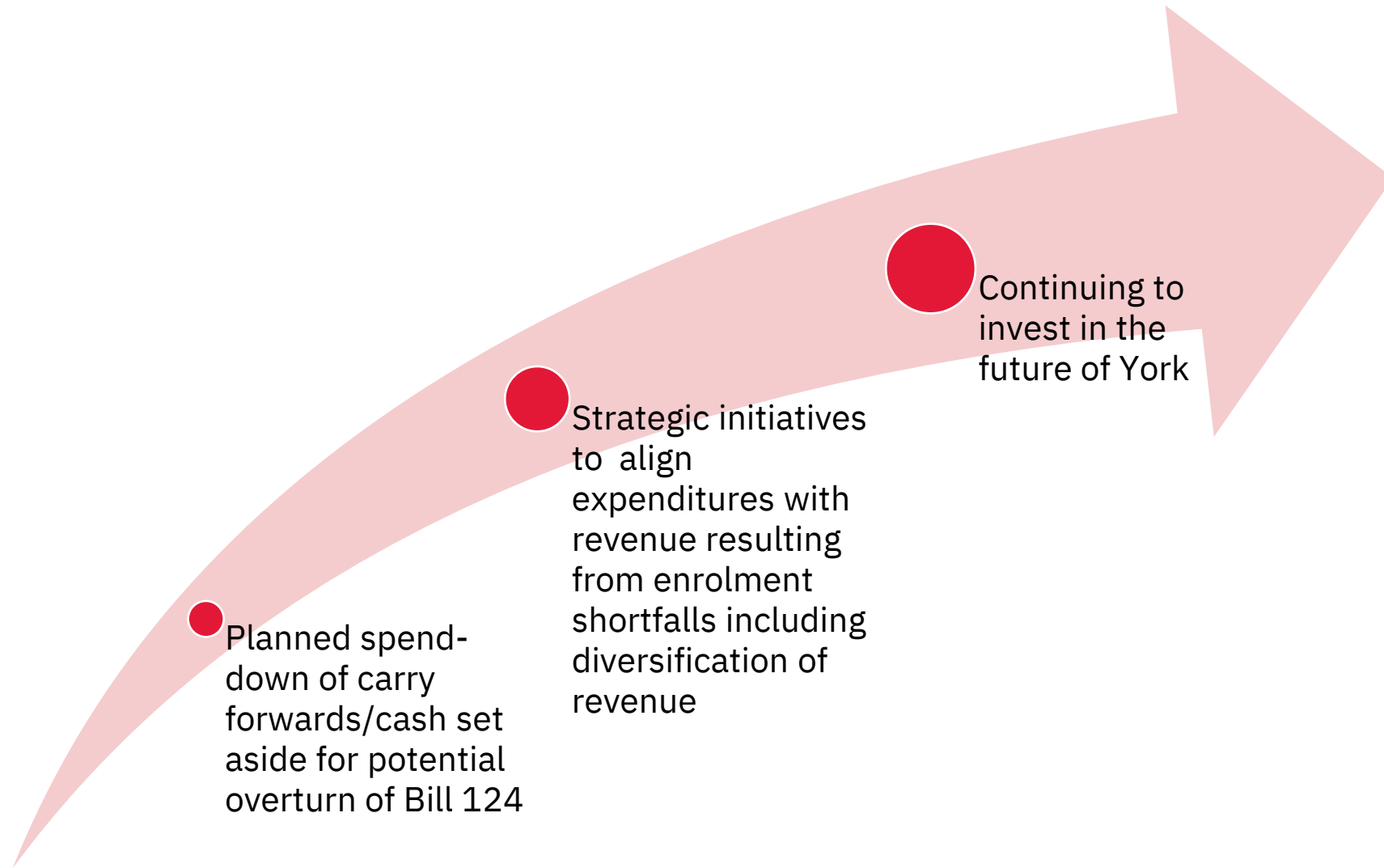
All terms New Masters Student Headcount		Fall 2020	Fall 2021	Fall 2022	Fall 2023
Eligible	Target	1,996	1,952	2,033	2,032
	Actuals	2,001	1,803	1,707	1,716
	Difference	5	-149	-326	-316
	%age	0%	-8%	-16%	-16%
Ineligible Visa	Target	730	774	860	980
	Actuals	680	764	805	804
	Difference	-50	-10	-55	-176
	%age	-7%	-1%	-6%	-18%

Exclude non-degree and diploma intakes

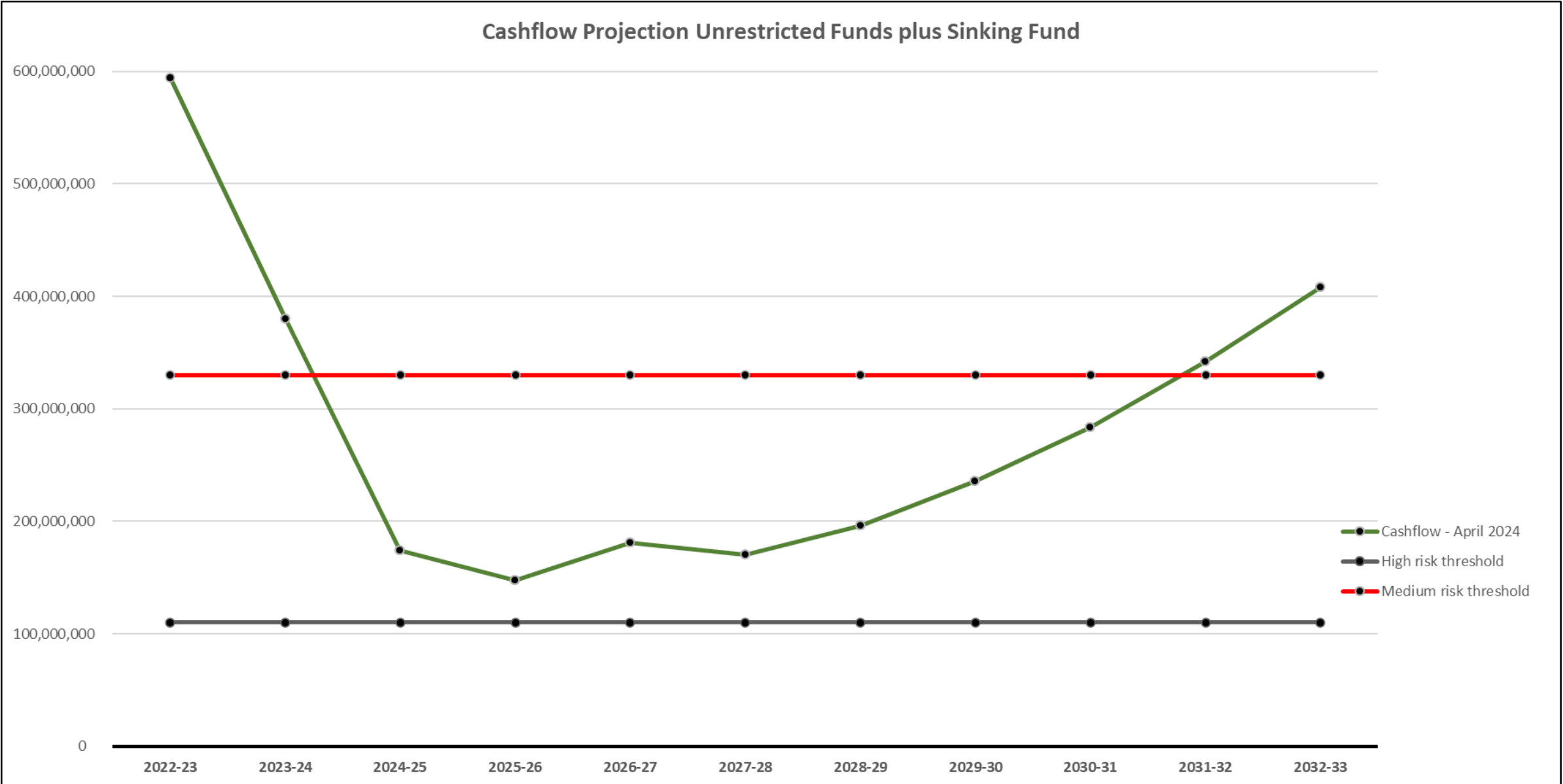
2024-2025 Doctoral New Student Enrolment

All terms New Doctoral Student Headcount		Fall 2020	Fall 2021	Fall 2022	Fall 2023
Eligible	Target	323	310	320	331
	Actuals	281	295	278	257
	Difference	-42	-15	-42	-74
	%age	-13%	-5%	-13%	-22%
Ineligible	Target	97	90	94	96
	Actuals	79	97	101	97
	Difference	-18	7	7	1
	%age	-19%	8%	7%	1%

Planned Response to Significant Budget Changes since June 2023



Cash flows



Action Plan to Advance York University's Academic Plan and Financial Sustainability



Program Enhancement and Sustainability

Project 1: Addressing AGO recommendations on course enrolment

Project 2: Expand capacity in programs with unmet demand

Project 3: Supporting program innovation including new programs in areas of need e.g., professional Master's

Project 4: SMA3 Improve Metrics Performance



Enrolment Recovery

Project 5: Establish ISEM Working Group

Project 6: New Out of Province Strategy

Project 7: Student Housing Working Group

Project 8: New Pathways to Degrees

Project 9: Collegial Forum on UG Student Retention



Administrative Projects

Project 10: Administrative Service Efficiencies

Project 11: E-License Optimization

Project 12: Space Optimization

Project 13: Management HR initiatives aimed at cost savings

Project 14: Alternate revenue/Asset Monetization

Summative Messages

- The 10% cut to domestic tuition fee rates in 2019-20 followed by consecutive years of tuition freeze accounts for a cumulative loss of approximately \$335M by the end of 2023-24. The loss in tuition revenue for each of the budget years is estimated to be about \$100M+ per year, resulting in a cumulative loss of approximately \$675M by the end of 2026-27.
- Current rolling budgets include a flow through loss of \$165M from missed international enrolment targets for 2023-24 and projected shortfalls for 2024-25 Fall and Winter.
- Despite these challenges, the University managed to maintain healthy operating carry forwards from \$235M (at the end of 2018-19) to \$250.4M (at the beginning of FY2023/24) – finished positive to budget throughout those years.
- Healthy carry forward balances combined with cost containment measures have minimized the operating carry forward deficit at the end of 2026-27.
- Action of the 17 financial projects will align revenues and expenditures for the future.
- Strategy for investing in growth will require partners, philanthropy and potential opportunities to be found in the diversification of revenue.

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ALUMNI AWARDS

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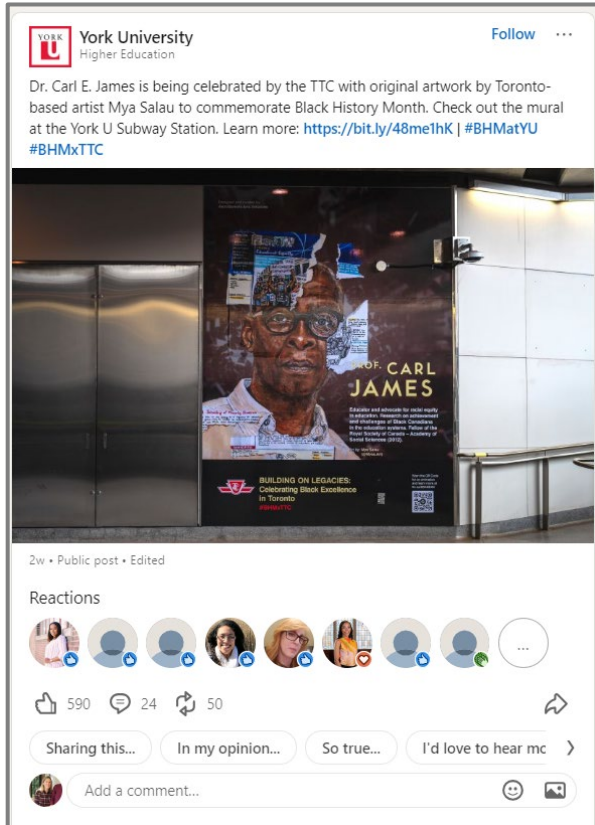
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Recent Highlights



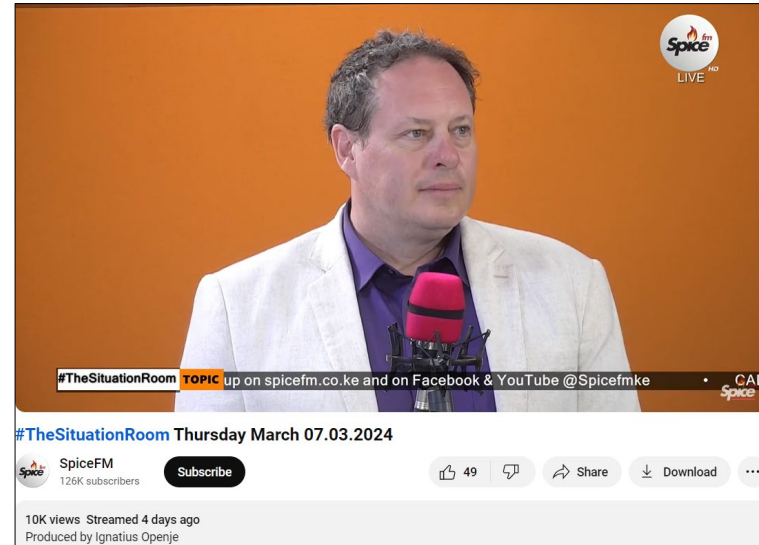
Example of content that continues to resonate



Examples of new activities to support international reputation-building



WeChat article on Lassonde/Schulich School of Business partnership (Feb. 29)



Kenya Television Network interview (March 7) also broadcast on Spice FM and YouTube



Black Entrepreneurship Alliance

UNITAR Global Water Academy



School of Medicine Announcement at Cortellucci Vaughan Hospital



POLITICS

'An amazing day': Doug Ford hails new York U medical school to train family doctors

The province has been scrambling to tackle the shortage of health-care workers by opening hundreds of new medical spots and postgraduate medical training.



By [Kristin Rushowy](#) Queen's Park Bureau

Wednesday, April 3, 2024 | 2 min to read

Article was updated 2 hrs ago



YORK U



YU Alumni Awards



Special Convocation Ceremony for Dr. Jane Goodall

