



Board of Governors Year-End Retrospective

2023-2024 Academic Year

RHONDA LENTON | JUNE 25, 2024



A photograph of a business meeting in progress. Several people are gathered around a table, looking at documents and charts. One person is pointing at a document with a pen. The scene is dimly lit, with a focus on the hands and documents. A red border frames the entire image. The text 'Strategic Planning' is overlaid in white, bold font on the left side of the image.

Strategic Planning

External Context

Macro Seismic Waves

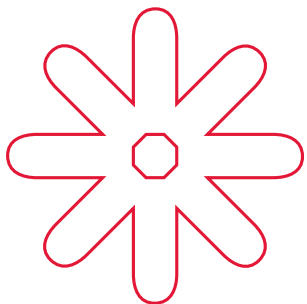
- Geopolitical Conflict/
Humanitarian crises
- Global Engagement and
Internationalization
- AI/Automation
- Organization of Work
- Inflation

Micro Conditions

- Shifting Labour Market
- Declining Enrolment
- Declining Revenue
e.g., tuition freeze
- International Cap
- Bill 124
- Auditor General of
Ontario Report

University Academic Plan 2020-2025

York's **vision** is to give a broad demographic of students access to a high quality, research-intensive learning institution committed to enhancing the well-being of the communities it serves.



YORK UNIVERSITY'S STRATEGIC PLANNING FRAMEWORK

York's Strategic Planning Framework begins with a comprehensive evaluation of the external higher education sector and the factors shaping it. That evaluation informs the development of the University Academic Plan (UAP) which is a 5-year Senate-approved document setting out York's mission, institutional vision, values and priorities. It both informs, and is informed by, institutional thematic and local level plans. Institutional thematic planning documents are strategic in nature and complement local level Divisional and Faculty plans. These documents help guide objectives and actions toward achieving our academic and strategic goals as set out in operational and budget plans. Links to planning documents are provided below.

UNIVERSITY ACADEMIC PLAN (UAP) 2020-25

THEMATIC STRATEGIES AND PLANS

[Decolonizing, Equity, Diversity and Inclusion Strategy 2023-28](#)

[Faculty Complement Renewal Strategy November 2020](#)

[Internationalization and Global Engagement Strategy 2022-27](#)

[Keele Campus Vision and Strategy 2021](#)

[Strategic Research Plan 2023-28](#)

[Sustainability Strategy](#)

FACULTY PLANS

[Faculty of Education Strategic Plan 2023-27](#)

[Faculty of Environmental and Urban Change 2020-25](#)

[Faculty of Health 2023-28 Strategic Planning Process](#)

[Faculty of LA&PS Academic Plan 2021-26](#)

[Faculty of Science Strategic Plan 2021-25](#)

[Glendon Academic Plan 2020-25](#)

[Lassonde Strategic Academic Plan 2021-26](#)

[Libraries Strategic Plan 2021-26](#)

[Osgoode Hall Law School Strategic Plan 2021-25](#)

[Schulich School of Business Strategic Plan](#)



OPERATIONAL PLANS

[Integrated Resource Plans](#)

[Multi Year Budget Plan 2022-23 to 2024-25](#)

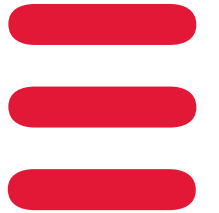
[Multi Year Budget Plan 2023-24 to 2025-26](#)

[Strategic Enrolment Management Framework and Action Plan](#)

Strategic Mandate Agreement (SMA) 3

99.60%

York's overall target achievement for performance metrics in Year 4 (2023-24).



**108K Total
Financial Loss**

(After redistributing funds from metrics where YU exceeded its targets)

A group of people in business attire are gathered around a table, looking at documents and a smartphone. The scene is dimly lit, with a red border framing the image. The text is overlaid on the left side of the image.

**Advancing the
University
Academic Plan
2020–25**



21st Century Learning

21st Century Learning



Advancing the
Future of
Education

Diversifying How
We Teach



A Transformative School of Medicine

- York's School of Medicine proposal received the green light from the Government of Ontario with **\$9M** in start-up funding announced.
- The School of Medicine will be the first of its kind in Ontario focused on primary care with an access ramp and accelerated timeline for graduating high quality physicians.
- The new school will improve health equity by providing more families with high-quality, convenient care.
- **Other Highlights:**
 - Land Transfer Agreement with the City of Vaughan to build the School of Medicine within the Vaughan Healthcare Centre Precinct
 - York's Impact Campaign, led by the Division of Advancement, has a fundraising strategy in place to support the new school.



Markham Campus: Responding to the Future Workforce

- Markham Campus will welcome first full cohort of students in Sept. 2024
- **\$17.4M** raised to date for Markham Campus (with additional \$95.M in solicitation achieved).
- Focus on programs include technology and entrepreneurship – students will have access to co-op and other Work-Integrated Learning opportunities.



Imagining a New Future for Glendon Campus

- On April 30, 2024, York's Board of Governors approved the restructuring of Glendon's academic units with a new departmental structure.
- The new departmental structure will support UAP priorities around enhancing interdisciplinary programs and research, student success and working in partnership while streamlining operations and producing \$900K in annual cost savings.

Other Highlights:

- Glendon launched a new micro-credential in digital storytelling. This 8-week course covers the basics of content creation in VR, AR, 360 photography, podcasting and 3D printing.



Curriculum Innovation

175

Micro-Credential Offerings
Supported by OSAP



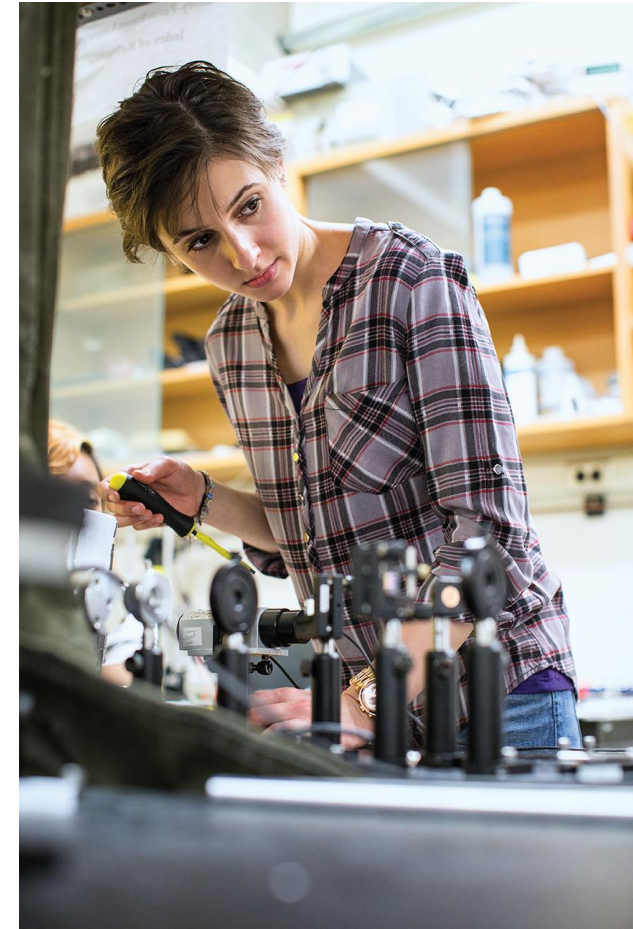
362

Students enrolled in
Micro-Credentials



36K+

Students enrolled in Experiential
Education courses*



21st Century Learning: Leading in Lifelong Learning

- York is a leader in lifelong learning:
 - York's School of Continuing Studies exceeded its enrolment target of 25,203 students with 36,674 students enrolled in 2023-24. *SCS also achieved LEED Gold Status in February 2024.*
 - **\$450K** received from Ontario Micro-Credential Challenge Fund. York U represents 21.8% of all University-offered micro-credential courses.



Exciting New Programs & Program Modifications



Keele Campus

- › 11 major modifications
- › 3 new graduate programs;
- › 1 modification to the Year One Pathway English program



Markham Campus

- › 1 new undergraduate program



Glendon Campus

- › 1 major modification to requirements for all BA programs



Spotlight: New Schulich MBA Tech program pairs experiential learning to solve real world industry challenges

- Launched by York's award-winning Schulich School of Business, the new **MBA in Tech Leadership** program is a 16-month full-time program that combines workplace internships with exposure to industry leaders in Toronto's thriving tech scene. Students have the unique opportunity to solve technology challenges through real-world case studies, simulations, guest lectures and a capstone integrated field study project. The program also supports student startups.
- Students will leave this world-class innovative program with strong industry connections and in-demand, real-world experience solving technological challenges.

Schulich ExecEd was ranked by the Financial Times among the World's Top 30 Executive Education Providers.



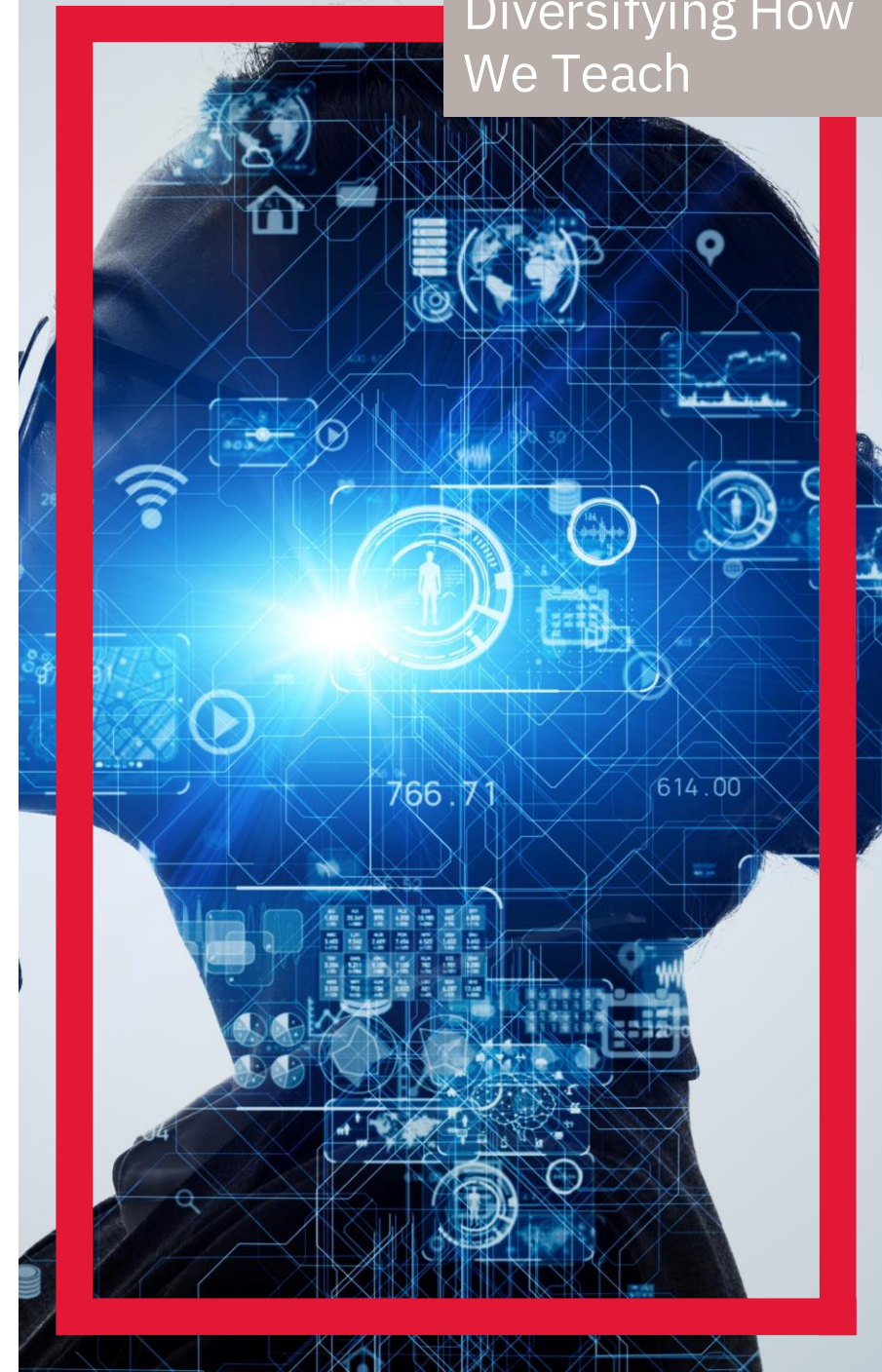
Spotlight: Task Force on the Future of Pedagogy Final Report Released

- The report provides guidance on how to best support faculty and students by providing forward-looking guidance on what it sees as the “multiple futures of pedagogy”.

Recommendations:

- Expand and enhance blended learning at the University.
- Acknowledge that York’s instructors engage in lifelong learning of pedagogy requiring ongoing professional development and dedicated supports.
- Establish formal linkages between assessments of students and learning outcomes at the course and program levels.
- Accelerate the expansion of community-based Experiential Education (EE) and Work-Integrated Learning (WIL) opportunities.
- Support AI literacy among instructors, students and staff.

Diversifying How We Teach



Highlights: Technology-Enhanced Learning

530

Students enrolled in blended/hybrid courses

983

Students enrolled in online courses

59

Students enrolled in Hyflex courses



Spotlight: AMPD's New Virtual Tour Showcase

- Students experience and be immersed in virtual tours of up to eight programs within AMPD.
- The virtual tour showcase is designed to provide students with enhanced learning opportunities and enable students to virtually attend events, showcases and performances.
- The virtual tour showcase is inclusive, accessible and innovative.



A woman with curly hair, wearing a white sweater, is focused on working on a robotic assembly line in a laboratory. She is surrounded by various mechanical components, wires, and tools. In the background, another person is partially visible, also working on the equipment. The scene is brightly lit, and the overall atmosphere is one of concentration and technical work.

Knowledge for the Future



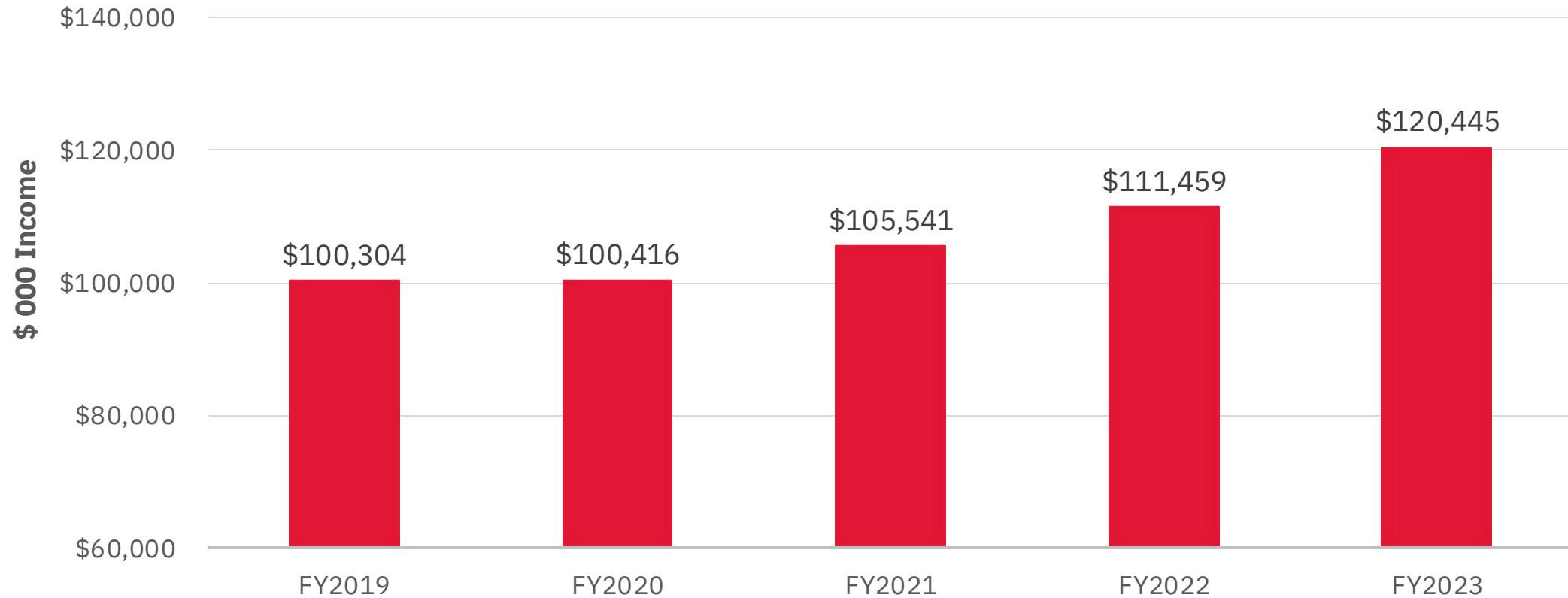
Strengthen
Research
Excellence

Foster
Innovation



York's Sponsored Research Income

SOURCE: RESEARCH INFOSOURCE 2023



Sponsored research income: includes all funds to support research received in the form of a grant, contribution or contract from all sources external to the institution

Highlights

- **Strengthening our impact on the SDGs:** York invested more than **\$4.5M** through the Catalyzing Interdisciplinary Research Clusters
- **Strategic Research Plan (SRP) Implementation Plan Developed:** includes 24 ongoing projects and performance indicators for the strengthened delivery of the SRP strategy over the next 5 years.
- **Research Innovation Strategy:** secured **\$3M+** in funding for innovation. Developed a Strategic Entrepreneurship Plan to better synergize the innovation/commercialization activities across campus.
- **Commercialization Framework** – Developing the IP & Commercialization Policy to strengthen our focus on the generation, protection, and management of IP. Established a working Group on external partnerships to further our industry and community outreach
- **Global Engagement:** York is the only university in Canada with four major UN Centers of Excellence (i.e., CIFAL York, UNECE Toronto Centre of Excellence on Youth Homelessness Prevention, UNITAR Global Water Academy, and UNESCO Chairs).



Spotlight:

Record-setting year for success in CIHR Project Grants – 5 awarded \$3M+ – Highest ever for York

- **Mark Bayfield** (Health) research on the process of how genes are translated into proteins and their role in causing disease.
- **Elham Dolatabadi** (Health) investigate how various societal and environmental factors affect the health of people with long COVID.
- **Skye Fitzpatrick** (Health) research tests a couple therapy for borderline personality disorder (BPD).
- **Anthony Scime** (Health) develop innovative treatments in regenerative medicine for neuromuscular disorders.
- **Jeffrey Wardell** (Health) better understand the distinctions between medicinal and recreational cannabis use and how factors like gender influence reasons for cannabis use.



Knowledge for the Future: Research Excellence



31

**Organized
Research
Units**

14

**Canada
Research
Chair (CRC)
renewals and
3 new CRCs**

4

**New Royal
Society of
Canada
Fellows and
2 new RSC
Members
(2023/24)**

New ORUs in (i) Artificial Intelligence and Society; (ii) One WATER; (iii) Integrative and Applied Neuroscience; (iv) Technoscience and Society; (v) Emergency Mitigation, Engagement, Response and Governance; (vi) Manufacturing, Technology, and Entrepreneurship; and (vii) Indigenous Knowledges & Languages.

Strengthen
Research
Excellence



**CRC Cary Wu (LA & PS)
to establish a political
sociology of health approach
to investigate
health inequalities**

Spotlight:

Connected Minds Program

A 7-year research program based at York and Queen's Universities, beginning March 2023, supported by a \$105M grant from the Canada First Research Excellence Fund (CFREF) totaling \$318M

Mission:

“To co-create and co-lead socially responsible, community-engaged research that optimizes the benefits and mitigates the risks of the new techno-social collective – for all members of society, especially the most vulnerable”



Spotlight: Examining the Effects of Climate Change on Housing & Poverty

- Groundbreaking social innovation initiative led by the Faculty of Environmental & Urban Change will address housing sustainability and poverty.
- The initiative is supported with \$1M in funding from Gore Mutual Foundation and a partnership with Social Innovation Canada.
- The project is led by **Niloofar Mohtat**, a full-time postdoctoral Fellow to identify gaps and assist in developing research to explore how the effects of climate change may exacerbate inequalities by Canada's most disadvantaged populations.



Expanding Entrepreneurship Through YSpace



National Food & Beverage Program

Supporting underrepresented food & beverage entrepreneurs across the country between 2024 – 2026.



Black Entrepreneurship Alliance

Supporting 350 Black entrepreneurs across technology and agri-food between 2021-2025.



YSpace Hub in Northern York Region

New physical hub dedicated to supporting entrepreneurs in Georgina and East Gwillimbury.



National Women's Program

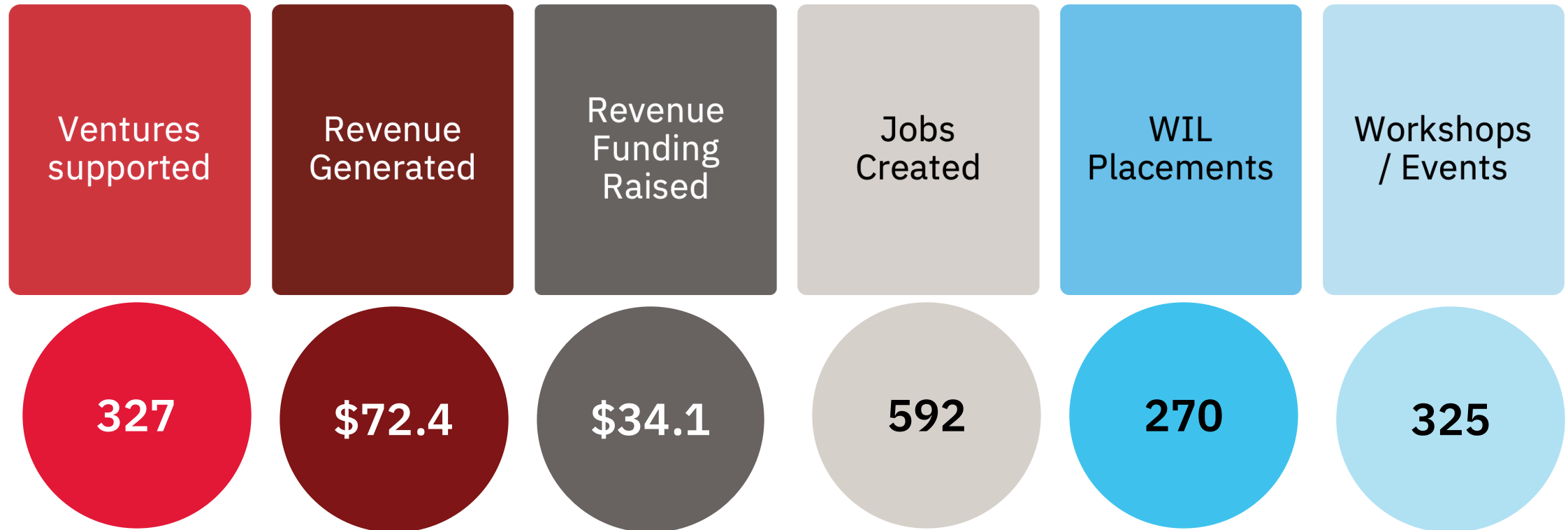
Supporting women-led businesses across the country through ELLA from 2023 to 2025.



Experience Ventures

Creating 600 entrepreneurial student work integrated learning opportunities between 2022 – 2025.

Spotlight: YSpace – 2023-2024 IMPACT



- Ongoing work on: (i) developing the Commercialization Policy and Annual Commercialization Plan, and (ii) building industry and other private sector partnerships in key areas.

Spotlight: Ontario Vehicle Innovation Network (OVIN)



- Ontario's flagship initiative for the auto and transportation sector to accelerate commercialization and adoption of next gen. electric, connected and autonomous vehicles and mobility technologies.
- York joins a small selected set of seven Regional Technology Development Sites (RTDS) in Ontario. This designation enables us to support SMEs to develop, test and prototype their advanced automotive technologies
- The grant will enable more research collaborations with SMEs and industry.

York was renewed for \$300K by IP Ontario to leverage IP support and increase the number of disclosures and patents filed by York U researchers (2024)

York received \$1.5M from OVIN and recognized as a Regional Technology Development Site (RTDS) in Ontario (2024)

Spotlight: Supporting Black Entrepreneurs

- York University alumni named among the top three Black entrepreneurs of a startup pitch competition hosted by the Black Entrepreneurship Alliance founded by the Black Creek Community Health Centre in partnership with YSpace.





From Access to Success

From Access to Success



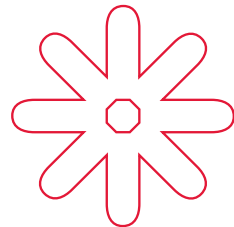
Strengthen SEM

Enhance the
Student
Experience



Highlights: Strengthening SEM

- › **SEM Framework Action Plan** implemented – Strengthened SEM through improved coordination and integration.
- › The **International Strategic Enrolment Management (ISEM)** working group was formed with a focus on recruitment and improved conversion rates.
- › New **SSRP System** to transform financial aid, awards, scholarships processes to deliver a culture of service excellence.



2023-24 Undergraduate Full-Year FFTEs: Final

Full-Year FFTEs	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Enrolment Target	2023-24 Actual	2023-24 Difference Between Actual and Target	
							Total	% Over (Under)
Eligible	36,323	37,702	35,985	34,625	35,156	36,504	1,348	4%
Visa	7,638	8,384	7,952	7,047	7,963	6,101	(1,863)	(23%)
Total Undergraduate	43,961	46,086	43,937	41,672	43,119	42,605	(514)	(1%)

2023-24 Masters Full-Year FTEs: Final

Full-Year FTEs	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Enrolment Target	2023-24 Actual	2023-24 Difference Between Actual and Target	
							Total	% Over (Under)
Research Masters								
Eligible	3,572	3,481	3,542	3,365	3,536	3,223	(313)	(9%)
Ineligible - Visa	414	445	503	585	730	615	(115)	(16%)
Other Ineligible	211	200	216	224	224	221	(3)	(1%)
Professional Masters								
Eligible	2,678	2,945	2,871	2,603	2,843	2,734	(109)	(4%)
Ineligible - Visa	1,806	1,914	2,119	2,175	2,632	2,411	(220)	(8%)
Other Ineligible	127	84	59	82	82	118	36	44%
Total Masters	8,808	9,069	9,311	9,034	10,046	9,321	(725)	(7%)

2023–24 Doctoral Full-Year FTEs: Final

Full-Year FTEs	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Enrolment Target	2023-24 Actual	2023-24 Difference Between Actual and Target	
							Total	% Over (Under)
Eligible	3,267	3,275	3,125	3,051	3,169	2,909	(260)	(8%)
Visa	437	523	757	923	1,010	1,053	43	4%
Other Ineligible	1,355	1,341	1,415	1,510	1,510	1,470	(41)	(3%)
Total Doctoral	5,058	5,139	5,297	5,484	5,690	5,431	(259)	(5%)

Enhancing Student Experience: Scholarships & Bursaries

Enhance the
Student
Experience

\$48M

Undergraduate Bursaries and Scholarships. 74% funded by York

\$20.1M

Funded to support students entering York

\$10.1M

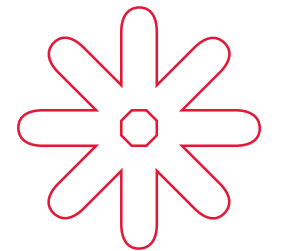
Undergraduate Bursaries and Scholarships Funded by Private donations

\$15.4M

Funded to support continuing students

\$2.5M

Undergraduate Bursaries and Scholarships Funded by Government



Spotlight: Creating Access for York's Diverse Student Population

Enhance the Student Experience

- Osgoode's **Raise the Black Bar** launches second year of programming for Black High School students.
- Science Engagement Programs offers STEM programming to thousands of elementary and high school students.
- LA&PS launch an **Indigenous Student Dashboard** to support the needs of Indigenous students.



Highlights: Student Systems Renewal Program (SSRP)

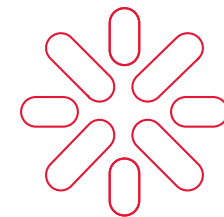
- Identity and Access Management (IAM) was deployed in Summer 2023. IAM provides a suite of solutions to enhance security, access control, and identity governance.
- Enterprise Integration Platform (EIP) base infrastructure was deployed in Summer 2023. The cloud-based platform will enable real-time integration 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.



Highlights: Setting Students Up for Long-Term Success

Targeted retention initiatives include:

- › **Student Retention Dashboard** to inform future strategies for improving student retention and success.
- › Launch of the **Housing Working Group** and **Food Security** to improve overall quality of living for students.
- › Implemented **York U Care Team**, a proactive, student-centered support model designed to coordinate plans for students with complex needs.



Spotlight: Graduate Students at York Receive Top Awards for Reducing Barriers in Research



➤ **Marissa Magneson**, a Cree-Métis student in the Faculty of Education was awarded a Vanier scholarship to study the ongoing discourse of decolonial and artistic pedagogy, research-creation and Indigenous beadwork practices. Marissa ranked 2nd in the national competition for Vanier SSHRC. A total of 7 scholarships were awarded to York graduate students.



➤ **Andrew McConnell** is a PhD student at Lassonde School of Engineering who was awarded an Indigenous and Black Engineering and Technology (IBE) Fellowship to transform the future of technical science, technology, engineering and mathematics education for Indigenous students.



Spotlight: Osgoode Alumni Advance Inclusive Legal Education

- Osgoode marks its second year of the Davies Fellowship. Established in partnership with Toronto-based Davies Ward Phillips & Vineberg LLP, the joint partnership is making legal education accessible by providing funding support for one first-year student in the law school's juris doctor (JD) program each year.
- The program demonstrates the transformational impact that Osgoode alumni are having on their communities and the commitment of the school to creating a more inclusive legal profession.
- The bursary is provided to support one first-year student in the law school's juris doctor (JD) program who has demonstrated exceptional promise.



A photograph of a modern building with a covered walkway and a green lawn, framed by a red border. The building features a prominent covered walkway with thick, reddish-brown columns and a flat roof. The walkway is surrounded by a well-maintained green lawn and several young palm trees. The building's facade is composed of light-colored panels with horizontal slats. The sky is clear and blue. The entire image is enclosed within a thick red border.

Advancing Global Engagement

Advancing Global Engagement

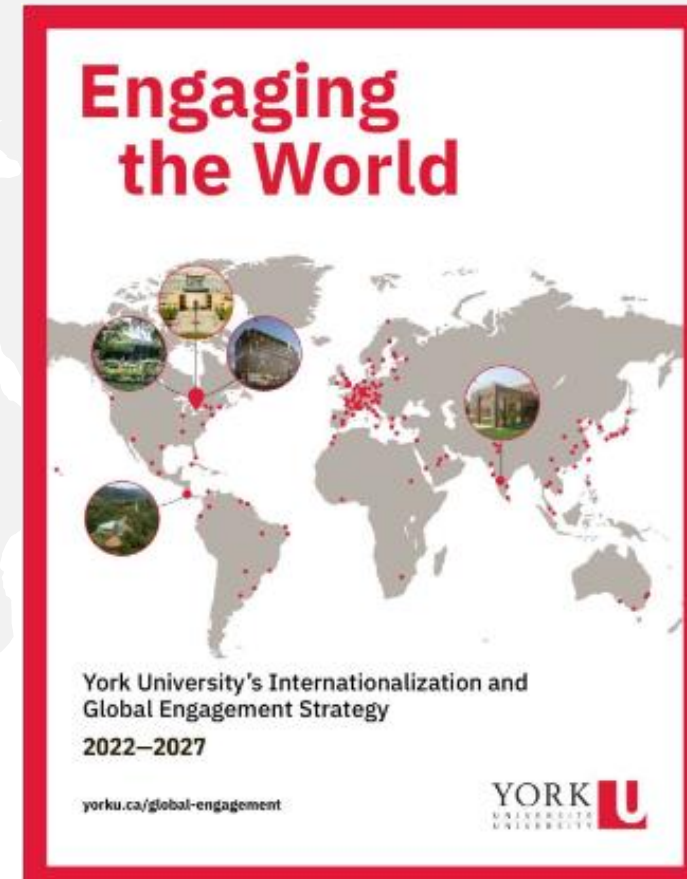


Enhance Global Engagement



Highlights: Internationalization and Global Engagement Strategy

- Launched in March 2023, the strategy reflects a commitment to Advancing Global Engagement and expands York's position as an agent of positive change on global challenges such as climate change, poverty, systemic inequality and political polarization.
- International recruitment pilots implemented for 2024-2025.



Highlights: Globally Networked Learning (GNL)

435

Students engaged in inbound global learning opportunities.

844

Students engaged in outbound global learning opportunities.

288

Global opportunities provided for students (incl. virtual GNL and SDGs in Action).

Spotlight: Las Nubes Library a Community Hub

Enhance Global
Engagement

- Known as the “little blue house”, Casita Azul operates as an academic library for York University’s Las Nubes Campus. In addition, it also serves as a community hub for the local population of the Alexander Skutch Biological Corridor.
- Programming at the Casita Azul is focused on driving the needs of the local communities, providing experiential education opportunities for York students while creating learning opportunities for the local communities.

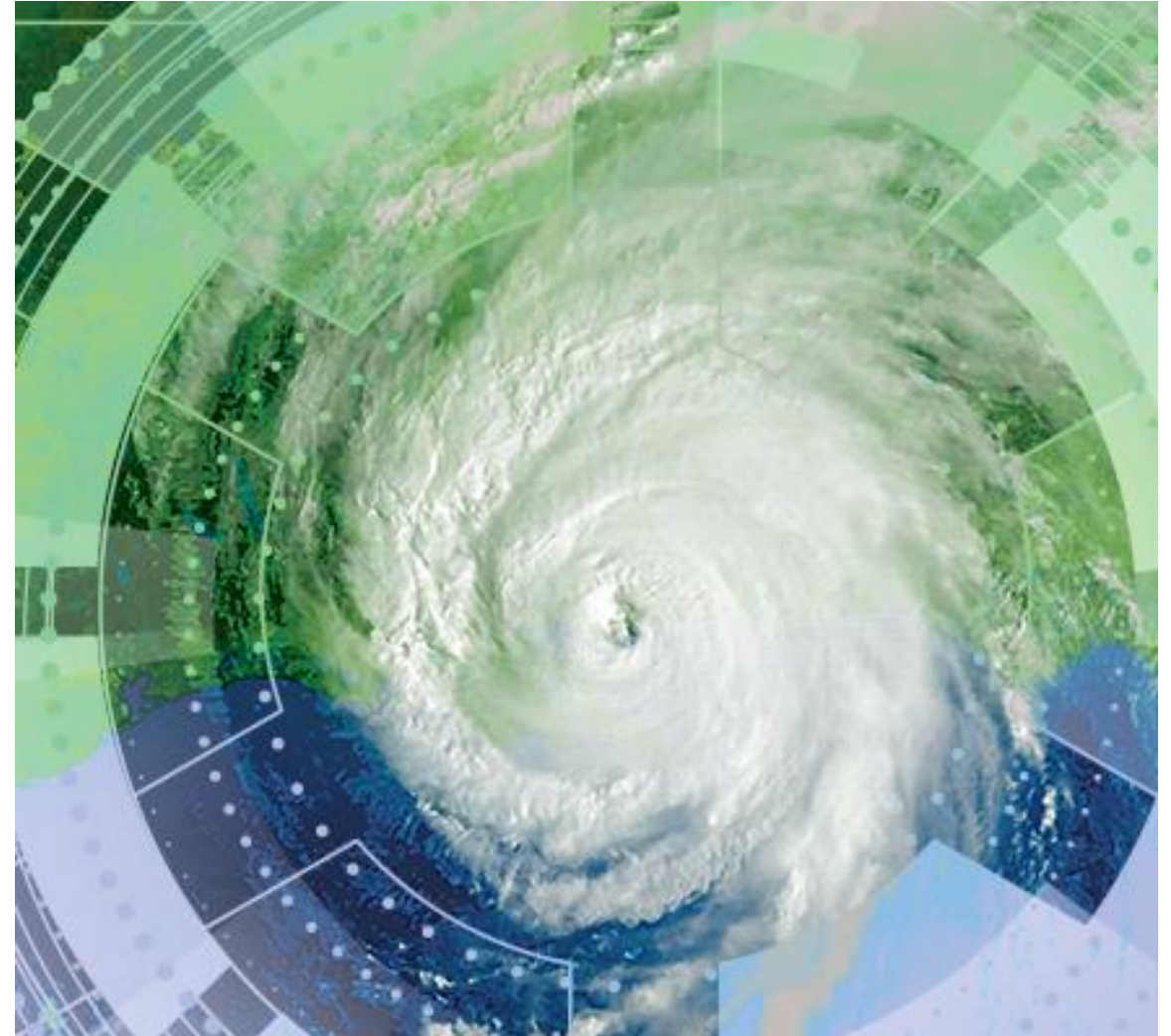


Spotlight: Global Research Excellence Fund

- York's **Global Research Seed Fund**, launched in April 2024 is a new initiative aimed at driving positive change by supporting York's emerging and established research leaders.

Spotlight:

Associate Professor **Cristina Delgado Vintimilla** was awarded funding for collaborations on the climate crisis with indigenous arts, cultural and community organizations in Ecuador. She will be leveraging GRE funds to use as match in her SSHRC Partnership Engage Grant and Insight Grant applications in 2024.



Spotlight: Strengthening Ties With Partners in India

➤ In October 2024, President Lenton and a delegation from York University visited six cities in India: Bangalore, Chennai, Delhi, Kolkata, and Hyderabad to explore opportunities to strengthen York's ties with Indian partners.



Signed an MOU to facilitate student mobility between York and O.P. Jindal Global University



Announced launch of a Global Research Excellence Fund to seed research collaborations with York faculty

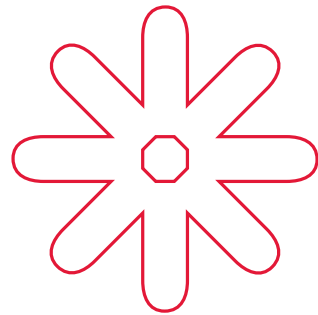


New partnership focused on experiential learning and pathway programs to support entrepreneurship education with India



Spotlight: Glendon Students Pair Learning With Colombian Classmates

- Students participate in a GNL course leveraging a Hyflex classroom to share their educational experiences in a Spanish language course.
- Occurring in the winter semester, 12 York students and eight Universidad del Magdalena (UniMag) students virtually participated in class discussion, class projects and assignments.
- The course culminated in a field trip to a Colombian Caribbean region.



Enhance Global Engagement



Working in Partnership



Working in Partnership



Strengthen
Partner
Engagement



Highlights

- Updated the Government Relations Strategic Plan for 2024-2027
- Completed the Partner Engagement Strategic Plan
- Identified a new Customer Relationship Management

This year, engagement
with alumni increased by
12%



Working in Partnership: Impact Campaign

\$85M+ Raised in 2023/24

\$35M+ Fundraising Targeted Exceeded by

Expendable versus Endowed (\$85M)

\$58M+ | **\$26M+**

Gifts > \$1M Area of Focus

Athletics - \$40M

LA & PS - \$10M

Schulich & Osgoode - \$4M

AMPD - \$1M

Markham - \$1M

Highlights: Partnerships For Positive Change



- **United Way Greater Toronto Area** to address social and communities needs in a post-pandemic environment.
- **Waypoint Mental Health** with a three-year commitment to strengthen health research and medical education.
- **Royal Victoria Regional Health Centre** to improve health outcomes for patients and train the next generation of caregivers and researchers.
- **Civil Defense Training Institute (Philippines)** with York Emergency Mitigate, Engagement, Response & Governance Institute.

Spotlight: Jean Augustine Chair Receives Endowment

In November, the Government of Canada announced **\$1.5M** federal contribution to achieve full endowment of the **Jean Augustine Chair in Education, Community & Diaspora**.



Spotlight: UNITAR Global Water Academy

- One year ago, York in partnership with UNITAR and others launched the UNITAR Global Water Academy to address the water crisis.
- Led by Inaugural Director and York Research Chair in Global Change Biology Professor Sapna Sharma (Science), the Academy aims to develop expertise in water research and action.
- **Launched a new website**
- **Launched a flagship course**
- **Convened 3500+ experts from more than 130 countries to address water sustainability**



Spotlight: Honorary Degrees

- Visionary Environmentalist Jane Goodall named as a York honorary doctorate.

“Every individual has a role to play, and every individual makes a difference.”



Spotlight: Climate Equity Lab

Strengthen
Partner
Engagement

The Faculty of EUC launches a new Climate & Equity Lab with support from Gore Mutual Foundation and partnership with Social Innovation Change to address the impact of climate change on vulnerable communities.





**Living Well
Together**

STAIR B
FLOOR 1

Living Well Together



Enhance
Community
Engagement

Enhance Mino
Bimaaddziwin

Enhance Mental
Health

Renew HR

Establish a
Culture of
Excellence

Establish Distinct
Identity

Advance the
Mission and
Vision



Living Well Together: In-Person Events & Celebrations

Enhance
Community
Engagement



Highlights: Spirit Day



Spotlight: Addressing Food Sustainability On Campus

- President's Ambassadors worked together to combat food insecurity among the student population at York U's campuses.
- The ambassadors, in consultation with Food Services, developed a food workshop that would allow students with limited funds to create healthy, affordable and delicious meals.



Highlights: Strengthening York's Culture

› Town Hall participation

- November 2023 – **649**
- January 2024 – **855**
- April 2024 – **984**
- June 2024 - **972**



- **15** Budget Consultations to promote greater collaboration between Glendon and Keele-based programs

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

Highlights: Advancing DEDI

- In its second year, the DEDI Strategy released a DEDI Toolkit with the aim of supporting effective decolonizing strategies to make York a more inclusive and equitable space.
- The Indigenous Belonging Verification is in its final consultation stage and the Indigenous Framework is on track for completion.
- A Smudging Policy is being developed to support Indigenous students, faculty and staff by offering the four sacred medicines in Indigenous culture.
- Initiatives implemented to facilitate respectful dialogues on the Israel-Palestine conflict.

436

**Members registered
for the DEDI Toolkit**

Highlights: Well-Being Strategy

- The Well-Being Strategy is expected to launch October 2024 and will include a virtual well-being portal.

20K+ Students participated in Athletics and Recreation well-being program

28 sports
85 leagues
625 team entries

Enhance Mental Health



Upgrades

61

**Classrooms
Renovated**

49

Technology Refreshes

77

**Classrooms Hyflex
Retrofits**

39

Hyflex Classrooms

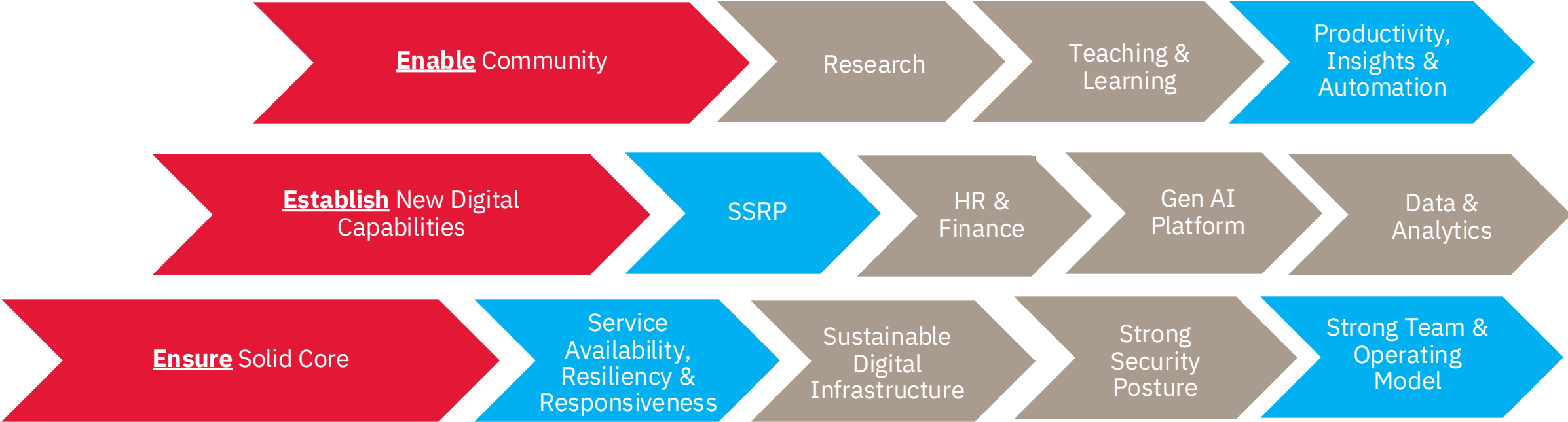
Highlights: Transforming for a Digital Future

- AI-enabled Prototype was launched in January 2024.
- Digital Transformation roadmap was launched, including investments in research enablement/data management, HR and finance platforms, data and analytics, cybersecurity, low-code development, Generative AI and building automation.
- A Cross Disciplinary AI Roundtable was formed.



Draft UIT Strategy – Ensure, Establish & Enable

IT Strategic Value Paths

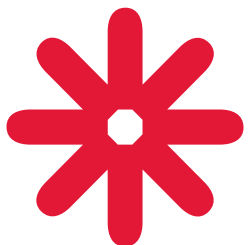


Spotlight: Service Excellence Program

A new strategy was developed for the **Service Excellence Program** with a refined articulation of the SEP 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.

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.
- Improved processing times for international student refunds to 10 days and for other payments to 14 days.
- An improved ticketing system for Payroll & Records and Pensions & Benefits.



York is ranked a global leader:

Establish Distinct
Identity

For contributing to the UN Sustainable Development Goals

YORK UNIVERSITY
TOP 35
GLOBALLY



Times Higher Education
Impact Rankings 2024

University rankings and York's performance

	2021 (1,500 universities)	2022 (1,600 universities)	2023 (2,300 universities)	2024 (2,600 universities)
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York University	401-500	401-500	401-500	350-400
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THE Impact	2021 (1,100 universities)	2022 (1,400 universities)	2023 (1,500 universities)	2024 (2,000 universities)
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York University	67	33	40	35
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	2022 (1,300 universities)	2023 (1,400 universities)	2024 (1,500 universities)	2025 (1,500+ universities)
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York University	494	456	353	362
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MACLEAN'S

Comprehensive	2021	2022	2023	2024
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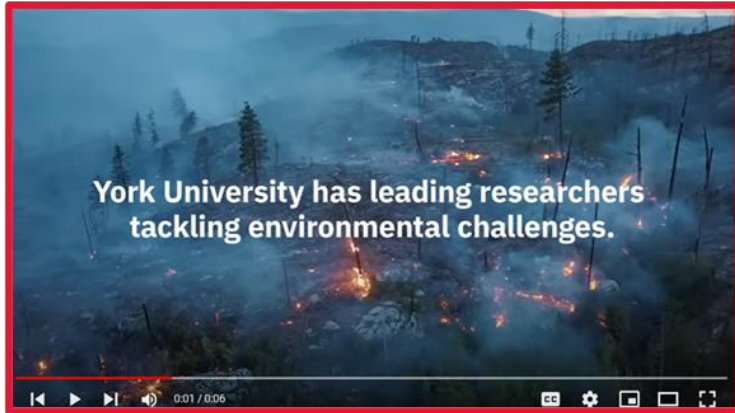
York University	6 th	6 th	5 th	4 th
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Priority #6: Establishing York U's distinct and unique identity

Establish Distinct Identity

Reputation strategies highly effective in reaching target audiences globally

Paid media



Shared media




Owned media



Earned media



 **81B total audience reach**
*total paid, earned, owned, shared content

Priority #6: Establishing York U's distinct and unique identity

Establish Distinct Identity

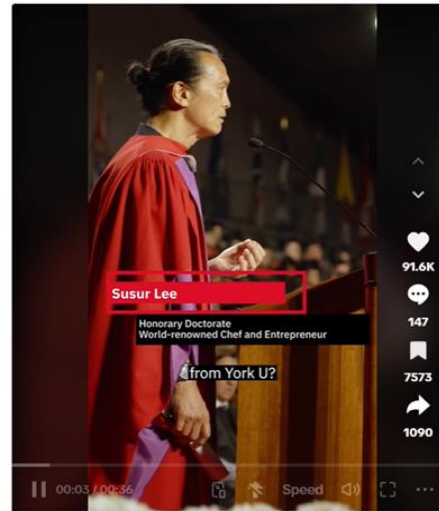
High quality social media content resonated – Top performing examples



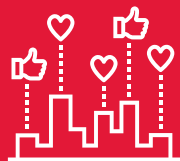
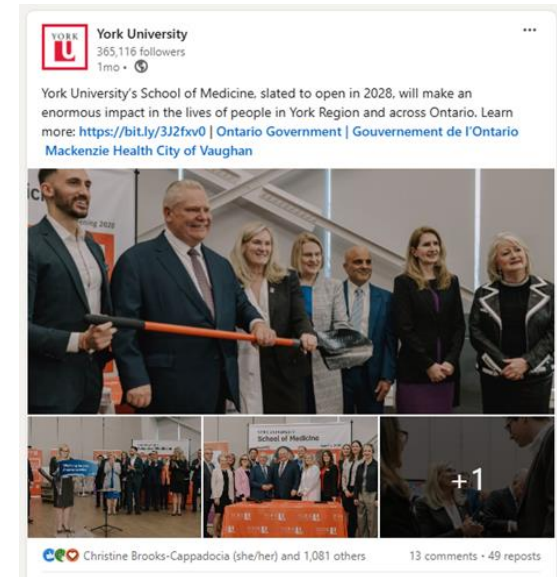
- > Sustainable Living Microlecture Series
- > Total Views – **597,204**



- > Dr. Susur Lee Honorary Degree
Total Engagements **92,819**



- > School of Medicine Launch
Total Engagements **10,080**



19M
Interactions
+8% increase

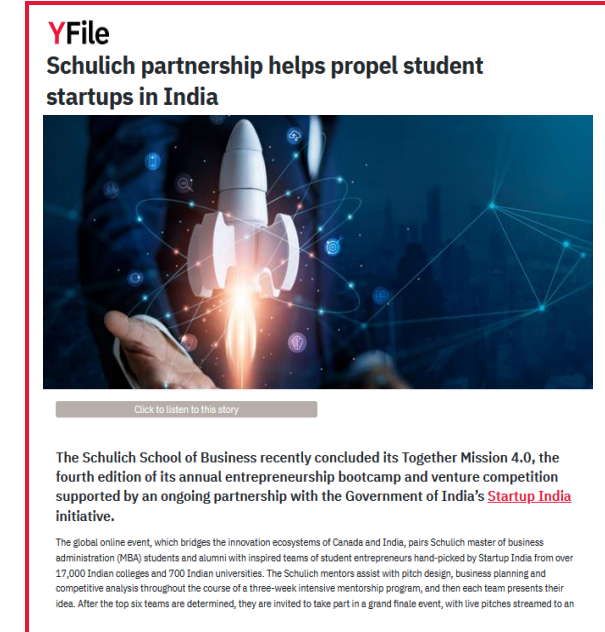
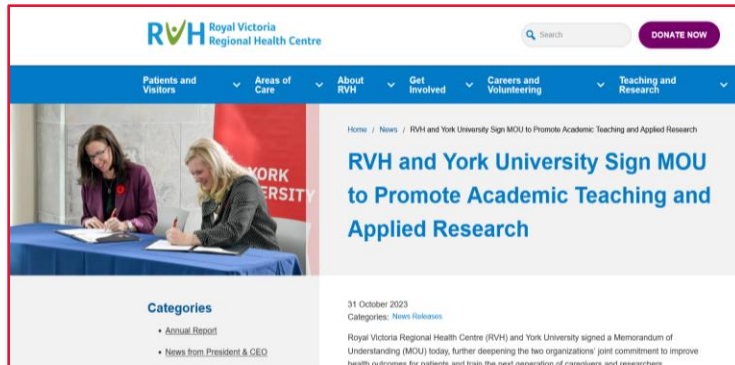


582k
social followers
+ 10 %

Priority #5: Working in Partnership

Establish Distinct Identity

Strong content focus on the impact of York and partners



15 communication collaborations



25 news releases/external stories

Spotlight: Campus Vision

Advance the
Mission and
Vision



Strengthening Our Impact on the SDGs

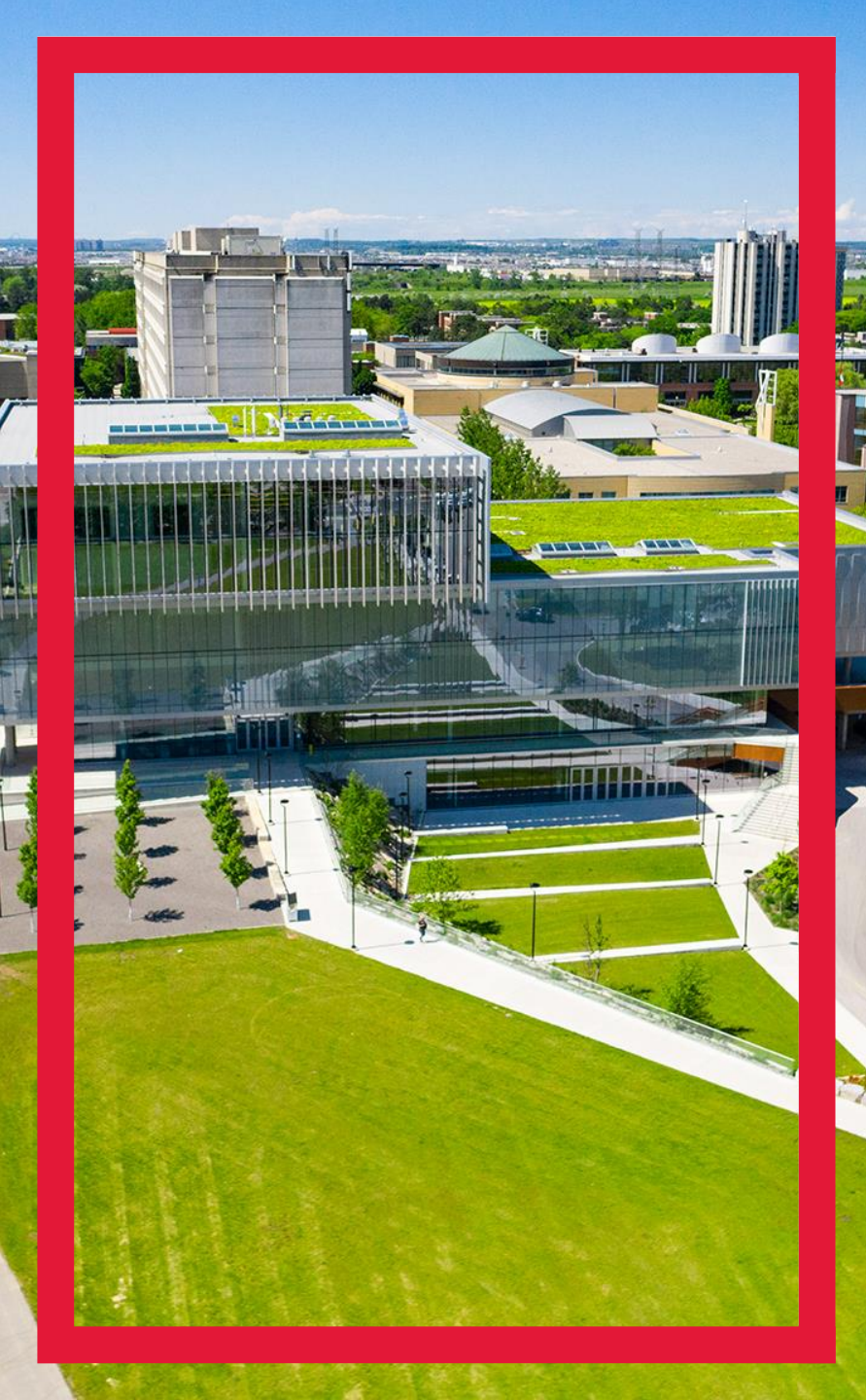


Highlights: Advancing Our Leadership in Sustainability



➤ The University announced bold aspirations to be carbon zero by 2040 or sooner. This past year, York has been advancing this goal through various initiatives:

- An MOU with Noventa Energy Partners Inc. to leverage Noventa technology to convert wastewater into thermal energy.
- Secured funding for projects including an Energy Management Information System which is receiving support from the Decarbonization Initiative Program.
- Metering project at York will install energy meters in each building on Keele Campus to achieve emissions reduction.



Thank You

