

University Academic Plan: APPRC Report on Progress 2023-2024

The 2023-2024 is the penultimate year of the [2020-2025 University Academic Plan](#). One of the core responsibilities of APPRC is to make recommendations to Senate on the University Academic Plan (UAP), together with monitoring and reporting on the implementation of UAP objectives. A main priority of the Committee in each year, therefore, is assessing progress towards the UAP. The Committee is pleased to provide Senate a year-end summary report of progress on the UAP in 2023-2024 on matters under the auspices of APPRC.

Despite the challenging circumstances that occurred at the University this academic year, which undoubtedly drew on the collegium's usual attention on regular and planned business, progress advancing the priorities of the UAP continued to be made. Senate's reflections on APPRC's report will be gratefully received.

The UAP Priorities

21st Century Learning: Diversifying Whom, What, and How We Teach

Progress overseen by APPRC toward *Diversifying Whom, What, and How We Teach* took many forms in 2023-2024.

- APPRC Planning Forum held, centred on the *Task Force on the Future of Pedagogy* and which focused on directions and preliminary recommendations, with the outcome of the discussions informing the work of the Task Force and its preparations of final recommendations.
- Final report of the *Joint APPRC-ASCP Task Force on the Future of Pedagogy* delivered to APPRC and ASCP, receiving endorsement of both on the report; discussion of the report and its recommendations with Deans and Senate is planned for next year, in 2024-2025.
- 3 curriculum proposals on new degree programs / certificates / diplomas for concurrence on resource sufficiency and alignment with academic plans
- 5 planning discussions with the Interim Deputy Provost Markham on academic programming and pedagogy for the new campus
- Glendon administrative restructuring, in part to generate interdisciplinarity and innovation in programming, approved by Senate in February
- Merger of Dance and Theatre & Performance departments in AMPD to foster opportunities for collaborative delivery of curriculum and nurture program renewal being among the goals, approved by Senate in April

Within this objective, the immediate work of the *Task Force on the Future of Pedagogy* was brought to completion this year. The impetus for the initiative stemmed from the feedback of the University community gathered through the two APPRC academic planning forums focused on teaching and pedagogy (2021 and 2022). The Task Force was mandated to re-

examine the UAP Priority on 21st Century Learning broadly, and to consider, in particular, how the University might:

- support the future shape and role of in-person learning as a core element of what we offer
- support the growth of high-quality technology enhanced learning to create additional flexibility for students, while protecting instructor time and energy for the most pedagogically valuable activities
- advance decolonization, equity, diversity, and inclusion in the design of future pedagogy
- continue growing experiential learning opportunities, including work-integrated learning, to meet our UAP goal of offering this to every student regardless of program
- incorporate attention to the UN Sustainable Development Goals or sustainability education more broadly
- preserve academic integrity in an era of technological disruption and the implications for assessment of learning

The Task Force provided its final report to APPRC and ASCP in January 2024. APPRC discussed the report and its set of recommendations in February. The report, including a set of recommendations, was the planned topic for the spring APPRC-Decanal meetings; the labour disruption and budget challenges, however, were time-sensitive issues that needed the focus of the Deans/ Principal this term. Discussion of next steps for the report is to be a resumed priority in 2024-2025, jointly with ASCP.

APPRC also brought the objectives of 21st Learning to its assessment of new programming. In its review of curriculum proposals, the Committee bases its concurrence on factors that highlight consonance with University and Faculty plans and academic resource dimensions (e.g., sufficiency, sustainability, impact on other activities.) As one of the parent committees of Senate's *Joint Sub-committee on Quality Assurance*, APPRC also brought oversight and response to the review of the latter's reports on the individual undergraduate and graduate cyclical program reviews and the systemic trends and recommendations that have academic planning and / or resource dimensions. Through regular reports, APPRC also engaged the Interim Deputy Provost, Markham in discussions of the academic planning for the new campus in lead up to its launch in FW'24, with a focus on plans to confirm that the centralized resources align with the programs' teaching and learning needs to position them and students for success.

Knowledge for the Future: From Creation to Application

Progress overseen by APPRC toward *Knowledge for the Future* figured in several ways this year.

- Academic planning discussions for the establishment of a medical school

- Input on the Implementation Plan for the *2023-2028 Strategic Research Plan*
- 4 ORU charter applications to Senate for approval in June
- Annual Report on Research by the VPRI, including external research funding performance, presented to Senate for discussion in January
- Revisions to the *Senate Policy on Research Involving Human Participants*, Senate for approval in June
- Input to Provost on progress towards achievement of the Faculty Complement Renewal Strategy to support the intensification of research
- planning discussions with the Deputy Provost Markham on research strategies for the new campus
- Input to the VPRI on a new *Policy on Intellectual Property and Commercialization*
- Input on the implementation of the *Discover York Academics* research tool

With the Province's announcement in March 2024 of its support for the establishment of a school of medicine at the University, academic planning discussions for establishing the school began in the spring in preparation for program and curriculum development, defining the architecture of the new academic unit, academic resource planning, and the integration of the medical school in the Strategic Research Plan.

Following the establishment and Senate approval of the *2023-2028 Strategic Research Plan* (SRP) last year, the Committee contributed to the work of the Vice-President Research & Innovation in the development of the Implementation Plan for the SRP. Together the SRP and its Implementation Plan position the University well to achieve the research and scholarship goals articulated in the UAP.

Over the course of its bi-weekly meetings, the Committee also took up its responsibility for the articulation of research principles for academic planning and criteria for assessment of major initiatives, the receipt of annual and periodic reports from Vice-Presidents, the facilitation of Senate consideration through the transmittal of relevant reports, and provided advice and recommendations on the allocation of academic resources.

In the realm of the *Knowledge for the Future* UAP priority, the Committee engaged regularly in focused discussions with the Vice-President Research & Innovation providing oversight and insight into plans designed to:

- Foster research productivity and enhanced performance
- Expand innovation / commercialization
- Enhance research supports
- Engage in global research partnerships
- Support research equity, diversity and inclusion
- Catalyze interdisciplinary research clusters

The advancement of *Knowledge for the Future* was also supported this year through the committee's review and recommendation to Senate of charters for several Organized

Research Units in areas that align with York's excellence in inter- and transdisciplinary research, and in updating the *Senate Policy on Research Involving Human Participants* to ensure compliance with Tri-Council research requirements.

From Access to Success and Living Well Together

Progress toward the UAP goals of *From Access to Success and Living Well Together* was advanced by APPRC through:

- Ongoing support for the work of the Task Force on the Future of Pedagogy, including making it the focus of the APPRC planning forum
- Input to Provost on progress towards achievement of the Faculty Complement Renewal Strategy to support the diversification of faculty members to better reflect the University's student body population
- Oversight of the implementation of revisions to the charter application process for Organized Research Units including a new requirement for ORUs to articulate their commitment to Diversity, Equity, Decolonization and Inclusion in their membership and activities
- Ensuring a focus on diversity, equity, decolonization and inclusion is brought in various ways to the academic planning for the new medical school

On these two UAP priorities, APPRC contributed to initiatives to help advance access and principles of equity, diversity, inclusion and social justice. It did this through:

- supporting decolonization, equity, diversity, and inclusion in the design of future pedagogy through the mandate of the Task Force on the Future of Pedagogy
- advancing the integration of decolonization, equity, diversity, and inclusion actions within the Organized Research Units, and also in the planning structure to support the establishment of the new medical school.

Intersection of UAP Priorities

Several initiatives contributed to progress toward multiple UAP priorities. Among the major academic initiatives on APPRC's agenda this year, either as separate items of business or in conjunction with reports from the Provost, Vice-President Research & Innovation or President, were:

- medical school planning
- Markham Campus planning
- the strategic repositioning and administrative restructuring of Glendon
- administrative restructuring of two departments in AMPD
- a new organizational structure of the University's Faculties and Schools, early discussion of options and possibilities

Through focused monitoring and guidance on major academic planning initiatives undertaken in 2023-2024, the Committee contributed to several initiatives that cut across

all the UAP priorities. Input and advice on planning, resource allocations, consultation processes and content were provided by the Committee on these initiatives.

As noted earlier in this report, a core activity for the Committee again this year has been monitoring and providing input on the academic planning for the new Markham campus. Its work was to ensure resource sufficiency for sustainable program delivery at the new campus.

The Committee actively engaged in a specific exercise of the strategic repositioning of Glendon: the administrative restructuring of its departments. This work culminated in a recommendation to Senate to reorganize the departments into four new interdisciplinary departments.

In spring 2024, a central focus of the Committee became planning for the establishment of a school of medicine, specifically the development of a committee structure to support planning for the new school and the preparation of full proposals for consideration by Senate and the Board of Governors beginning in 2024-2025. This work will intensify in the coming months for APPRC.

And in May, the Provost introduced to the Committee as a concept, a project focused on possibilities and options for a new organizational structure of the University's Faculties and Schools as an initiative to support enrolment recovery and concurrently builds on the University's existing program and research strengths and distinctiveness. This will be an initiative that engages the collegium in the next year.

Towards a New University Academic Plan

The current five-year UAP will conclude in June 2025. A focus of APPRC and the community in 2024-2025 will be the preparation of a successor plan. Ahead of this exercise and heading into the final year of the document, it will be helpful to receive Senate's reflections on our collective achievement of the goals of this current UAP. The Committee looks forward to hearing Senate's views.



Measuring Success 2020-2025

2023-2024 YEAR END REPORT

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. Objective-specific Metrics: Each strategic goal from our UAP is matched with corresponding quantitative and qualitative measures, offering a view of our achievements.
2. Outcome Presentation: 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.

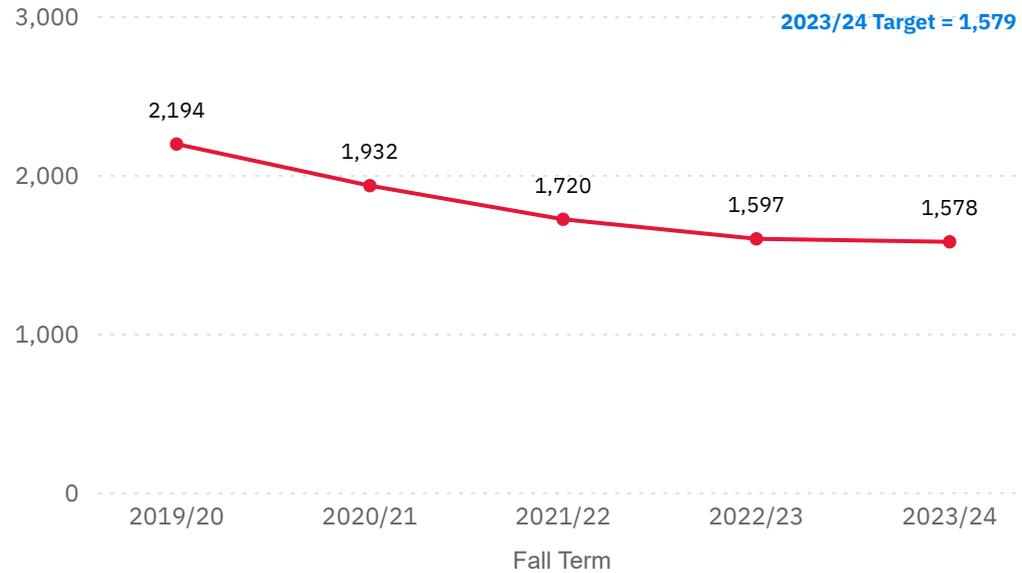
- New Sustainability Strategy and Framework Developed

1. 21ST CENTURY LEARNING

1.1 ADVANCE THE FUTURE OF HIGHER EDUCATION

Glendon - Enrolment

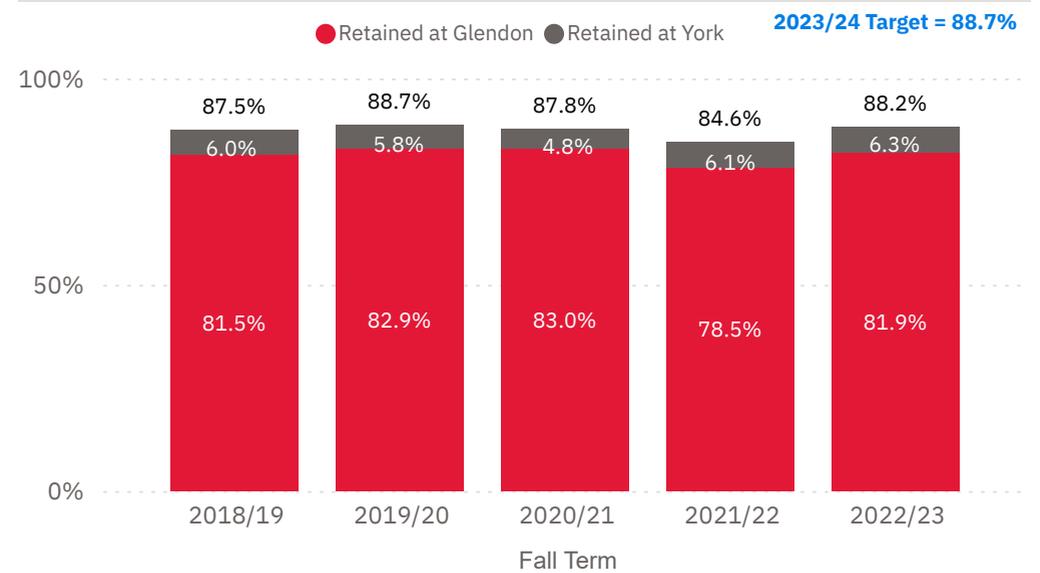
Student headcount, undergraduate and graduate, domestic and international



Source: Office of Institutional Planning and Analysis (OIPA)

Glendon - Retention Rate

Undergraduate students, domestic and international

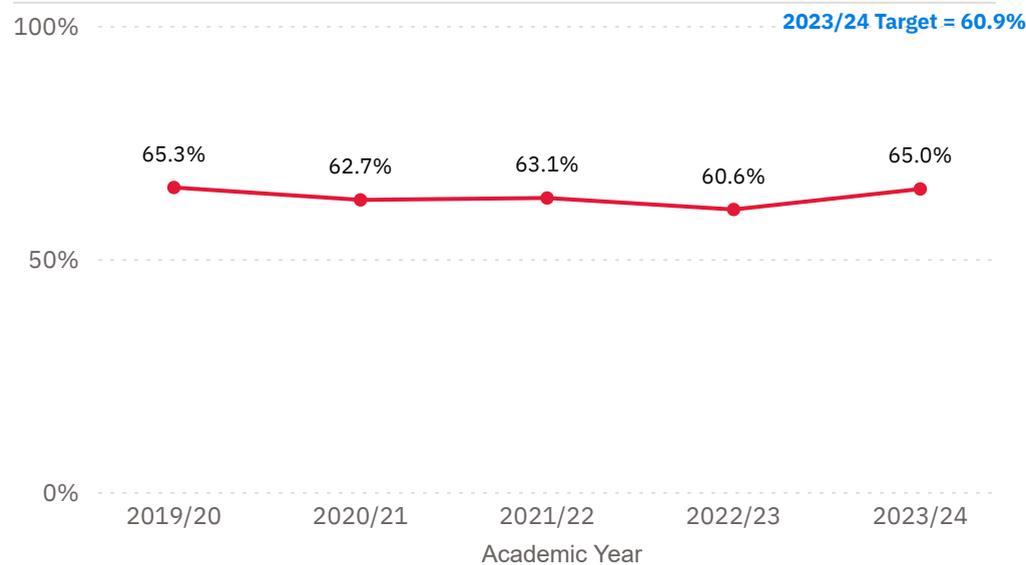


Note: 2023/24 retention available November 1, 2024.

Source: Office of Institutional Planning and Analysis (OIPA)

Glendon - Graduation Rate

Undergraduate students completing degrees within 7 years

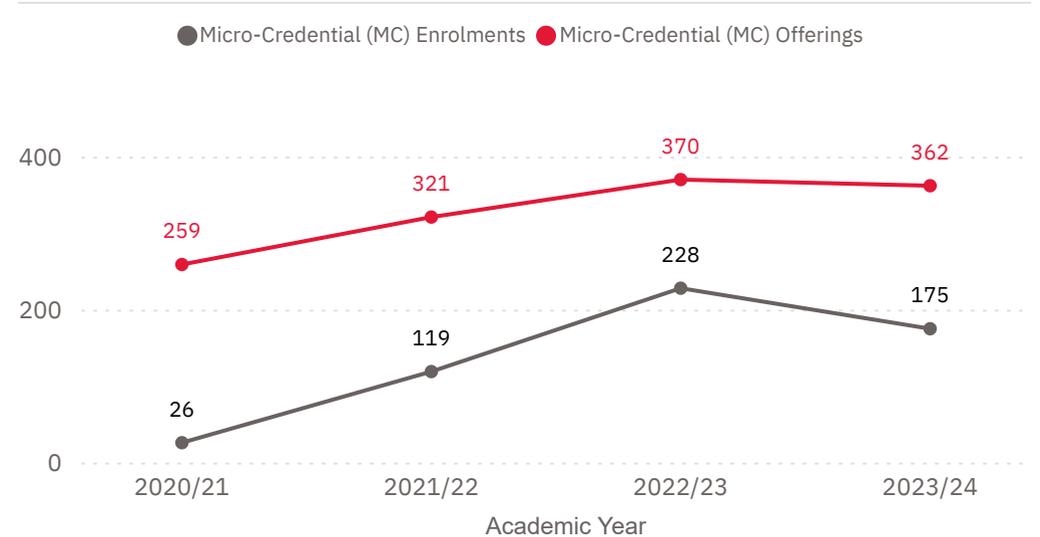


Note: 2023/24 represents the 2016 student cohort.

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



Note: 2023/24 results are preliminary and do not include Summer 2024.

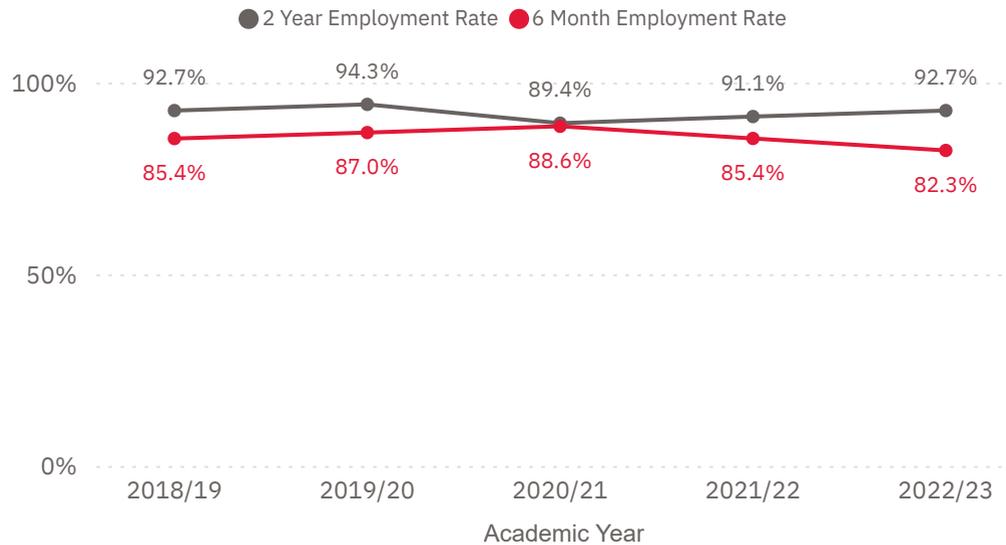
Source: Office of the University Registrar (OUR)

1. 21ST CENTURY LEARNING

1.1 ADVANCE THE FUTURE OF HIGHER EDUCATION

Undergraduate Employment Rate

Employment rate of responding graduates, employed or offered employment



■ 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)

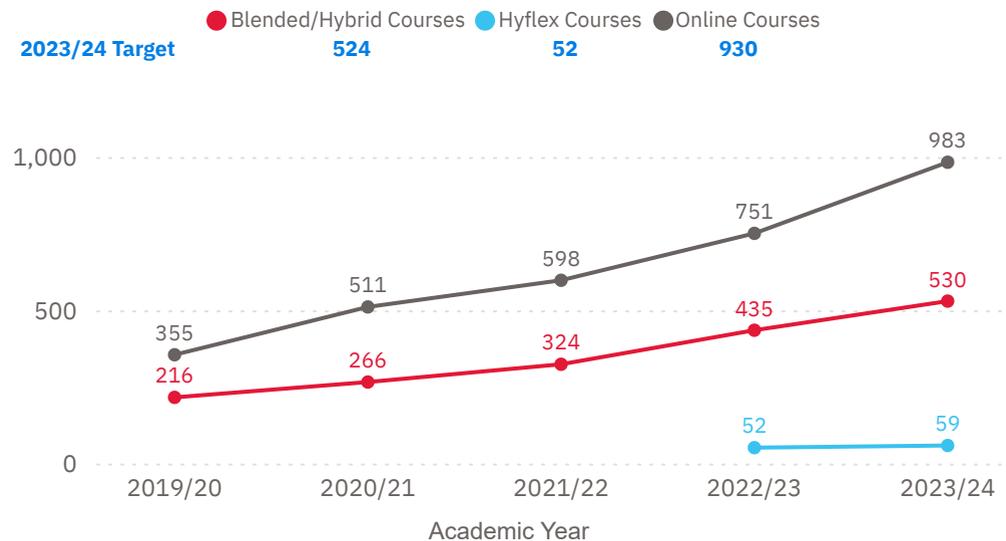
"University graduates are using skills and knowledge gained at university to find valuable employment."



1.2 DIVERSIFY HOW WE TEACH

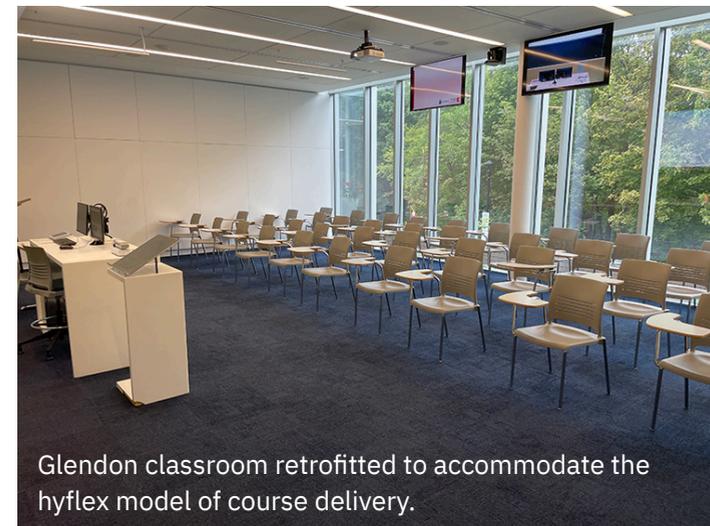
Course Offerings - Blended/Hybrid, Online, and Hyflex

All Terms (Fall, Winter, Summer)



■ 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)



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

- 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.

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.



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).

Renewal process for Glendon

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



Markham Campus

• **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.



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.

Next steps:



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



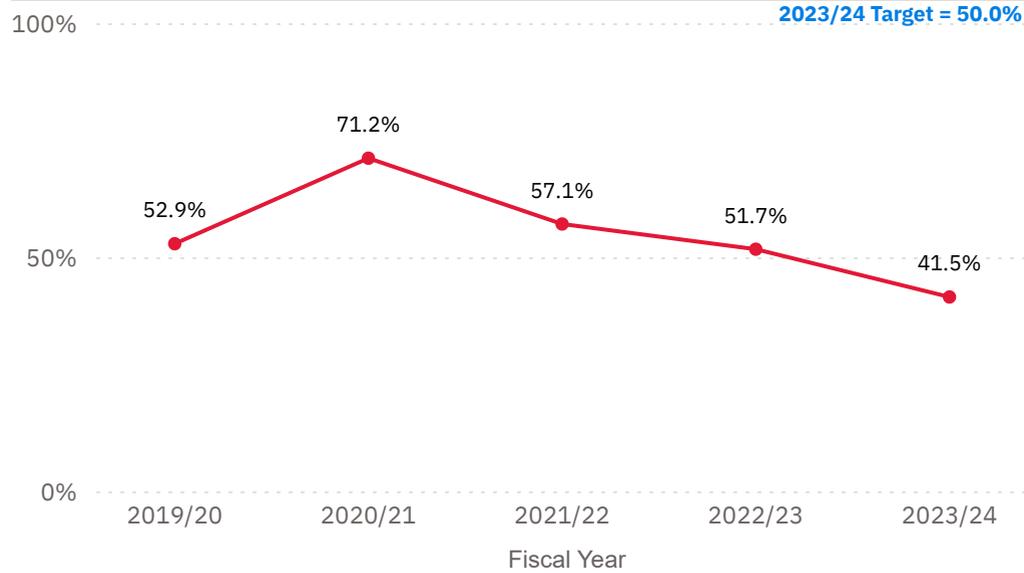
The report will provide further guidance on how best to progress on this topic of supporting Teaching Stream faculty.

2. KNOWLEDGE FOR THE FUTURE

2.1 STRENGTHEN RESEARCH EXCELLENCE

Research Grant Success Rate

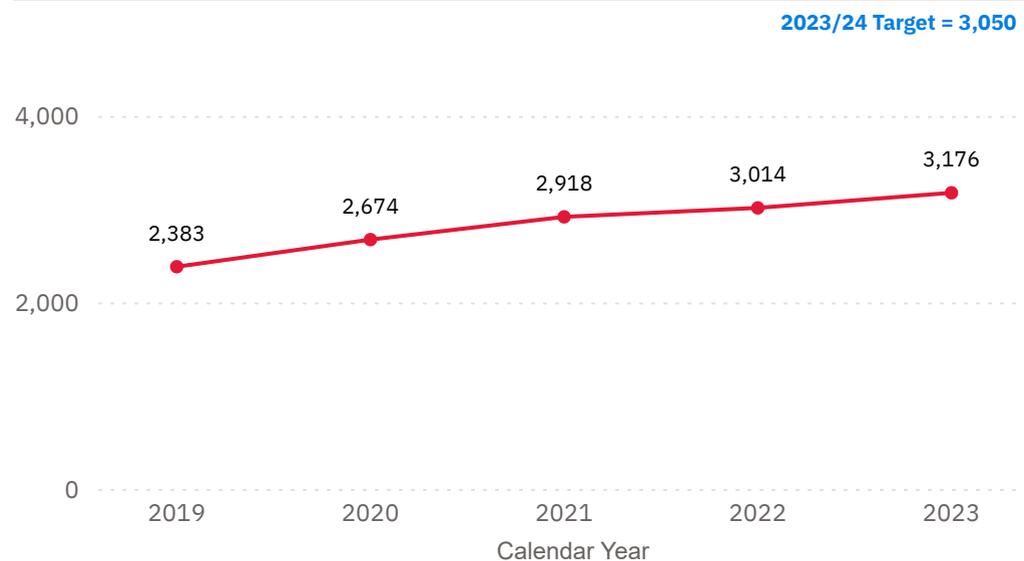
Faculty members successful in their funding applications



■ Source: Vice-President Research and Innovation (VPRI)

Research Publications

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

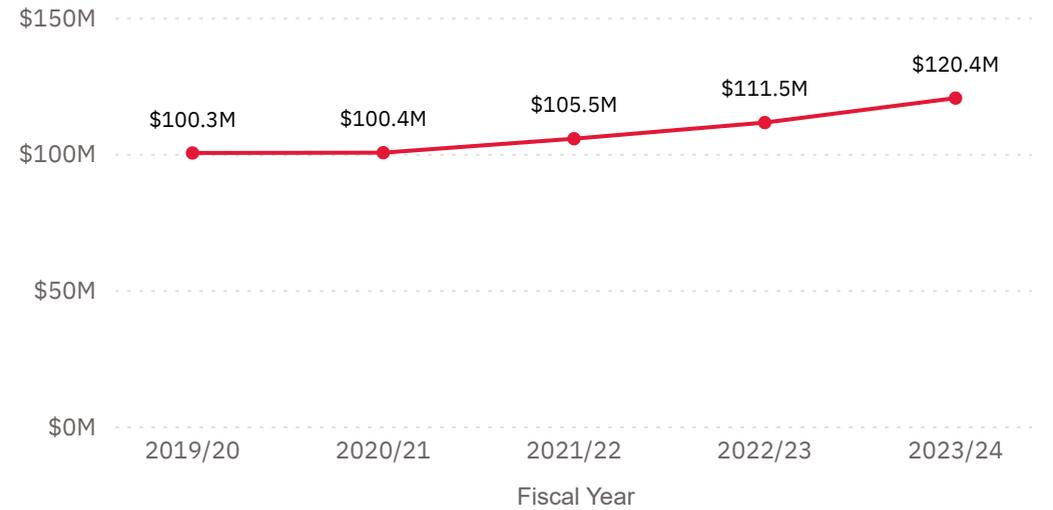


■ Note: Includes publications by individuals affiliated with York.

■ Source: SciVal

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



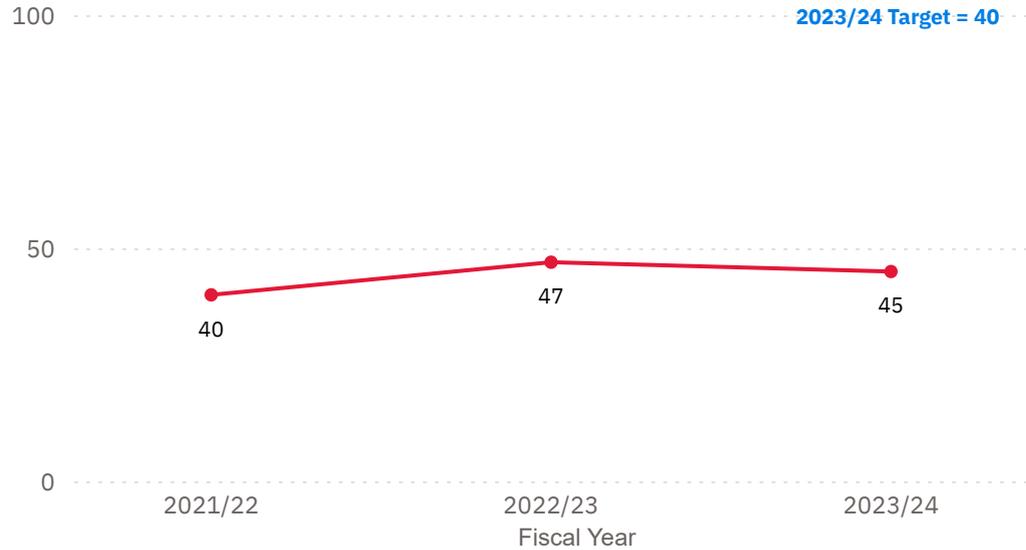
■ Source: Research Infosource

2. KNOWLEDGE FOR THE FUTURE

2.1 STRENGTHEN RESEARCH EXCELLENCE

Large-Scale Grant Applications

Large-scale grant opportunities typically exceed \$1M

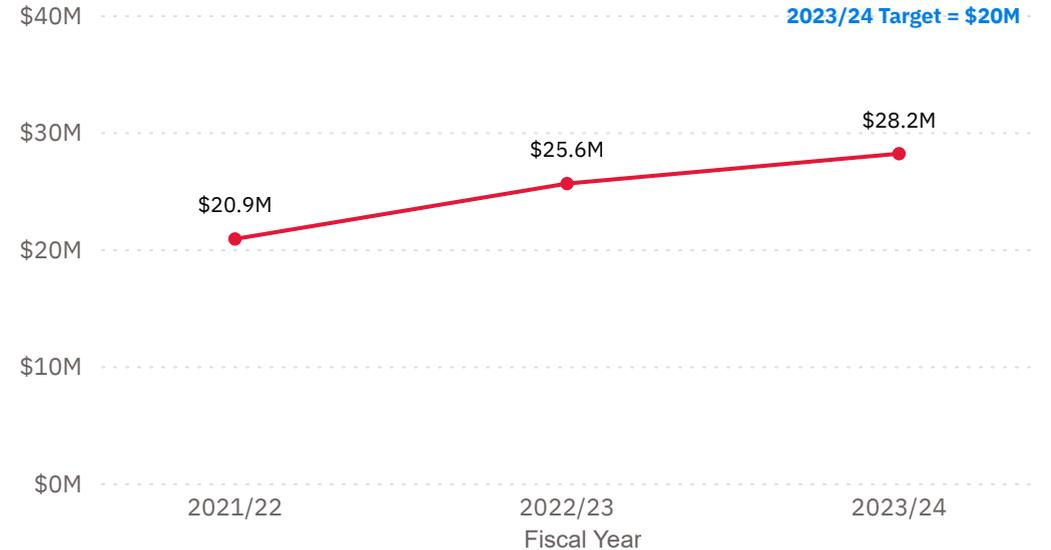


■ Note: Includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CFI IF, CRC, ORF RE, and ORF LIF.

■ Source: Strategic and Institutional Research Initiatives Unit

Large-Scale Grant Awards

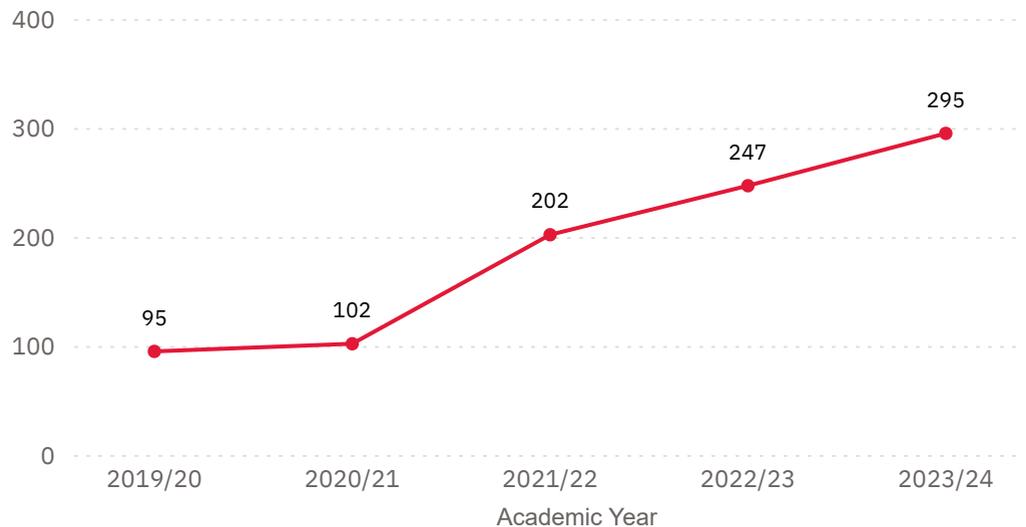
Large-scale grant opportunities typically exceed \$1M



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

Entrepreneurship Talks and Workshops

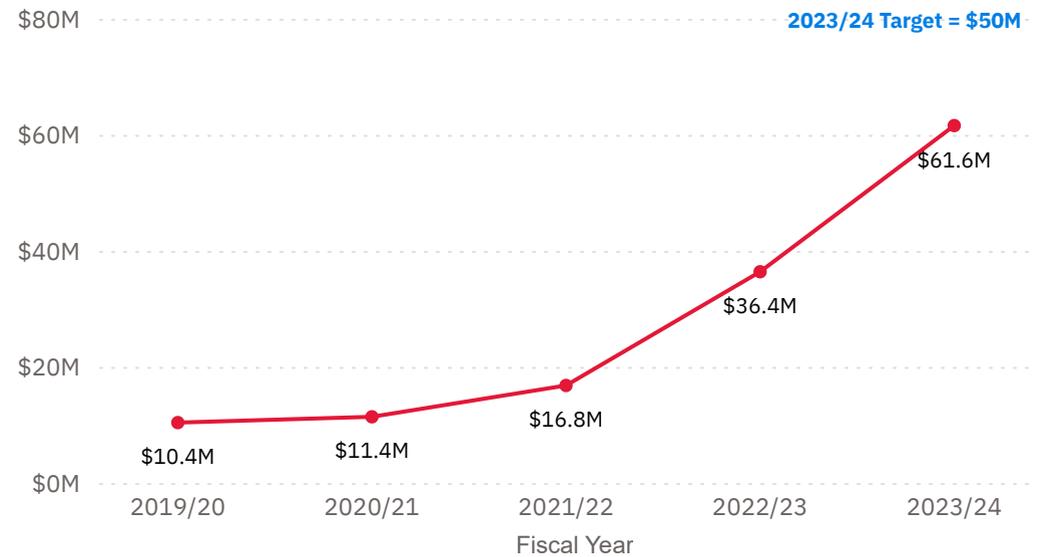
Workshops, presentations, and speaking engagements delivered by Innovation York's entrepreneurship unit



■ Source: Innovation York

Start-Up Revenue

Includes grants, loans, and investments



■ Note: Other sources may also be included.

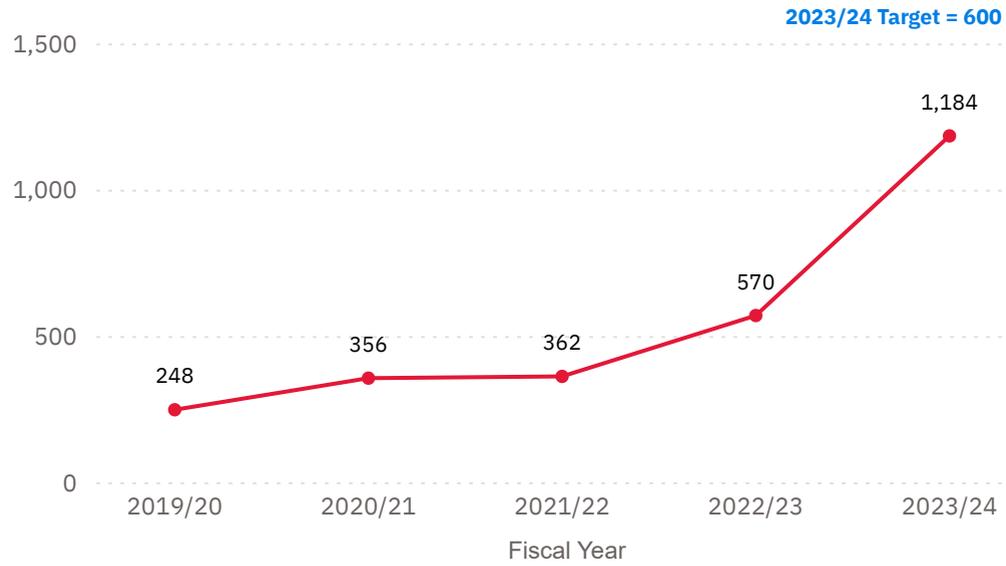
■ Source: Innovation York

2. KNOWLEDGE FOR THE FUTURE

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

Start-Up Ventures Applied

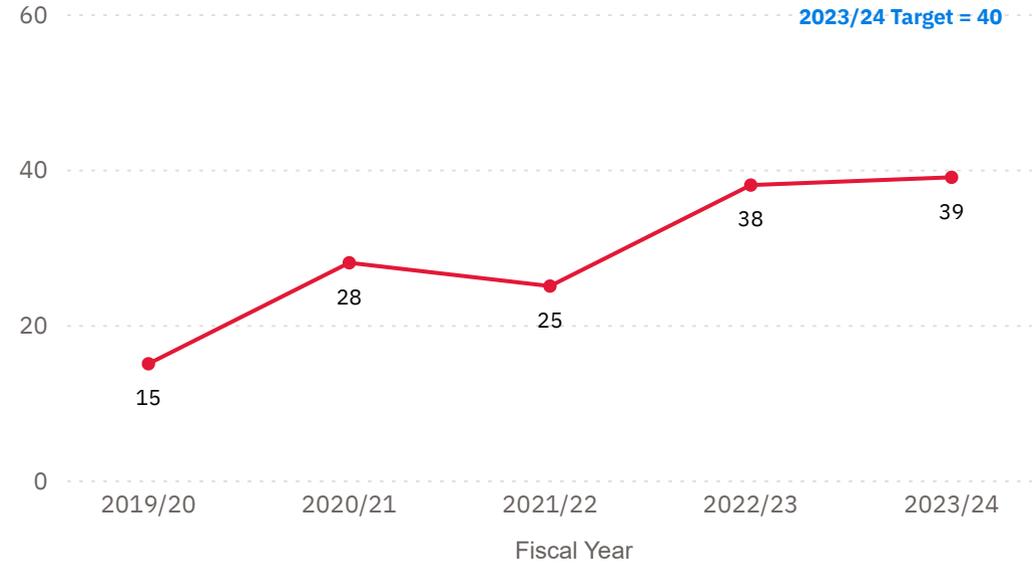
Number of companies (ventures) applied



■ Source: Innovation York

Commercialization at Innovation York

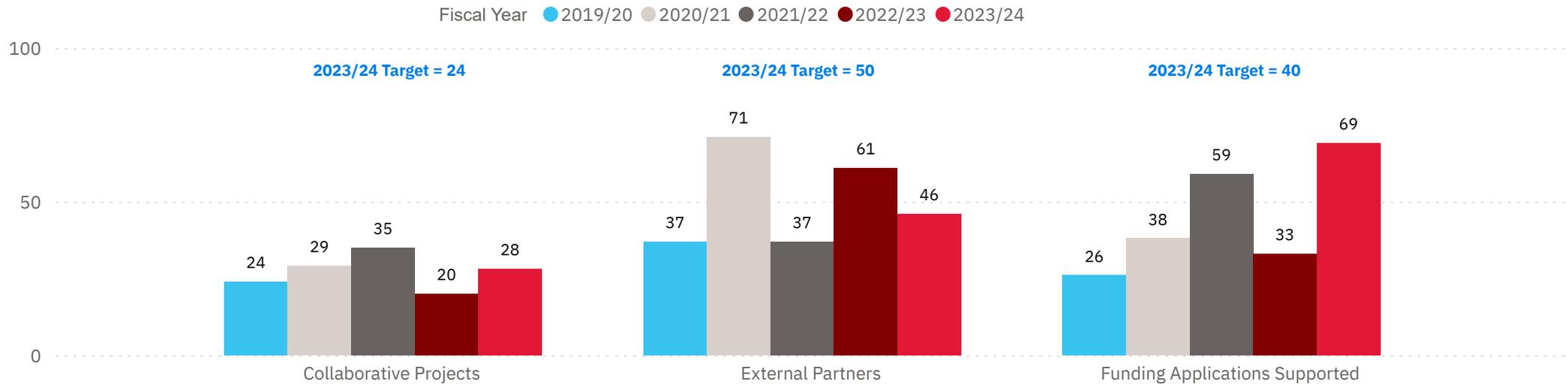
Invention disclosures submitted to Innovation York's commercialization unit



■ Source: Innovation York

Collaborative Projects and External Partners Engaged

Knowledge mobilization



■ Source: Innovation York's Knowledge Mobilization Unit

• **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 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.

• **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.



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

• **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.



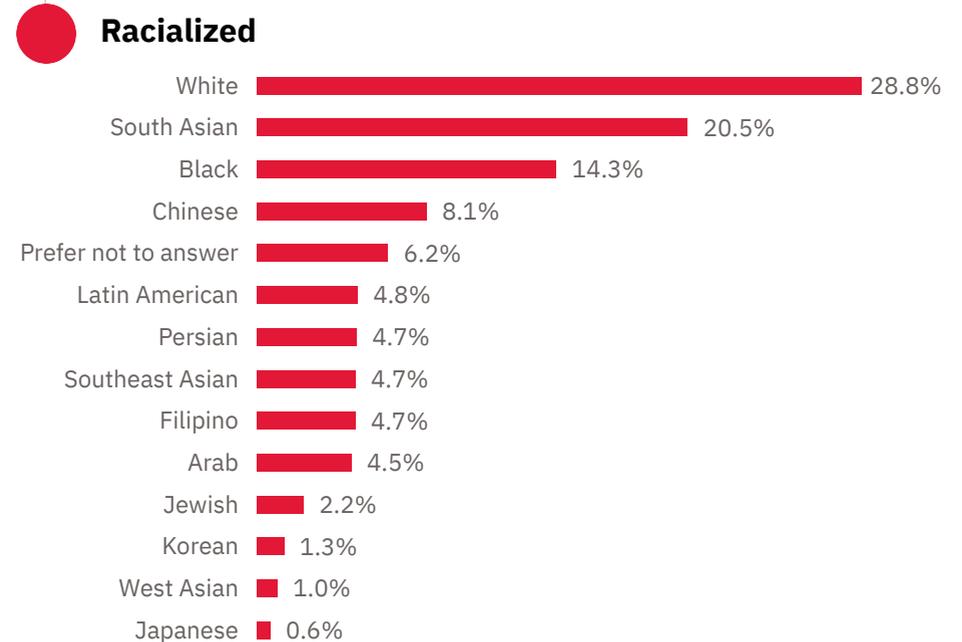
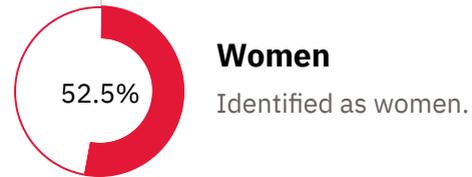
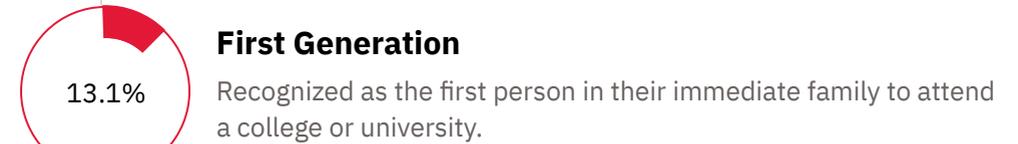
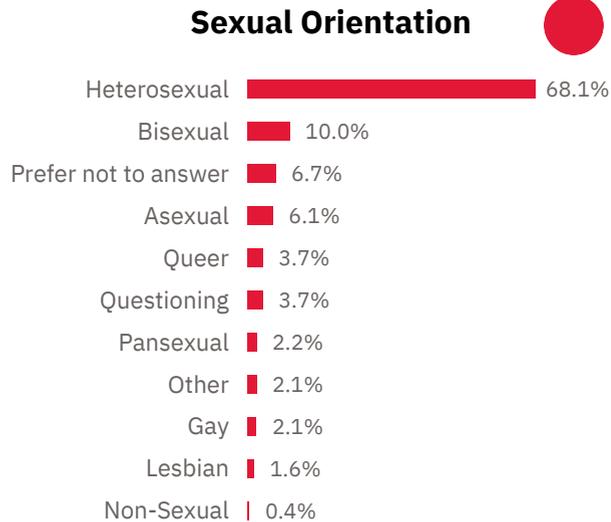
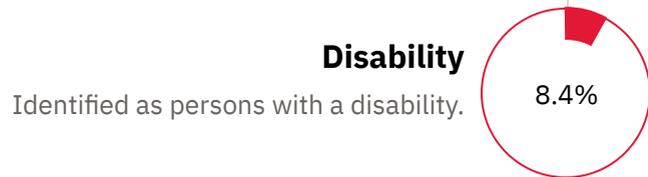
YSpace is York's pan-university entrepreneurship and innovation hub.

3. FROM ACCESS TO SUCCESS

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

Student Representation - 2023

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

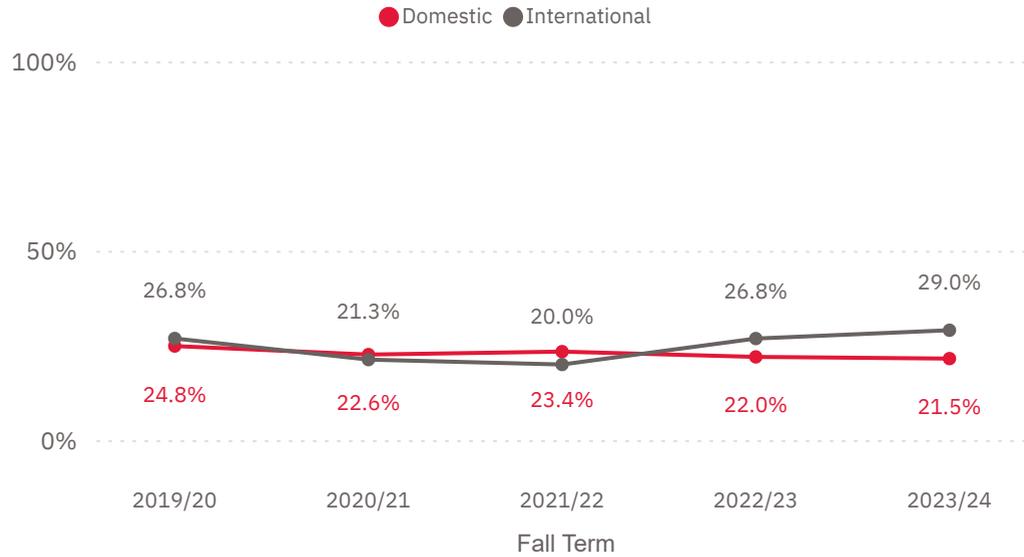


3. FROM ACCESS TO SUCCESS

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

Undergraduate Application Conversion Rate - Offer to Acceptance

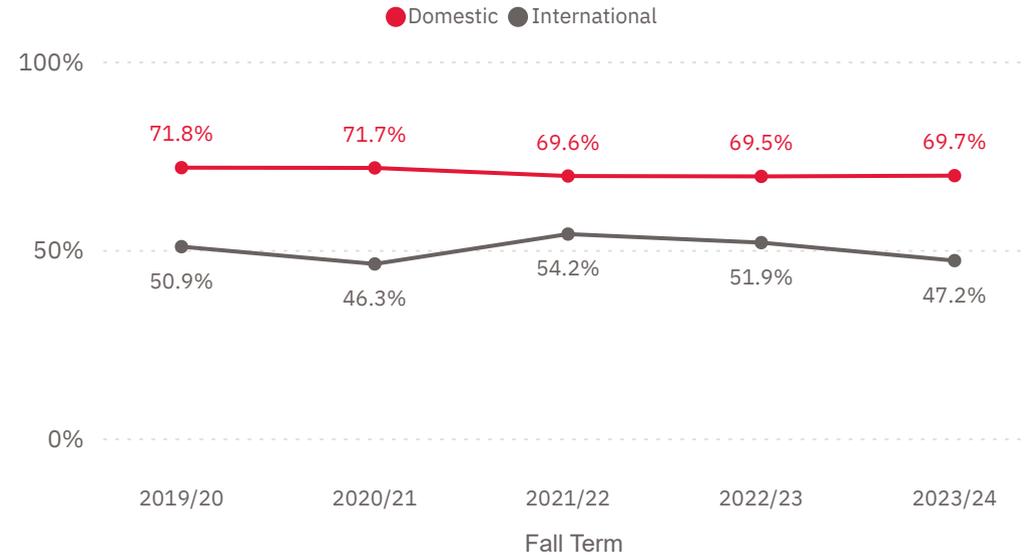
Acceptance rate of students offered admission to a program



Source: York Insight

Graduate Application Conversion Rate - Offer to Acceptance

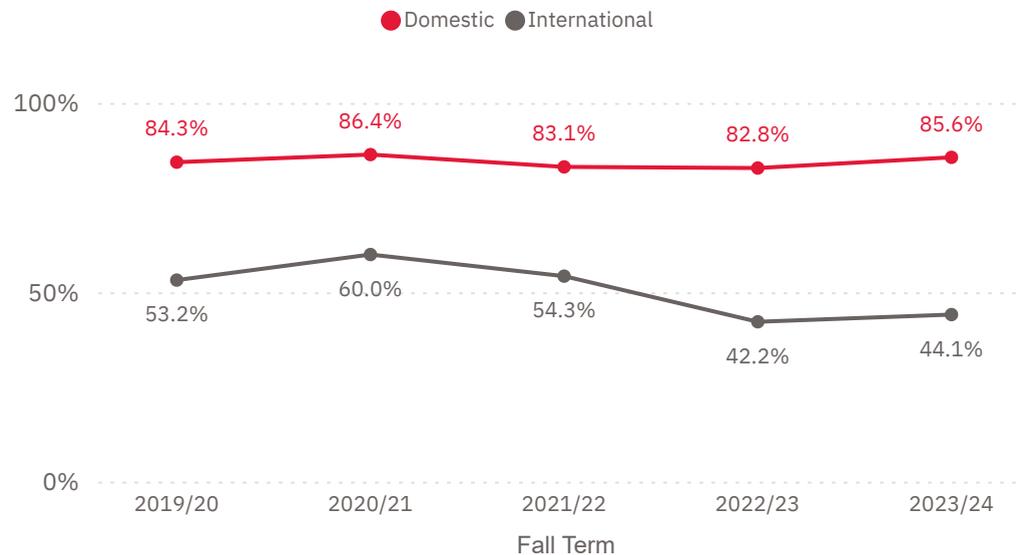
Acceptance rate of students offered admission to a program



Source: York Insight

Undergraduate Application Conversion Rate - Acceptance to Enrolment

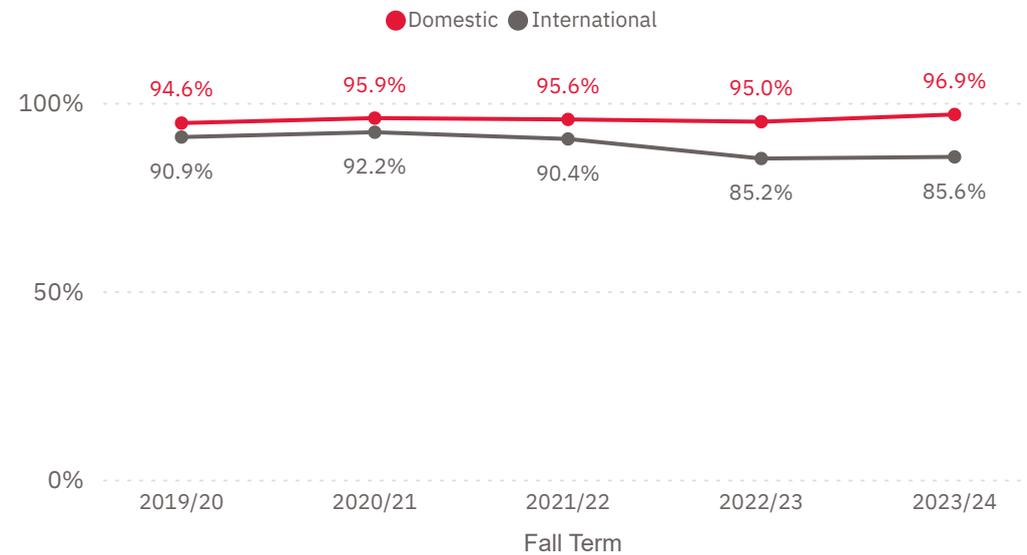
Enrolment rate of students after accepting an offer to a program



Source: York Insight

Graduate Application Conversion Rate - Acceptance to Enrolment

Enrolment rate of students after accepting an offer to a program



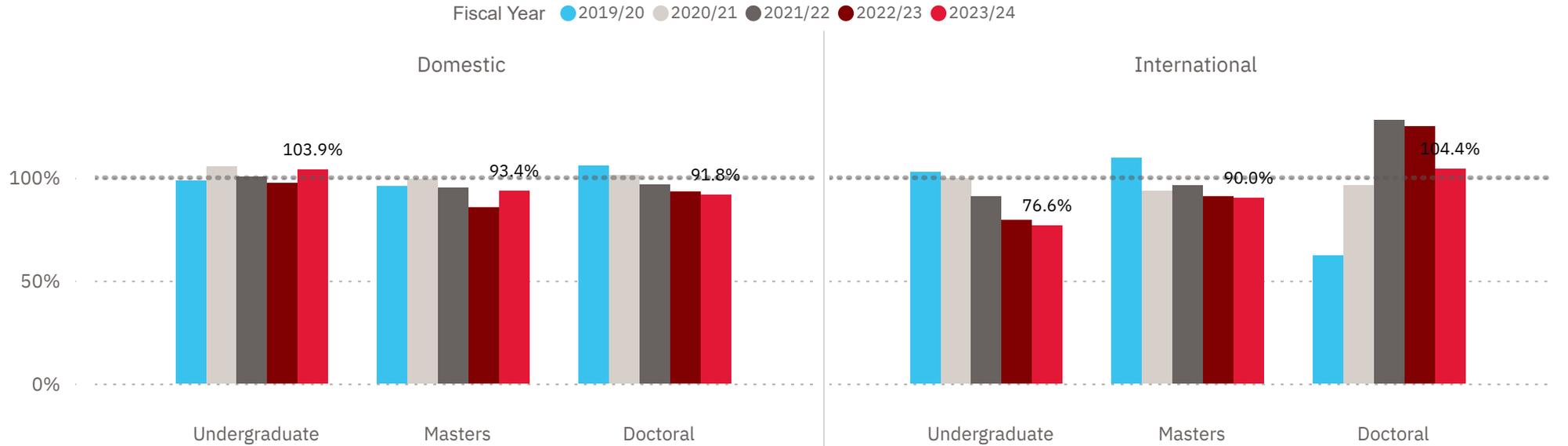
Source: York Insight

3. FROM ACCESS TO SUCCESS

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

Enrolment Target versus Actual

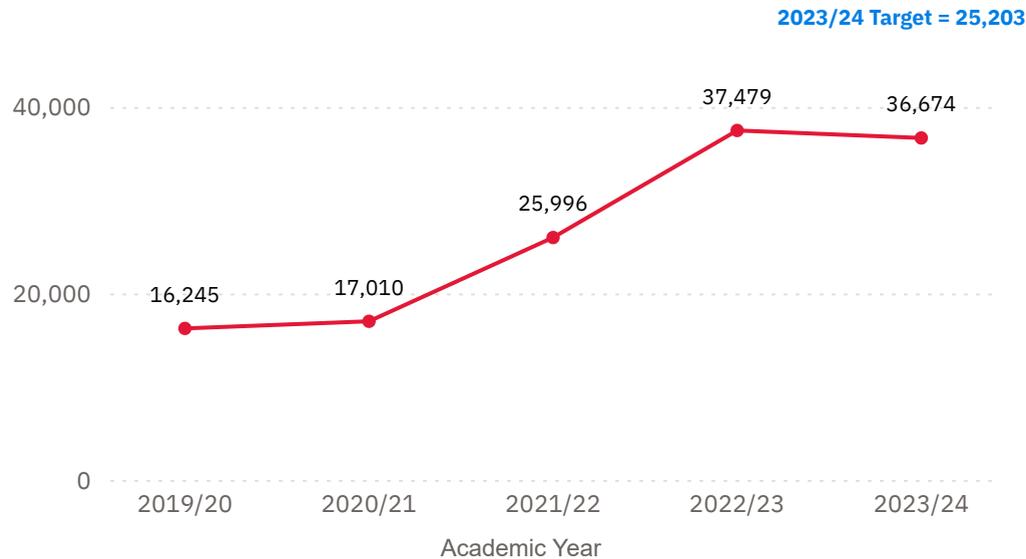
Undergraduate, Masters, Doctoral, domestic and international (Full-Year FFTE/FTE)



Source: Office of Institutional Planning and Analysis (OIPA)

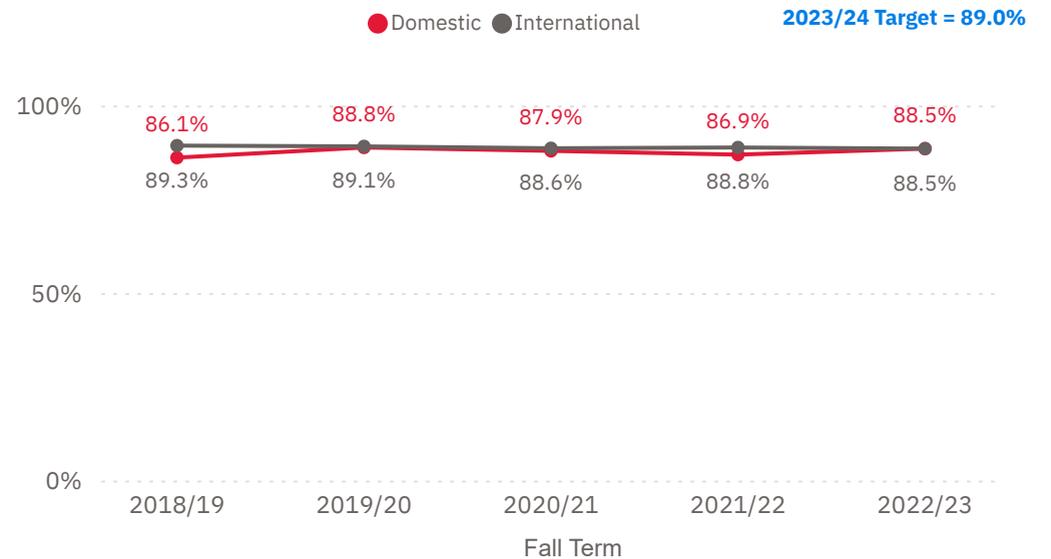
School of Continuing Studies - Enrolment

Course registrations



Source: School of Continuing Studies

Undergraduate Retention Rate



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

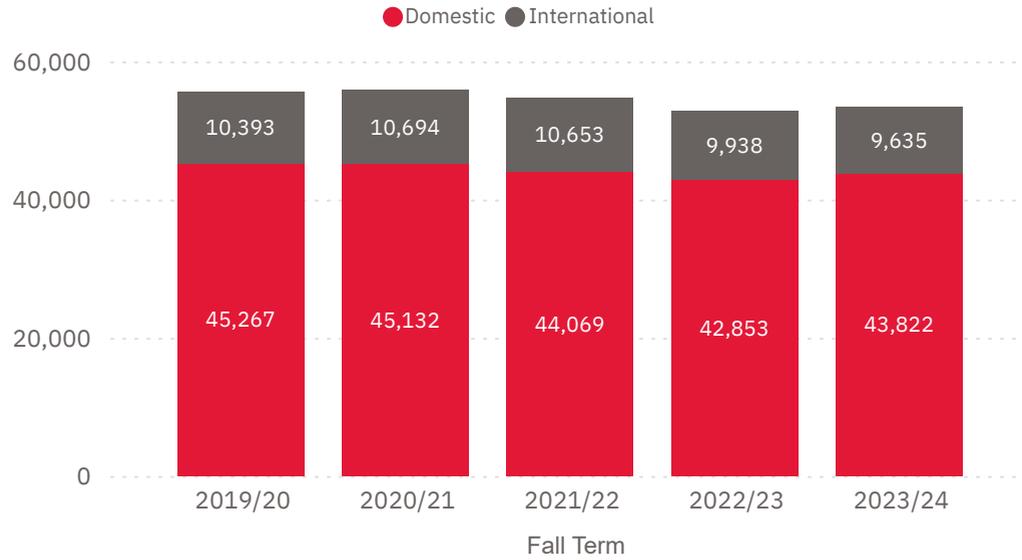
Source: Office of Institutional Planning and Analysis (OIPA)

3. FROM ACCESS TO SUCCESS

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

Student Headcount

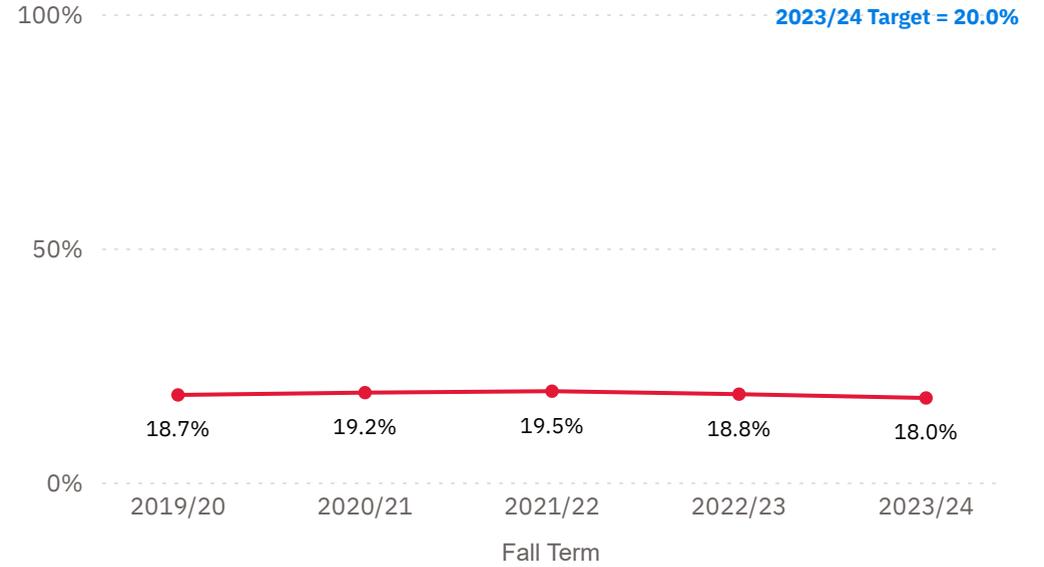
Undergraduate and graduate, domestic and international



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

International Student Population

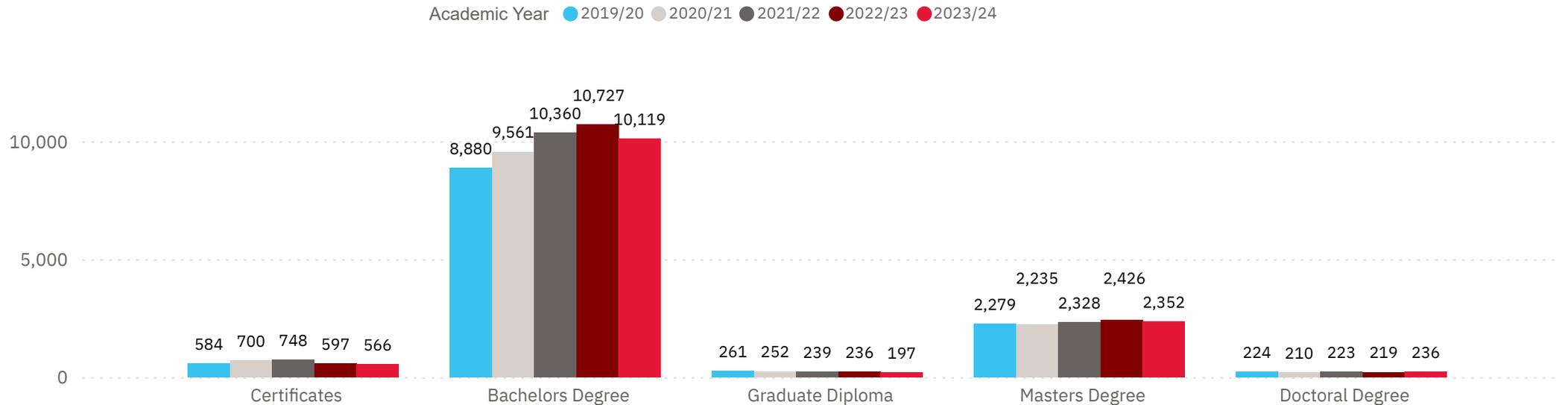
Undergraduate and graduate, international students



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

Conferred Credentials

Academic degrees, diplomas or certifications officially awarded to students



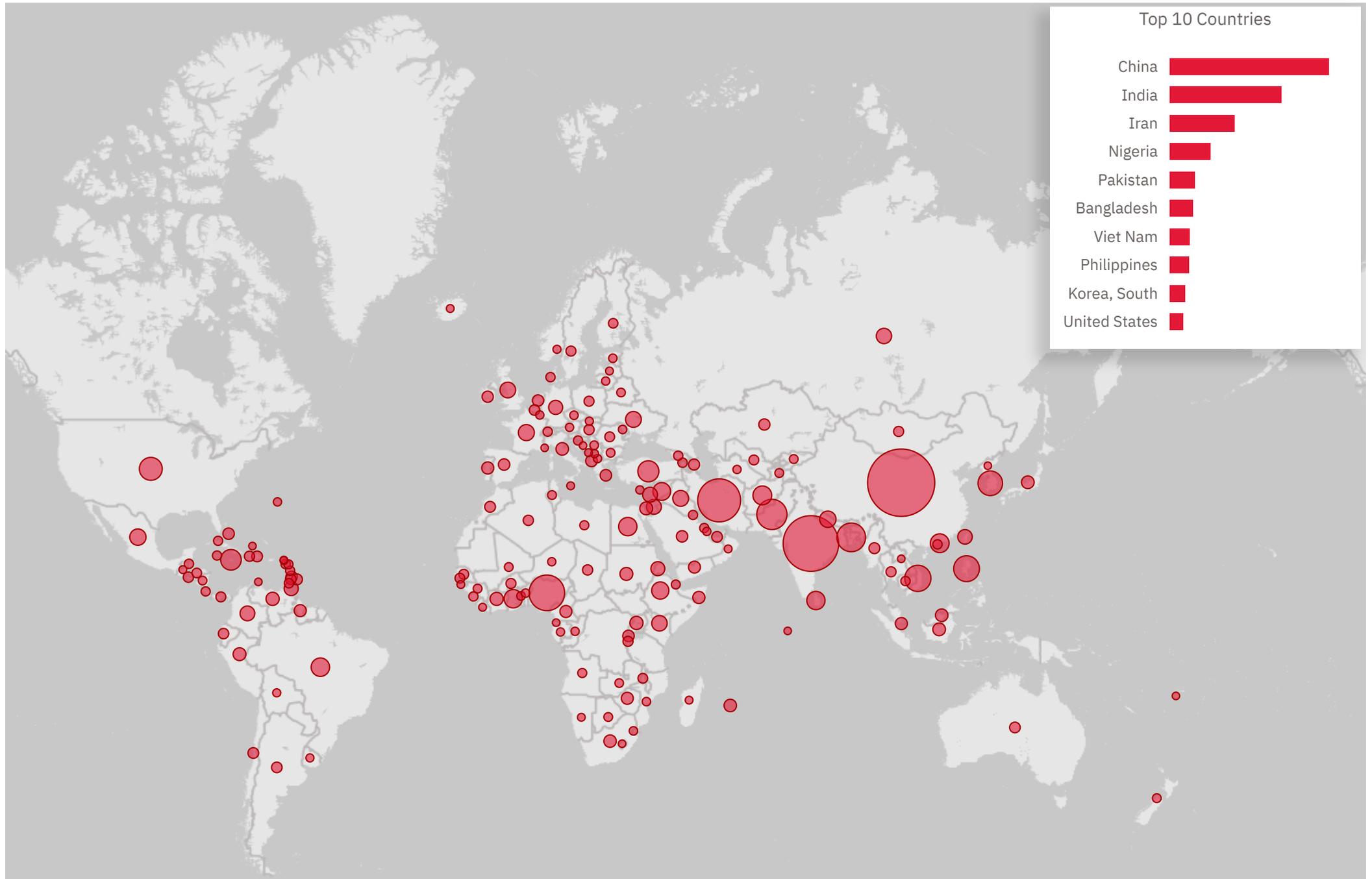
■ Source: Office of the University Registrar (OUR)

3. FROM ACCESS TO SUCCESS

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

International Representation of Student Body - 2023/24

Graduate and undergraduate

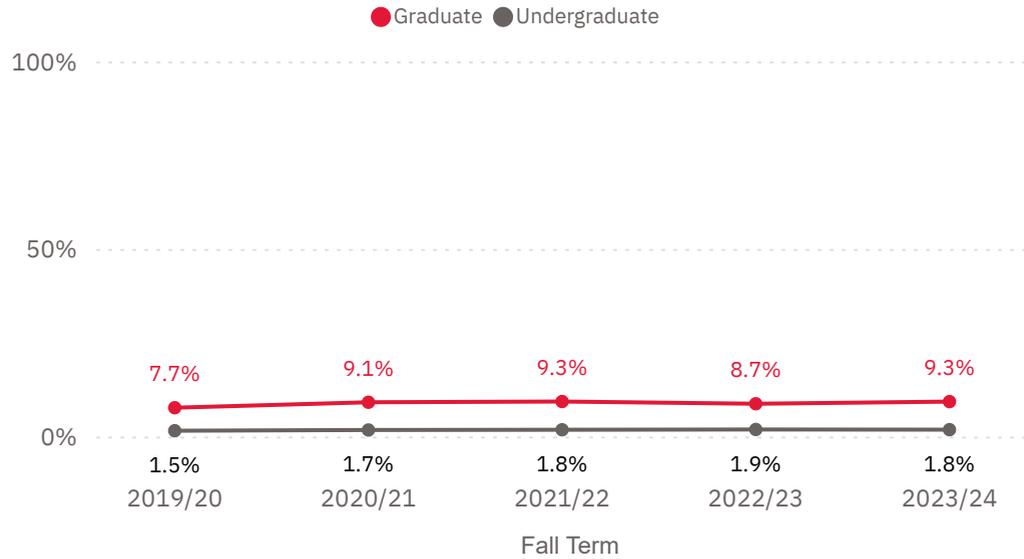


3. FROM ACCESS TO SUCCESS

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

Out-of-Province Student Population

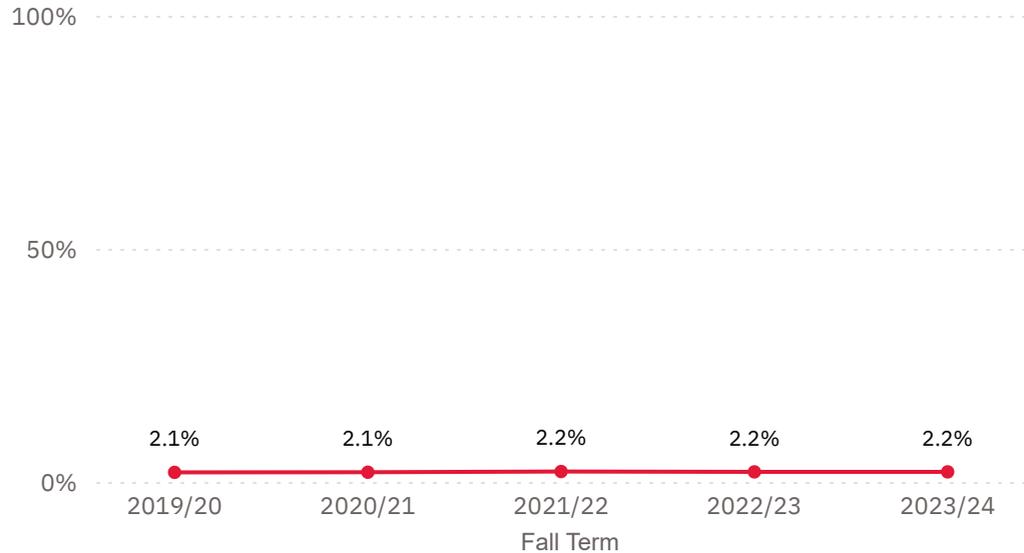
Percentage of students, undergraduate and graduate, domestic



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

Rural Student Population

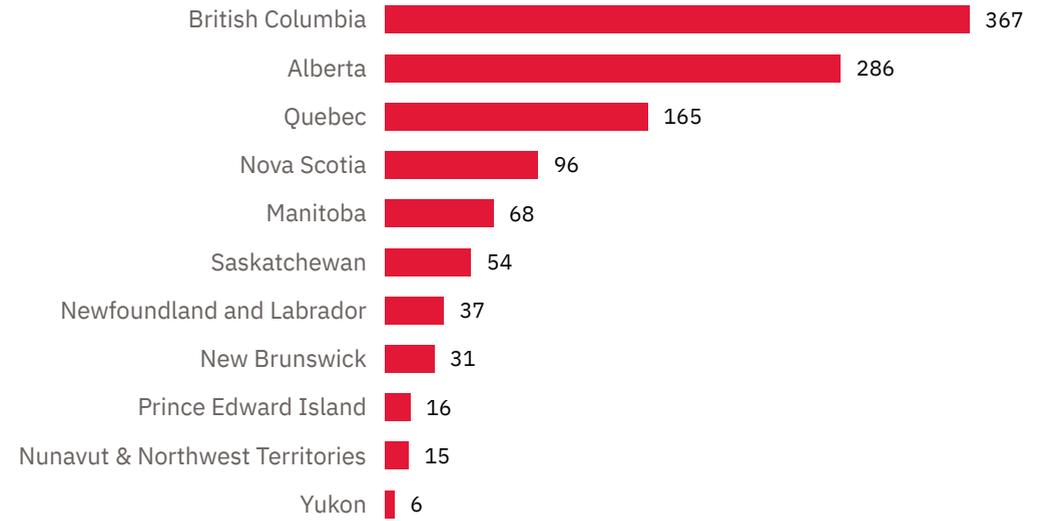
Percentage of students, undergraduate and graduate, domestic



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

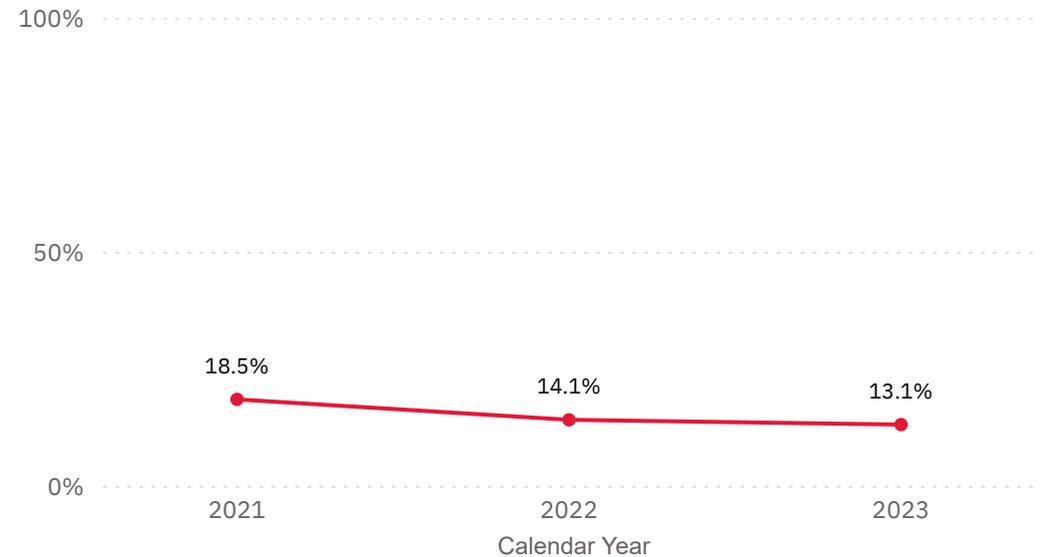
Out-of-Province Breakdown - Student Population

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



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

First-Generation Students

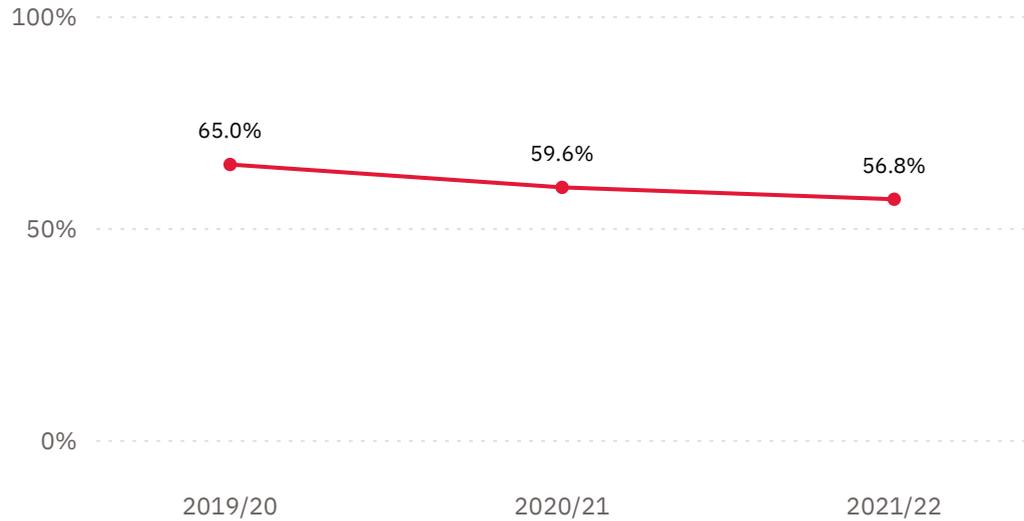


■ Note: A "first-generation" student is generally recognized as the first person in their immediate family to attend a college or university.
 ■ Source: Student Equity & Diversity Census

3. FROM ACCESS TO SUCCESS

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

Ontario Student Assistance Program (OSAP) Recipients

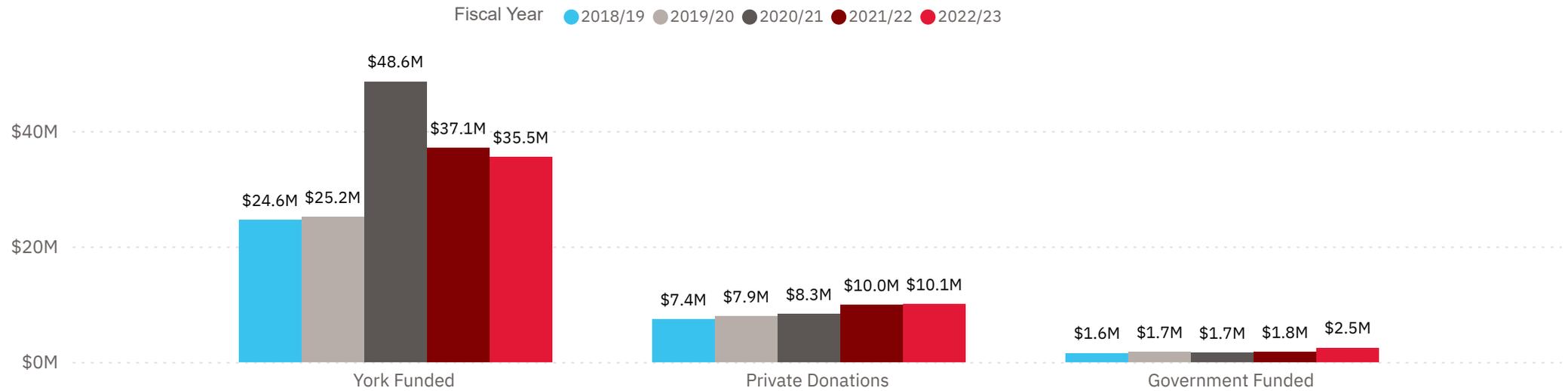


■ Note: Includes students who provided their address information at the time of application.

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

3.2 ENHANCE THE STUDENT EXPERIENCE

Undergraduate Bursaries and Scholarships



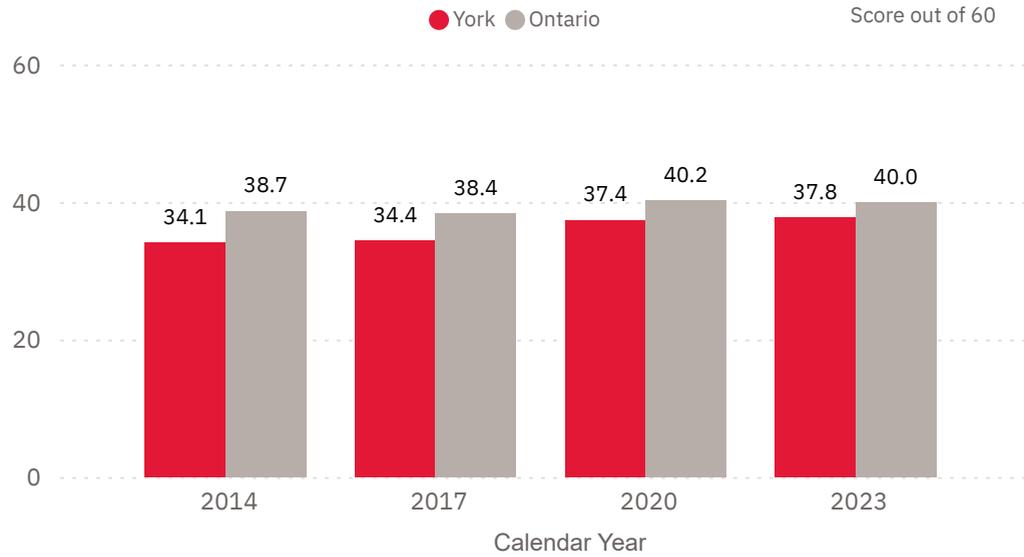
■ Source: Student Financial Services

3. FROM ACCESS TO SUCCESS

3.2 ENHANCE THE STUDENT EXPERIENCE

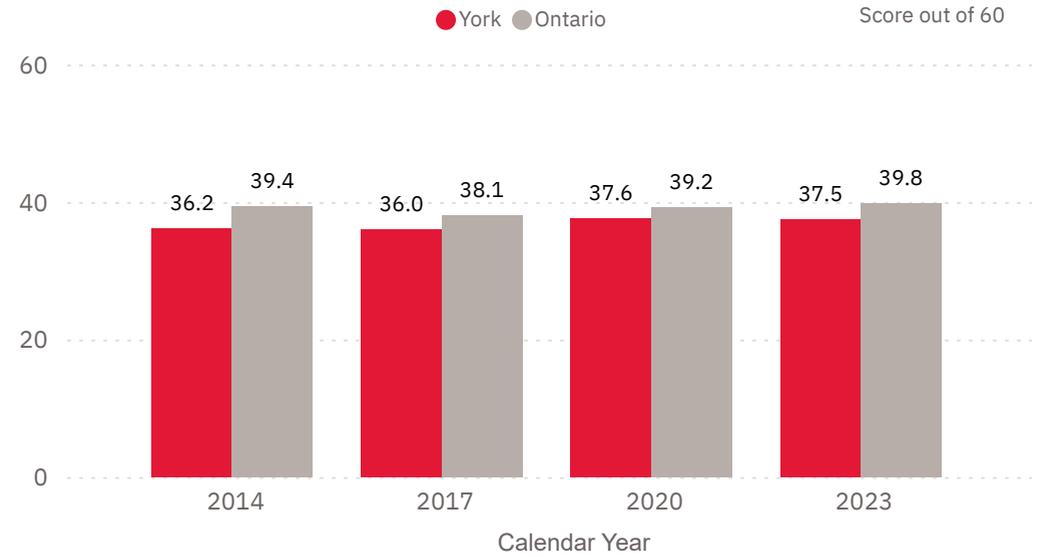
Campus Environment, Quality of Interactions, First-Year

Comparison of first-year students with the Ontario average



Campus Environment, Quality of Interactions, Senior-Year

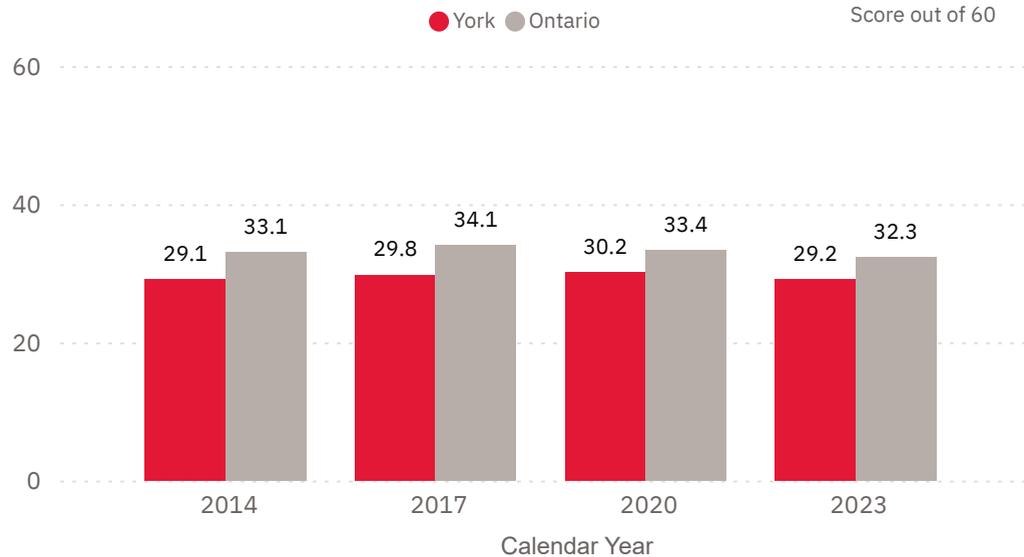
Comparison of senior students with the Ontario average



■ 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)

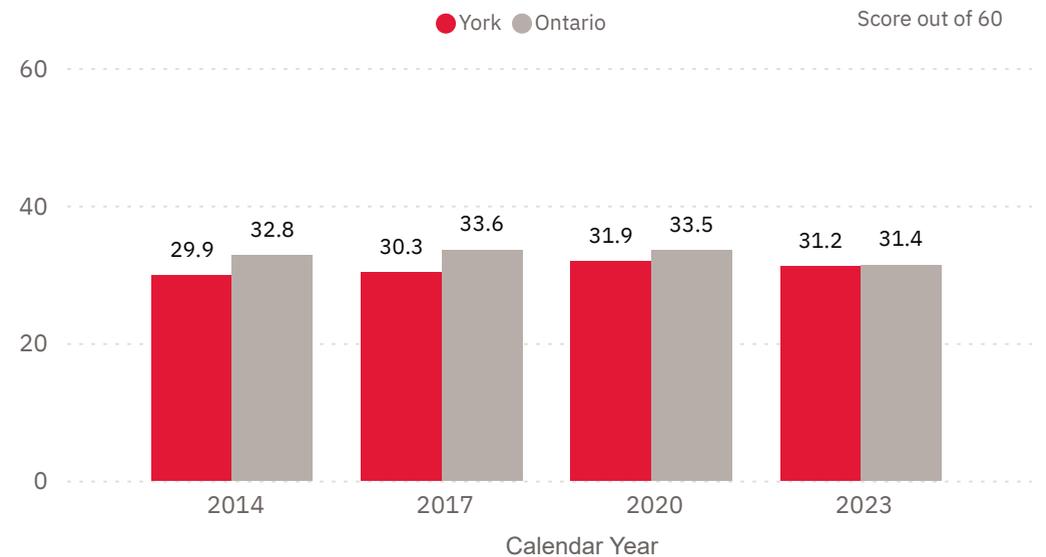
Learning with Peers, Collaborative Learning, First-Year

Comparison of first-year students with the Ontario average



Learning with Peers, Collaborative Learning, Senior-Year

Comparison of senior students with the Ontario average



■ 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)

3. FROM ACCESS TO SUCCESS

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

• 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



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

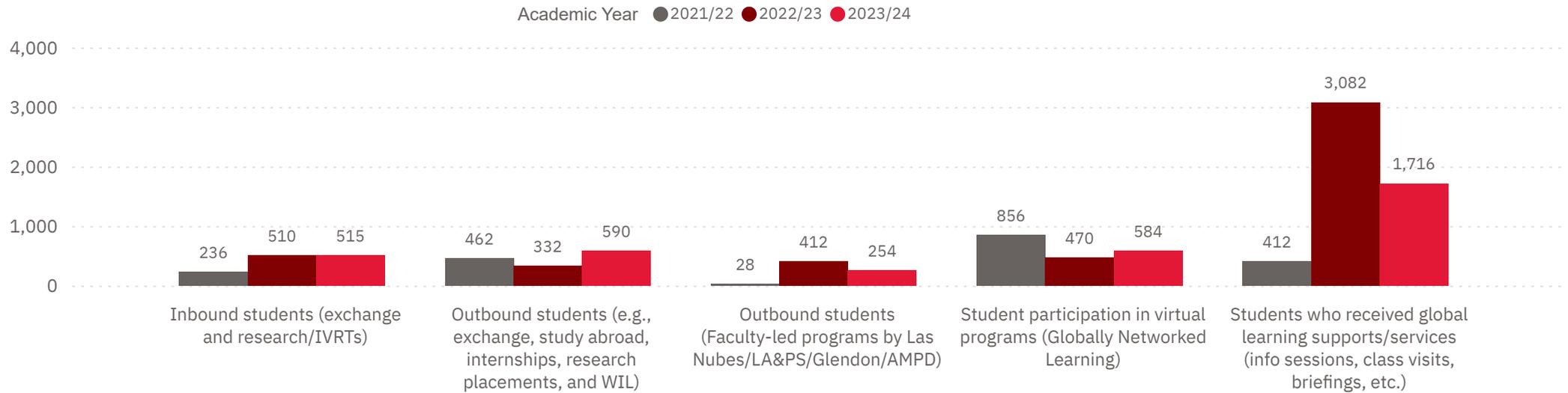
- › **Identity and Access Management (IAM)** was deployed in Summer 2023. IAM provides a suite of solutions to enhance security, access control, and identity governance.
- › **Enterprise Integration Platform (EIP)** base infrastructure was deployed in Summer 2023. The cloud-based platform will enable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

4. ADVANCING GLOBAL ENGAGEMENT

4.1 FOSTER AND ENHANCE GLOBAL ENGAGEMENT

York-Facilitated Global Learning Opportunities

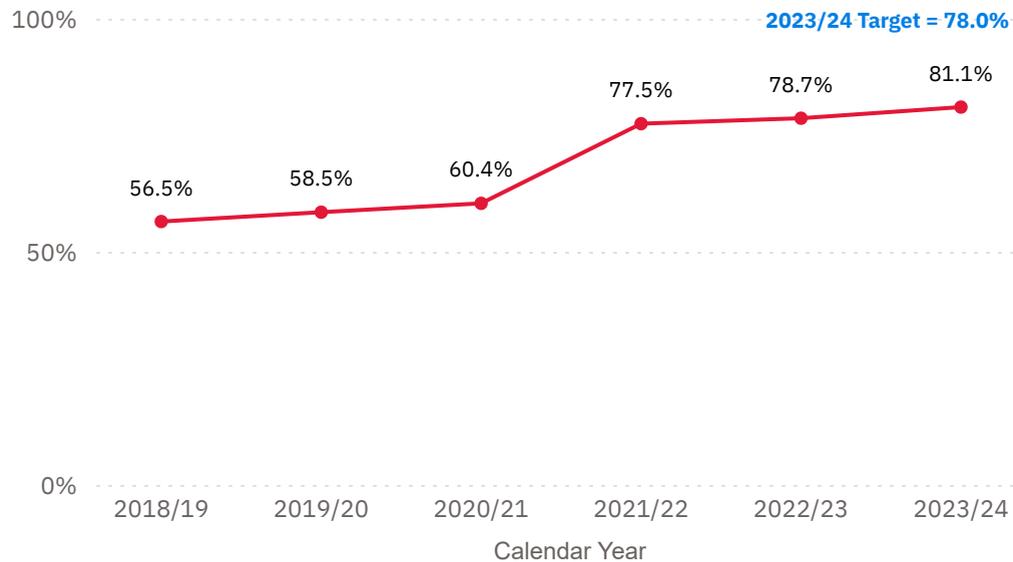
Number of international opportunities and participants (exchange, study abroad, internships, research placements, and work-integrated learning)



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

■ Source: York International

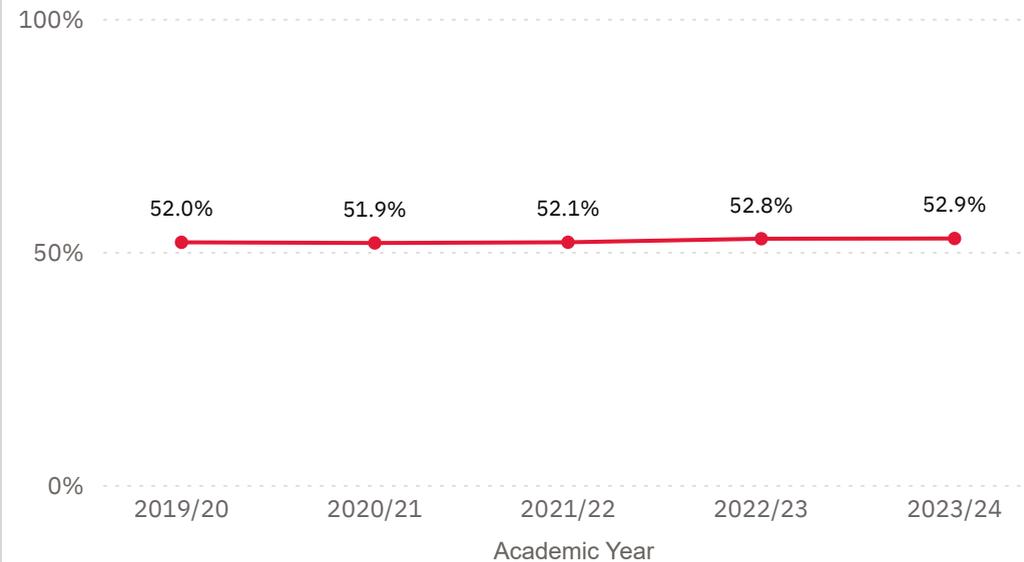
International Co-Authored Publications



■ Source: SciVal

Full-Time Faculty with International Degrees

Percentage of faculty members with degrees outside of Canada



■ Note: Excludes postdoctoral.

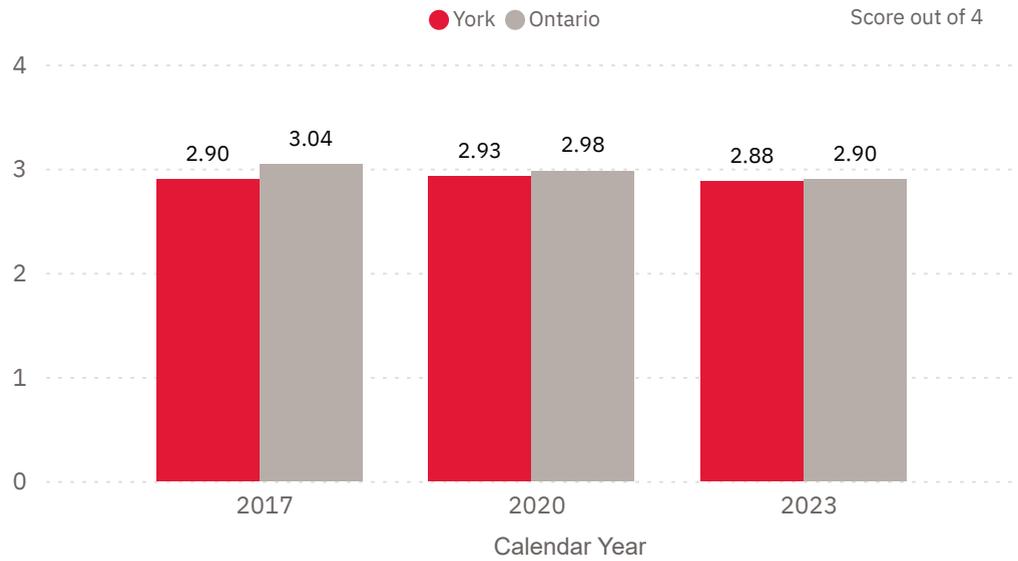
■ Source: Office of Institutional Planning and Analysis (OIPA)

4. ADVANCING GLOBAL ENGAGEMENT

4.1 FOSTER AND ENHANCE GLOBAL ENGAGEMENT

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

Comparison of first-year students with the Ontario average

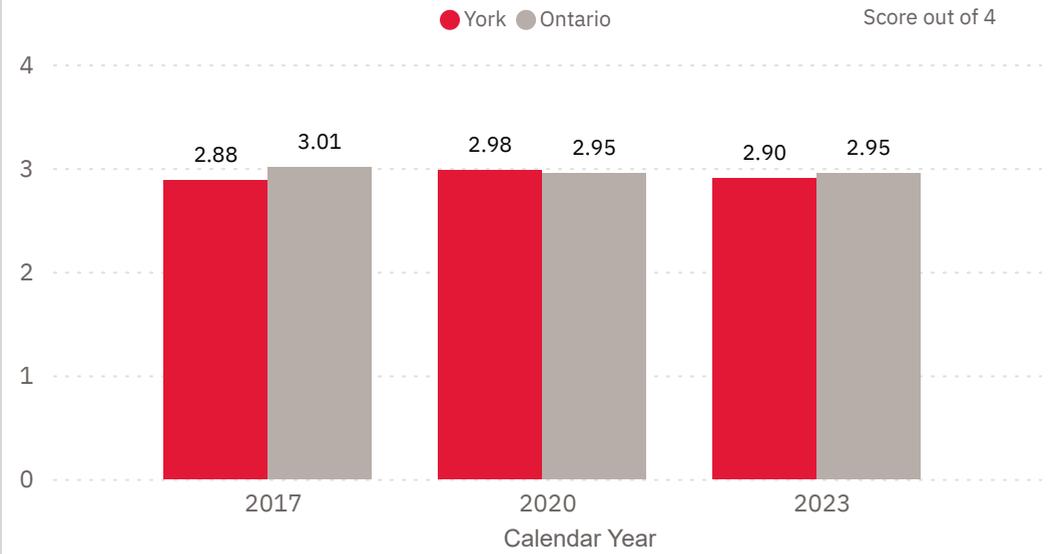


■ Note: Survey question: How would you evaluate your entire educational experience at this institution?

■ Source: National Survey of Student Engagement (NSSE)

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

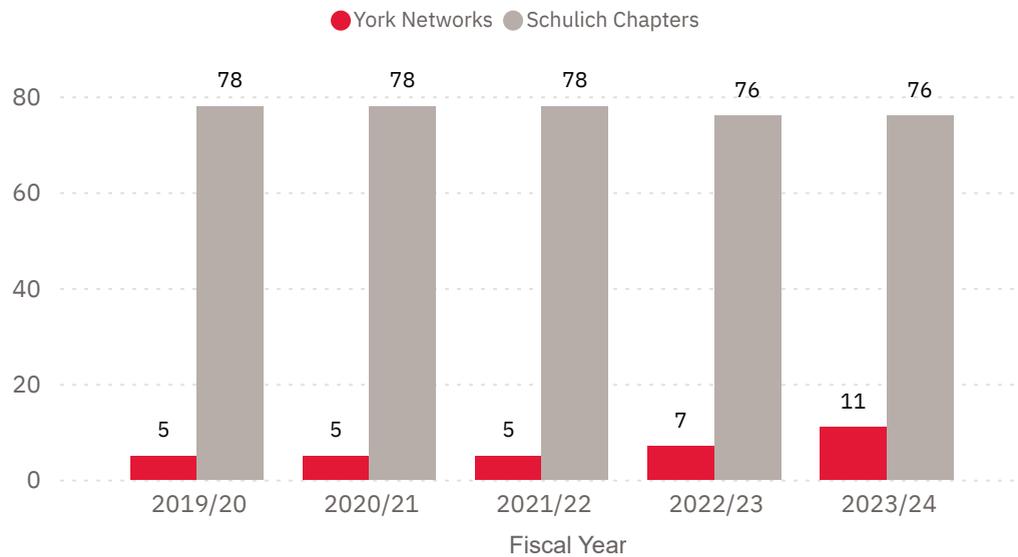
Comparison of senior year students with the Ontario average



■ Note: Survey question: How would you evaluate your entire educational experience at this institution?

■ Source: National Survey of Student Engagement (NSSE)

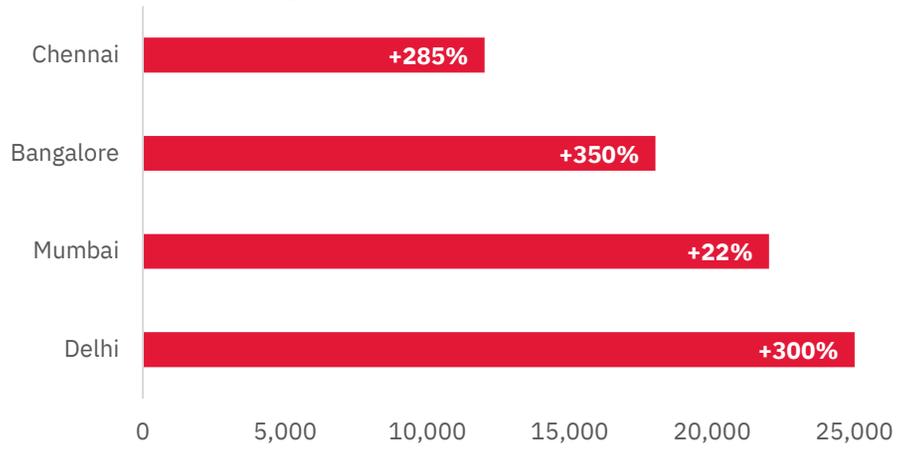
Alumni Chapters and Networks Worldwide



■ Source: Advancement

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

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



Campaign results



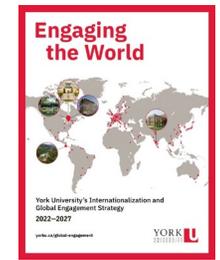
• **Global Network Learning (GNL) opportunities**

- > **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**.

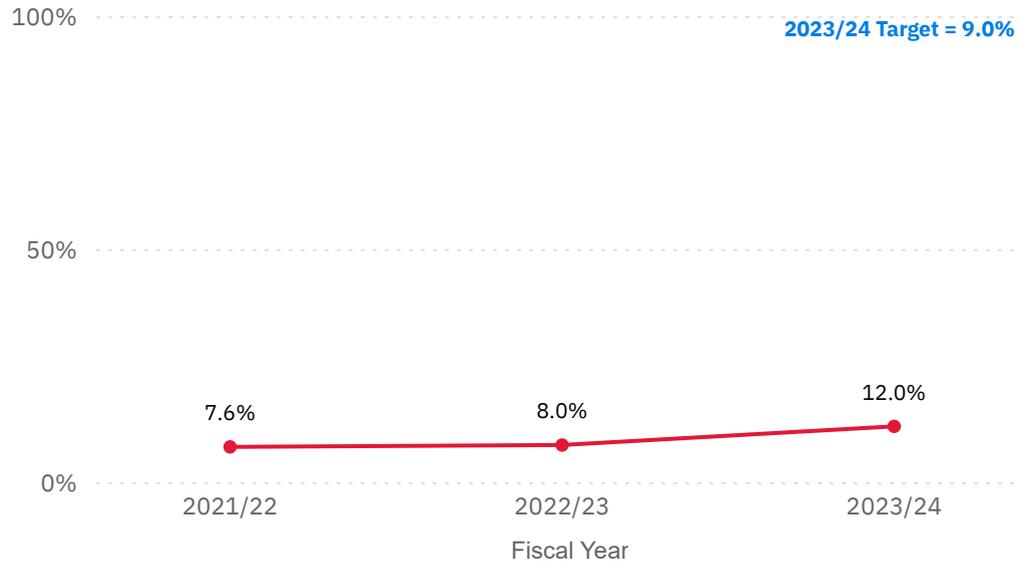
Top countries visiting York's website



5. WORKING IN PARTNERSHIP

5.1 STRENGTHEN PARTNER ENGAGEMENT

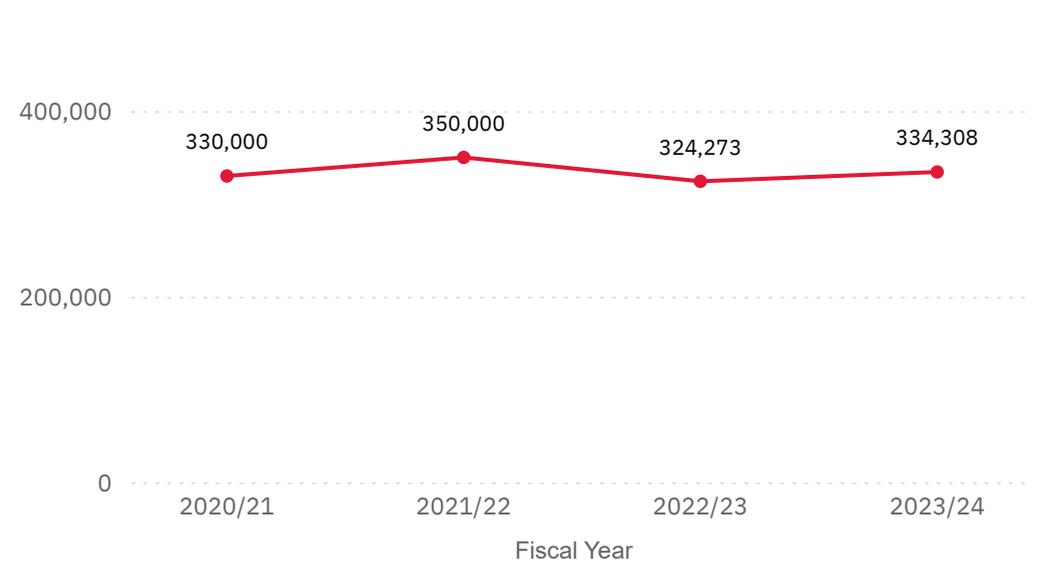
Alumni Engagement



■ Source: Advancement

Active Alumni

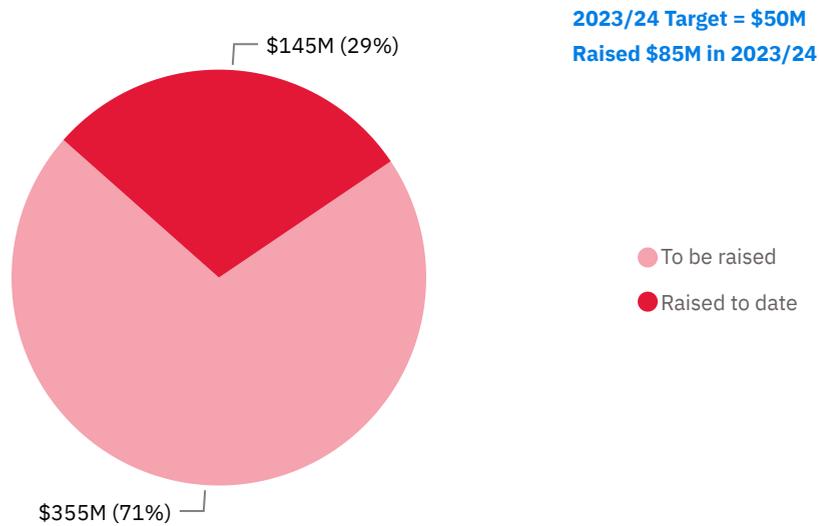
Contactable alumni



■ Source: Advancement

The Impact Campaign

Total funds raised through IMPACT Campaign phase 2



■ Note: Goal: \$500M

■ Source: Advancement

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 raised to date **\$85M** raised 2023-24 **\$17.4M** raised for Markham

+ 35M over target in 2023-24

- > Phase II 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.

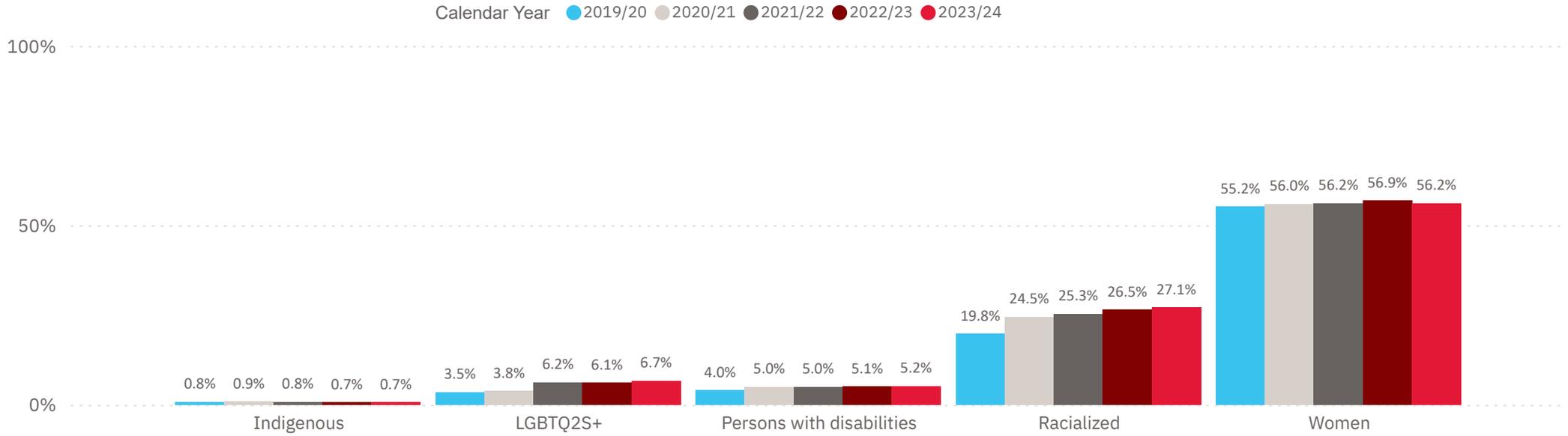


6. LIVING WELL TOGETHER

6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

Employment Equity Statistics

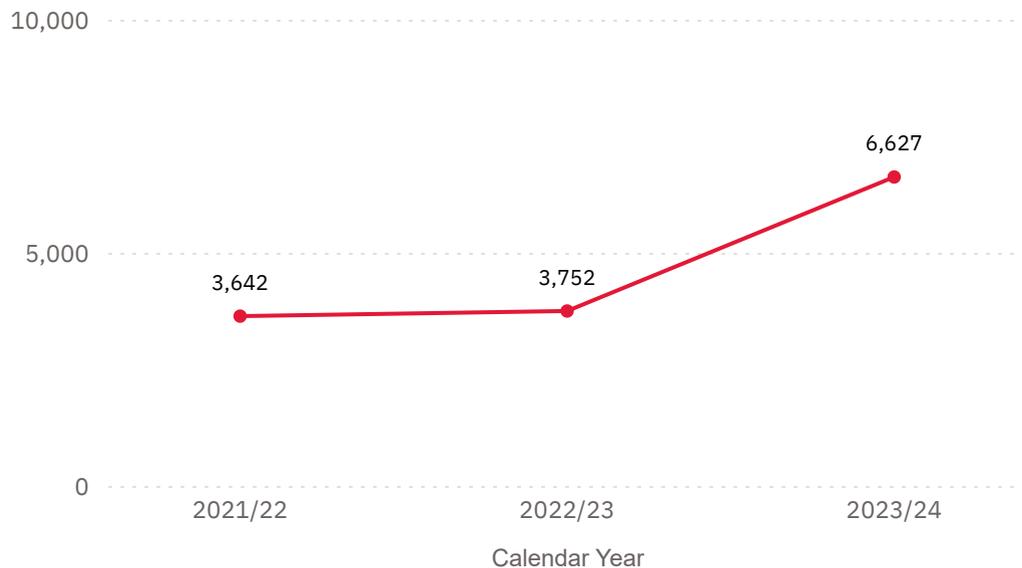
All academic and non-academic employees



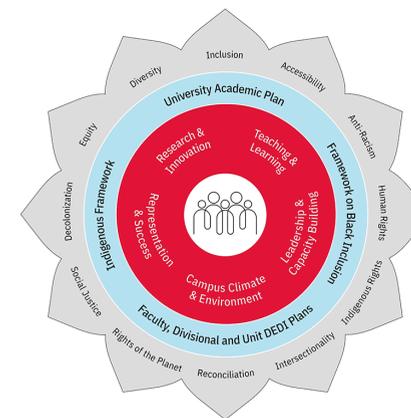
■ Source: Vice-President Equity, People and Culture

Decolonizing, Equity, Diversity and Inclusion (DEDI) Training

Participants include faculty, staff, and students



■ Source: Vice-President Equity, People and Culture



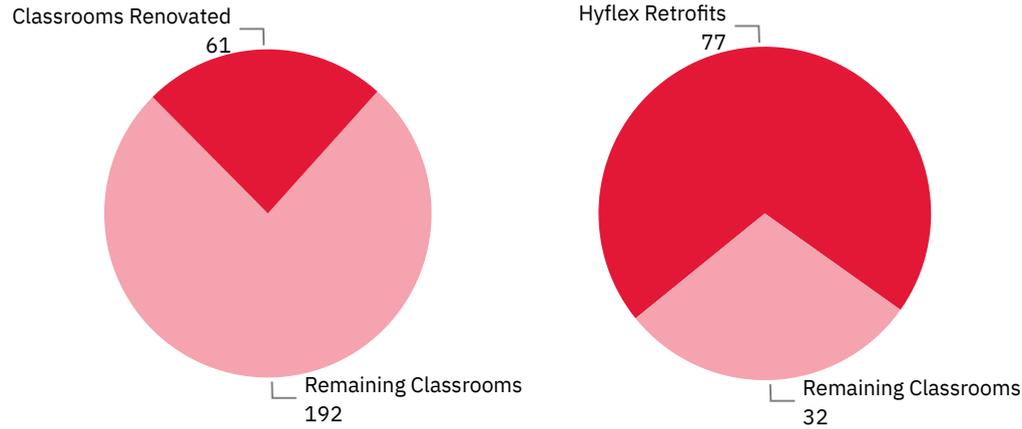
Decolonizing, Equity, Diversity and Inclusion Strategy 2023-2028

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.

Classroom Upgrades

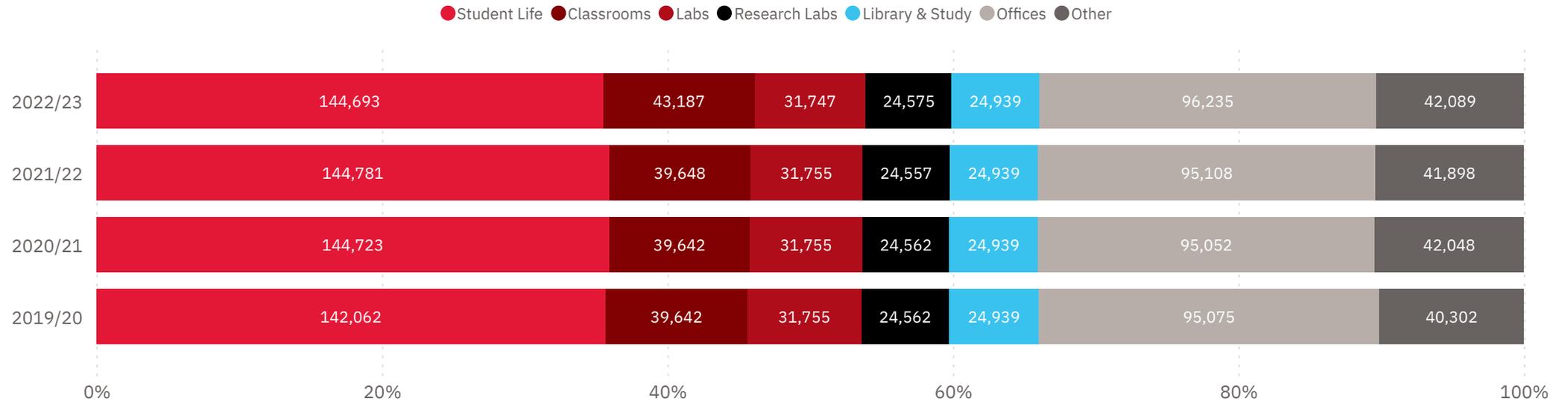
As of fiscal year 2023/24



■ Source: Vice-President Finance and Administration

Space Utilization

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



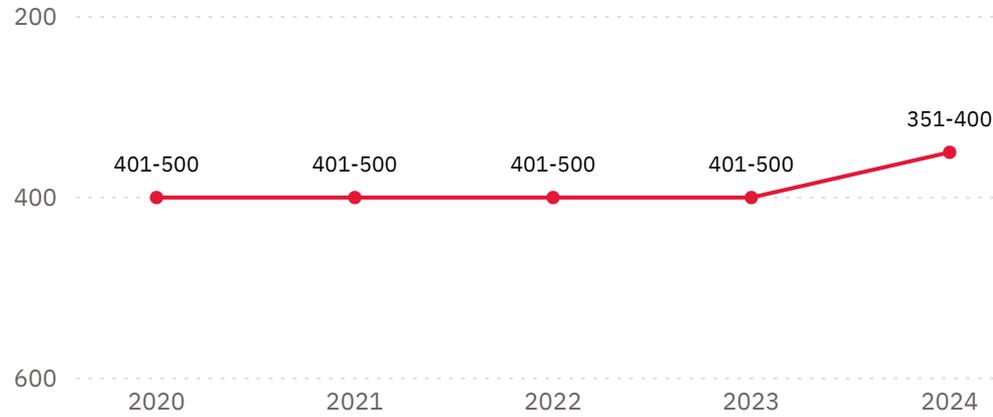
■ Note: Allocated room area by Net Assignable Square Meters (NASM)
 ■ Source: Campus Services & Business Operations (CSBO) - ARCHIBUS

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.

Times Higher Education (THE) World University Ranking

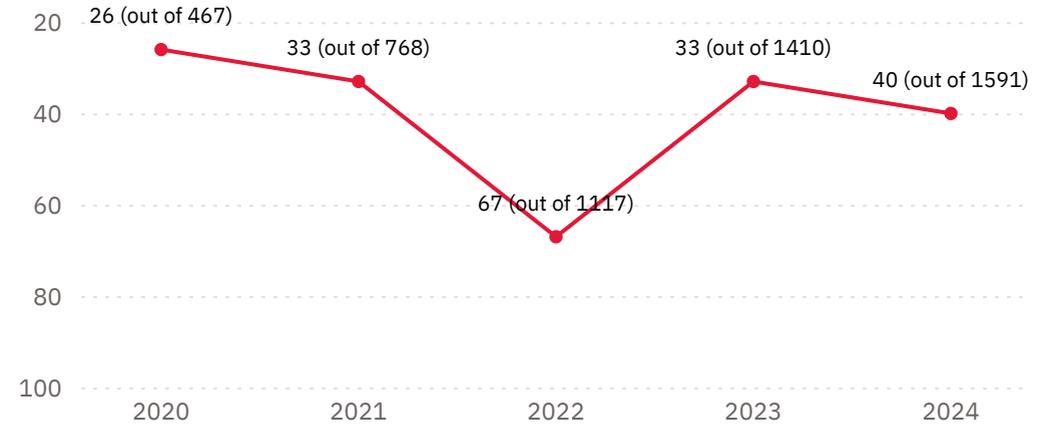
International ranking based on teaching quality, research output, citations, international outlook, and industry income



■ Source: Times Higher Education (THE)

Times Higher Education (THE) Impact Ranking

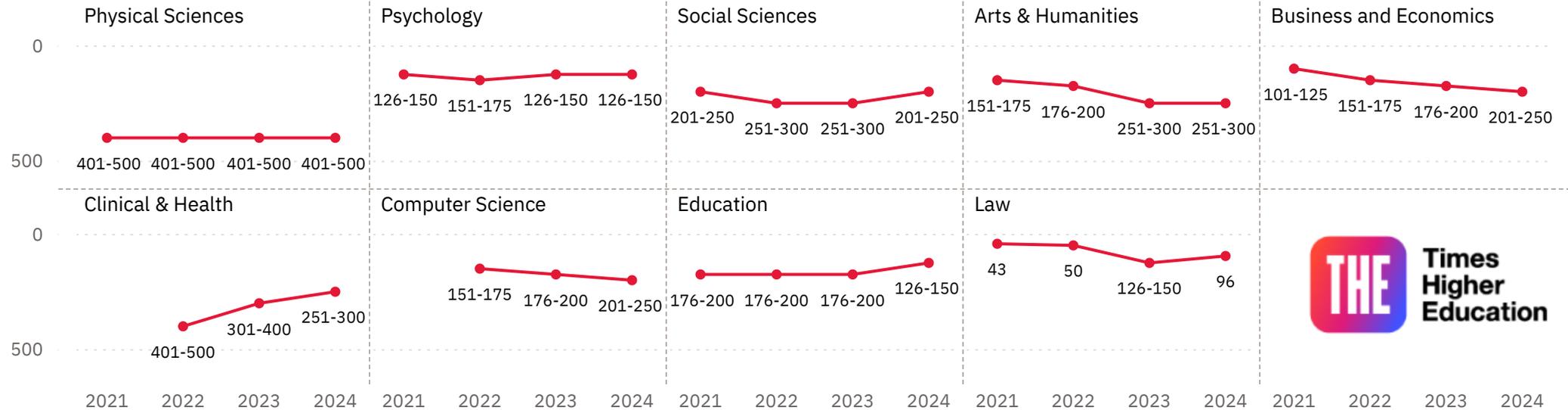
International ranking used to benchmark performance in the SDGs against other institutions globally



■ 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)

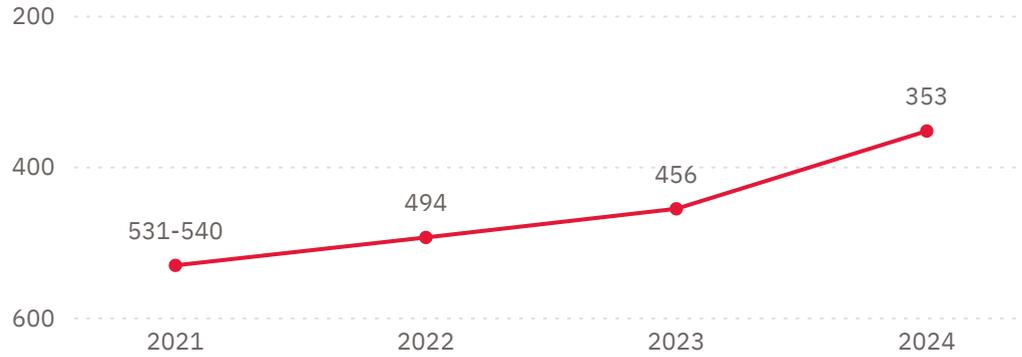


6. LIVING WELL TOGETHER

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.

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

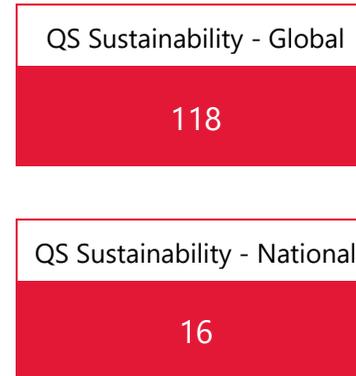


■ Note: Results that fall below the threshold in a given year are reported as a range.

■ Source: Quacquarelli Symonds (QS)

Quacquarelli Symonds (QS) World University Rankings: Sustainability

International ranking based on commitment to sustainability initiatives

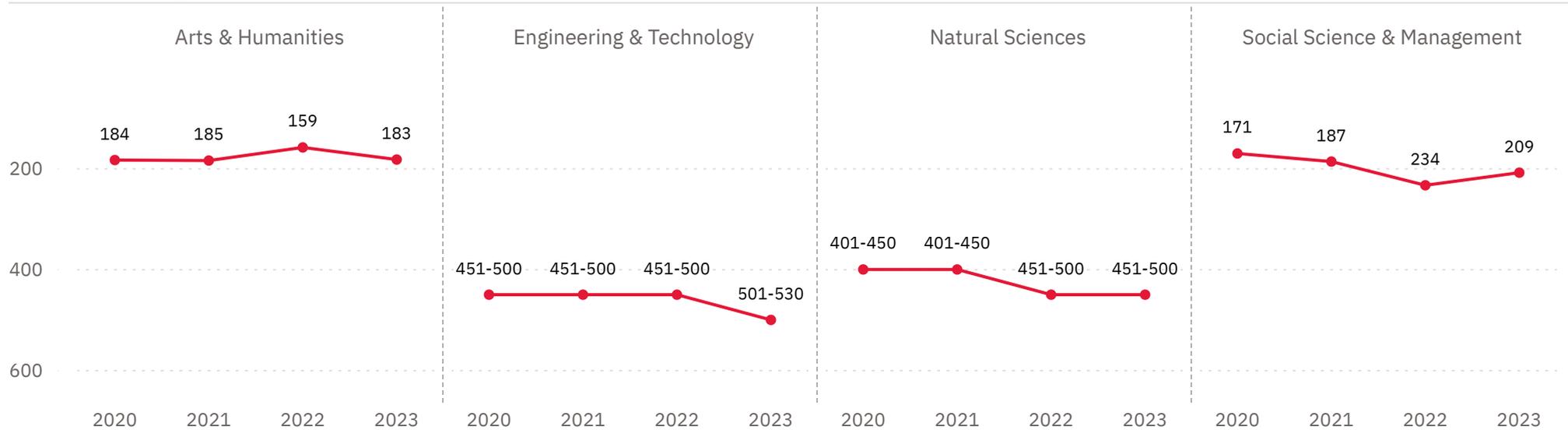


■ Note: Assesses universities' commitment to sustainability across various criteria; research output, environmental policies and initiatives, curriculum, and community engagement.

■ Source: Quacquarelli Symonds (QS)

Quacquarelli Symonds (QS) Subject Rankings

International ranking based on performance overall and in subject areas

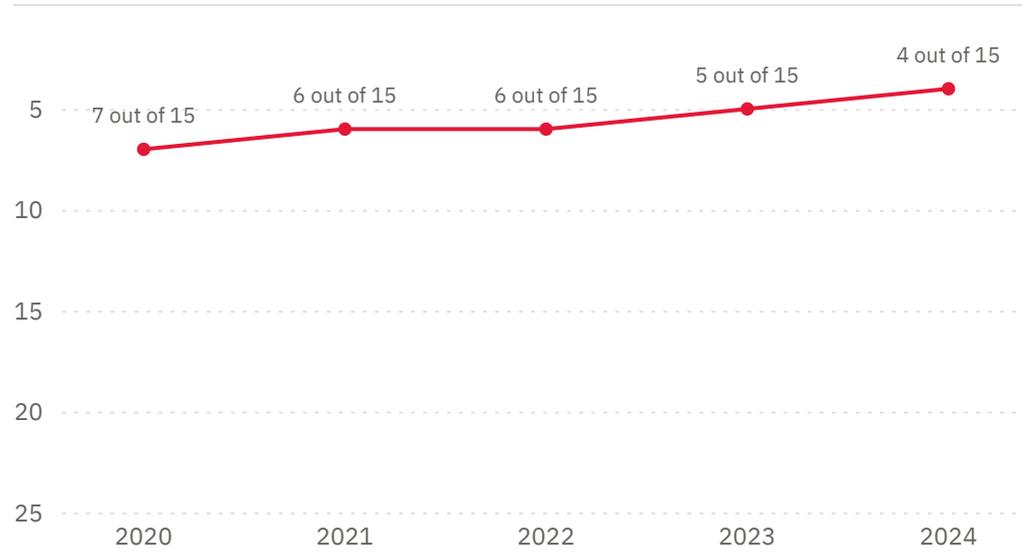


■ Source: Quacquarelli Symonds (QS)

6. LIVING WELL TOGETHER

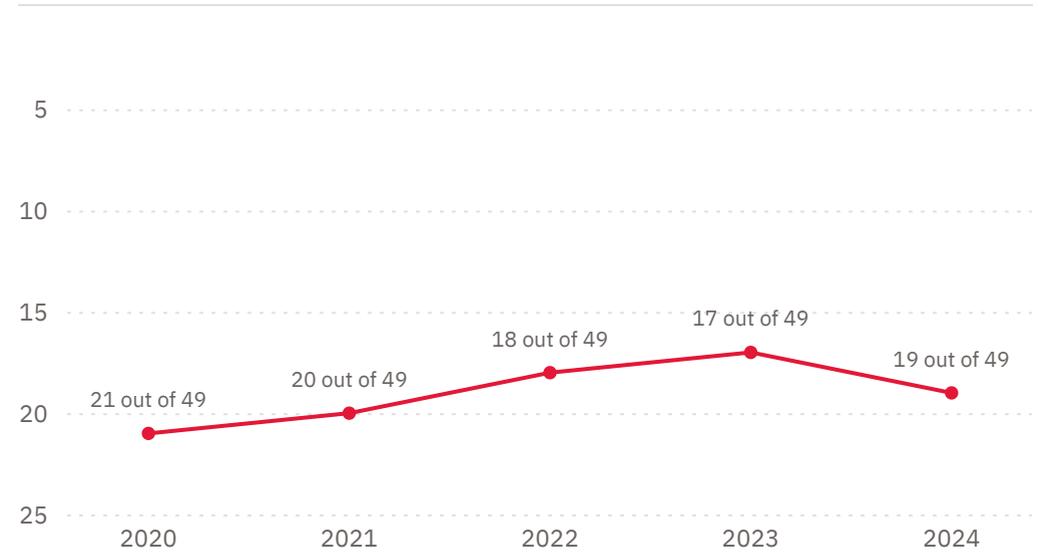
6.7 ESTABLISH A DISTINCT AND UNIQUE IDENTITY FOR YORK UNIVERSITY THAT SETS US APART FROM OTHER INSTITUTIONS, HIGHLIGHTING OUR UNIQUE STRENGTHS, VALUES, AND CONTRIBUTIONS TO POSITIVE CHANGE.

Maclean's Rankings - Comprehensive Category



■ Source: Maclean's Rankings

Maclean's Rankings - Reputation Rank



■ 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

6. LIVING WELL TOGETHER
6.4 ENHANCE MENTAL HEALTH AND WELL-BEING SUPPORT FOR ALL EMPLOYEES.

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



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.

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.

61
renovated classrooms

49
technology refreshes

39
hyflex classrooms



Curtis Lecture Hall 182



York Hall Seating 227

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.

6. LIVING WELL TOGETHER

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**

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**



• **Complete Asset Management 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.

• **Implementation of Campus Vision and Strategy**

- › 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.



99.6%

overall target achievement in Year 4 (2023-24)

108K Loss

includes redistribution of funding where YU exceeded its targets

• **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.

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.



Net Zero



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.

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

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

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.

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

3. FROM ACCESS TO SUCCESS

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%

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%

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

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		
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

5. WORKING IN PARTNERSHIP

5.1 STRENGTHEN PARTNER ENGAGEMENT

Alumni Engagement

Active Alumni

The Impact Campaign

Prior Year	Current Year
8.0%	12.0%
324,273	334,308
\$60.8M	\$145.2M

6. LIVING WELL TOGETHER

6.3 ENHANCE MINO BIMAADDIZIWIN / THE GOOD LIFE

Employment Equity Statistics

Indigenous

LGBTQ2S+

Persons with disabilities

Racialized

Women

Decolonizing, Equity, Diversity and Inclusion (DEDI) Training

0.7%	0.7%
6.1%	6.7%
5.1%	5.2%
26.5%	27.1%
56.9%	56.2%
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.

Space Utilization

Classrooms

Labs

Library & Study

Offices

Other

Research Labs

Student Life

39,648	43,187
31,755	31,747
24,939	24,939
95,108	96,235
41,898	42,089
24,557	24,575
144,781	144,693

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



SMA3 Performance Scorecard

SMA3 2020-2025 Performance Scorecard

Last update: May 2024

In April 2019, the Ministry of Colleges and Universities (MCU) implemented performance/outcomes-based funding through the Strategic Mandate Agreements (SMA3). SMA3 is a key component of the Ministry's accountability framework for the post-secondary education system that supports differentiation and improved student-focused outcomes. The Ministry established allowable performance targets for 10 metrics upon which York's performance will be assessed.

A portion of York's funding is tied to 10 performance metric outcomes listed here:

1 GRADUATE EMPLOYMENT IN A RELATED FIELD Year 1 Activation 	2 INSTITUTIONAL STRENGTH/FOCUS Year 1 Activation 	3 GRADUATION RATE Year 1 Activation 	4 COMMUNITY / LOCAL IMPACT Year 1 Activation 	5 ECONOMIC IMPACT (INSTITUTION-SPECIFIC) Year 1 Activation 
6 RESEARCH FUNDING & CAPACITY Year 1 Activation 	7 EXPERIENTIAL LEARNING Year 2 Activation 	8 RESEARCH REVENUE FROM PRIVATE SECTOR SOURCES Year 2 Activation 	9 GRADUATE EMPLOYMENT EARNINGS Year 2 Activation 	10 SKILLS & COMPETENCIES Year 3 Activation 

1. Graduate Employment Rate in a Related Field

Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either “closely” or “somewhat” related to the skills they developed in their university program, two years after graduation.

Year 1 Activation



2023-24



5%



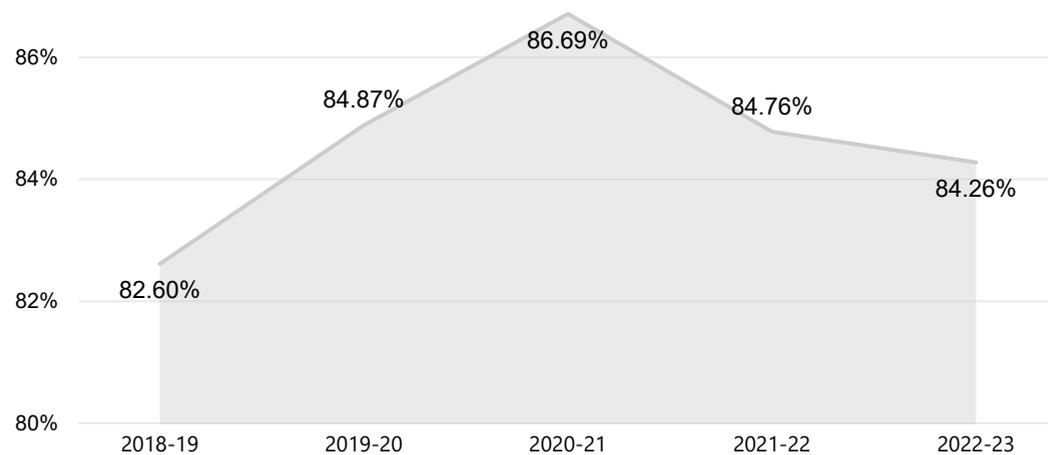
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	10%	\$7,384,575	102.56%	\$7,384,575	\$0
2021-22	5%	\$5,144,797	104.36%	\$5,144,797	\$0
2022-23	5%	\$6,559,813	100.40%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	100.83%	\$1,509,657	\$0

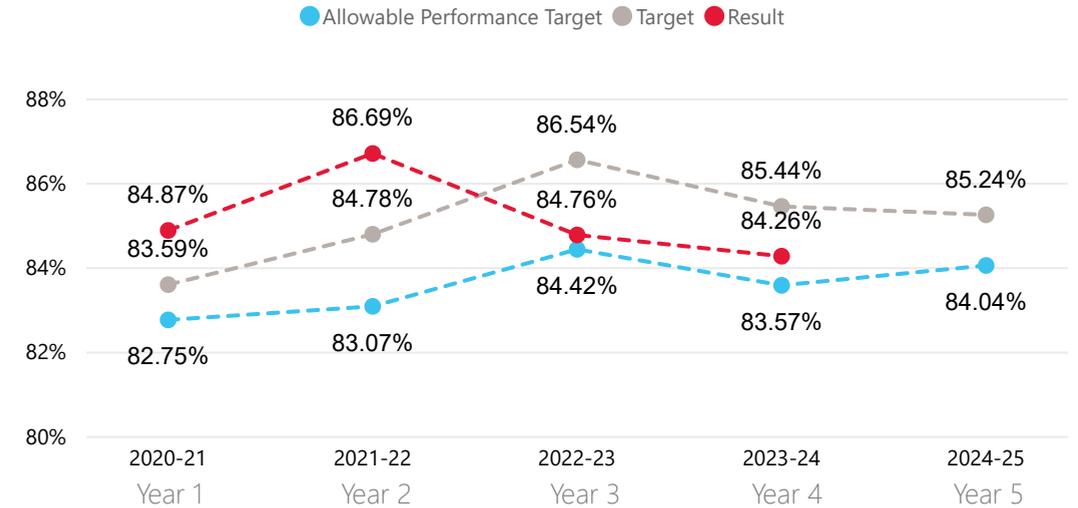


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
MCU Ontario University Graduate Survey (OUGS)

2. Institutional Strength/Focus

Proportion of enrolment in an institution’s program area(s) of strength.

Year 1 Activation



2023-24



17%

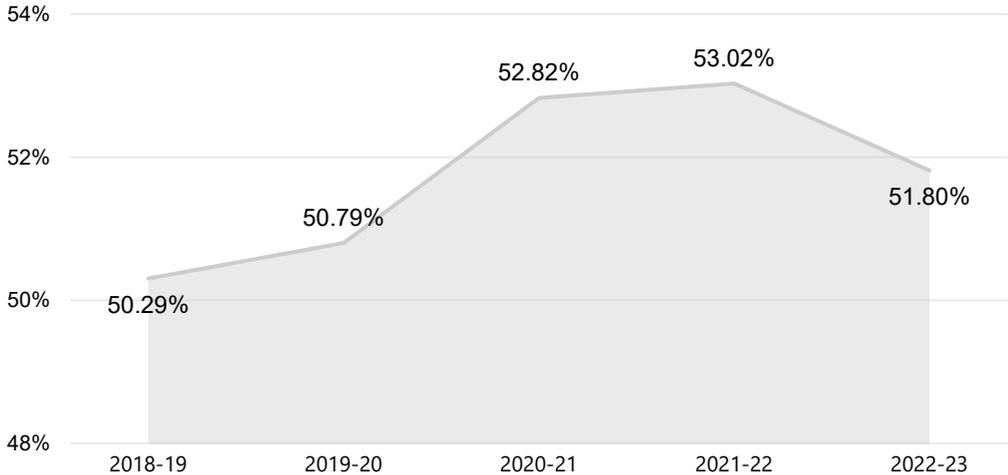


\$5.13M

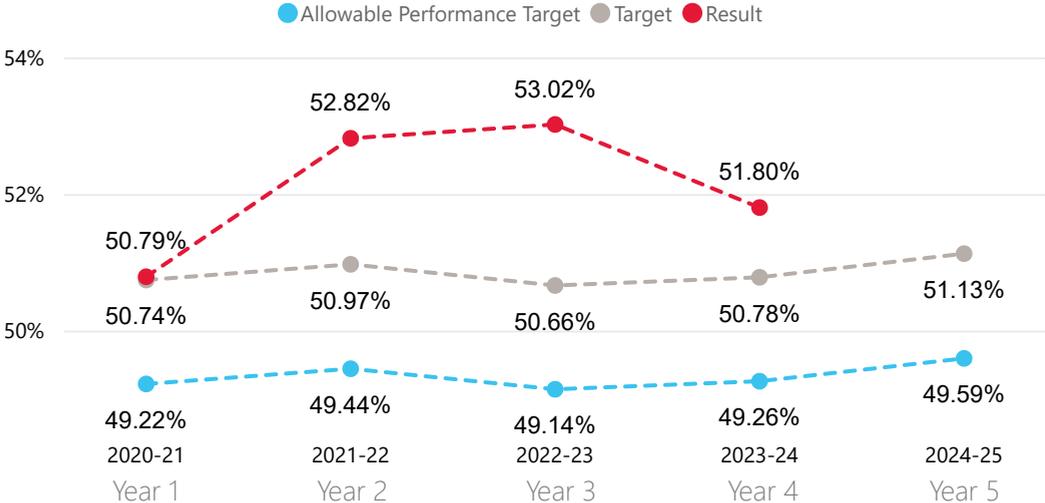
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	20%	\$14,769,151	103.19%	\$14,769,151	\$0
2021-22	16%	\$16,463,349	106.82%	\$16,463,349	\$0
2022-23	17%	\$22,303,363	107.89%	\$22,303,363	\$0
2023-24	17%	\$5,132,835	105.16%	\$5,132,835	\$0

Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Data Source: University Statistical and Enrolment Report (USER), Enrolment data collection

Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

3. Graduation Rate (7 Years)

Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years.

Year 1 Activation



2023-24



5%



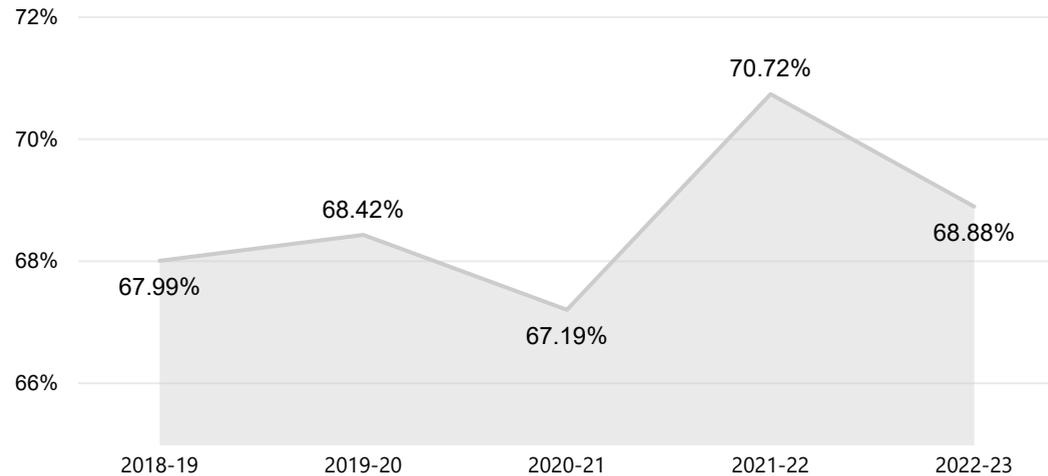
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	10%	\$7,384,575	99.91%	\$7,377,946	(\$6,630)
2021-22	5%	\$5,144,797	98.71%	\$5,078,205	(\$66,591)
2022-23	5%	\$6,559,813	104.83%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	101.99%	\$1,509,657	\$0

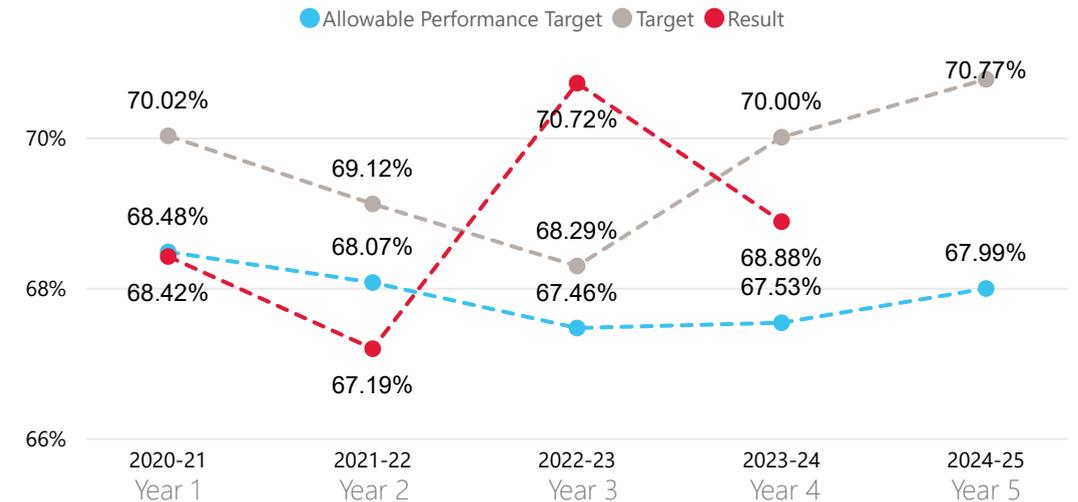


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source: University Statistical and Enrolment Report (USER) - Enrolment and Degrees Awarded data collections

4. Community/Local Impact

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located.

Year 1 Activation



2023-24



5%



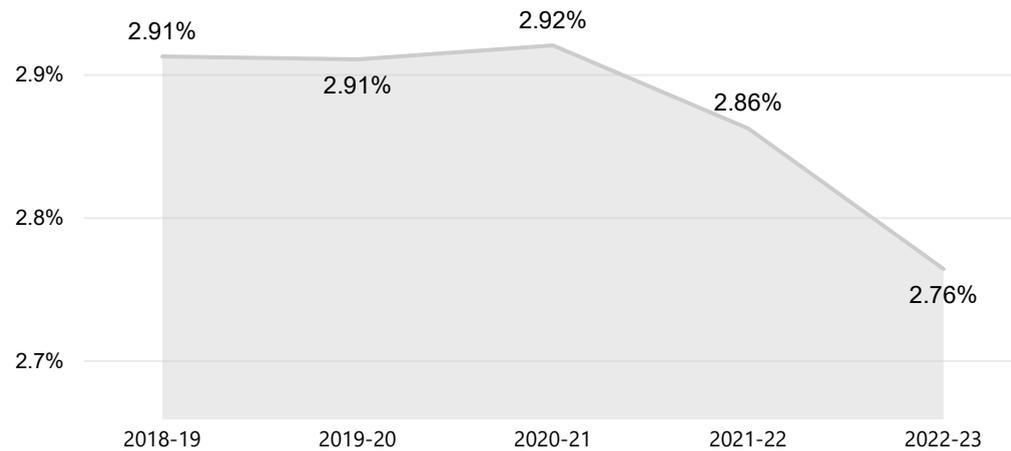
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	20%	\$14,769,151	104.65%	\$14,769,151	\$0
2021-22	16%	\$16,463,349	103.85%	\$16,463,349	\$0
2022-23	5%	\$6,559,813	99.13%	\$6,502,724	(\$57,089)
2023-24	5%	\$1,509,657	96.18%	\$1,452,033	(\$57,625)

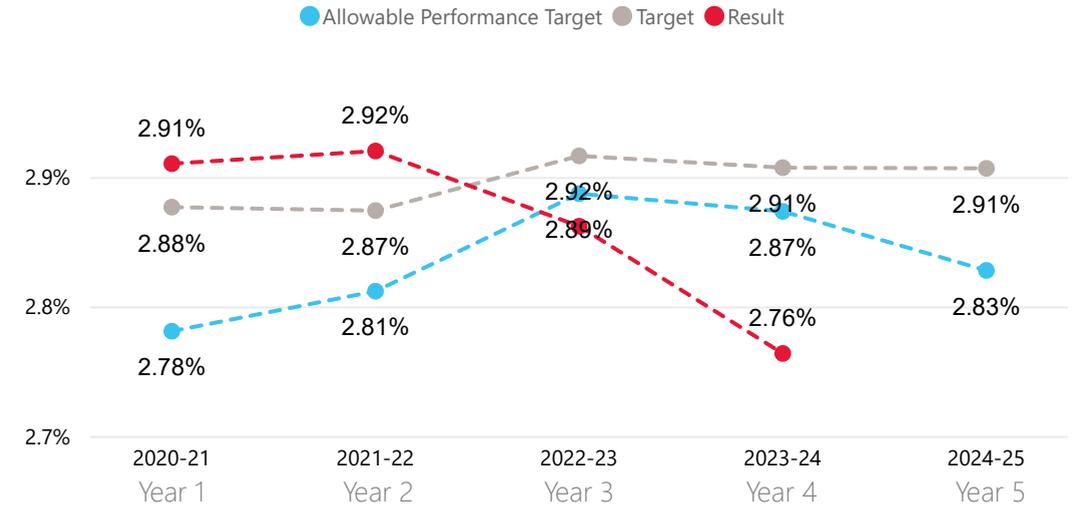


Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source: University Statistical Enrolment Report (USER), Enrolment data collection; Census Data (Statistics Canada)

5. Institution-Specific: Number of Start-up Ventures Supported by York University

A start-up venture is a for-profit, non-profit, or social enterprise created by a student, faculty member, alumni, or community member that obtains mentorship, education, or space from York University for a period of three months or equivalent.

Year 1 Activation

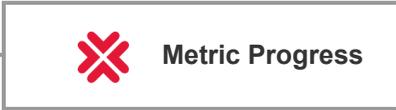


2023-24

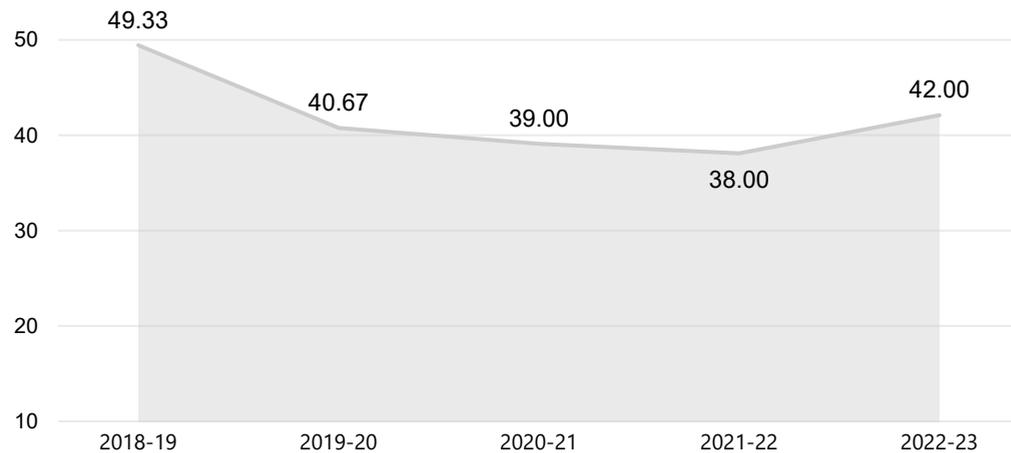
% 25%

\$ \$7.55M

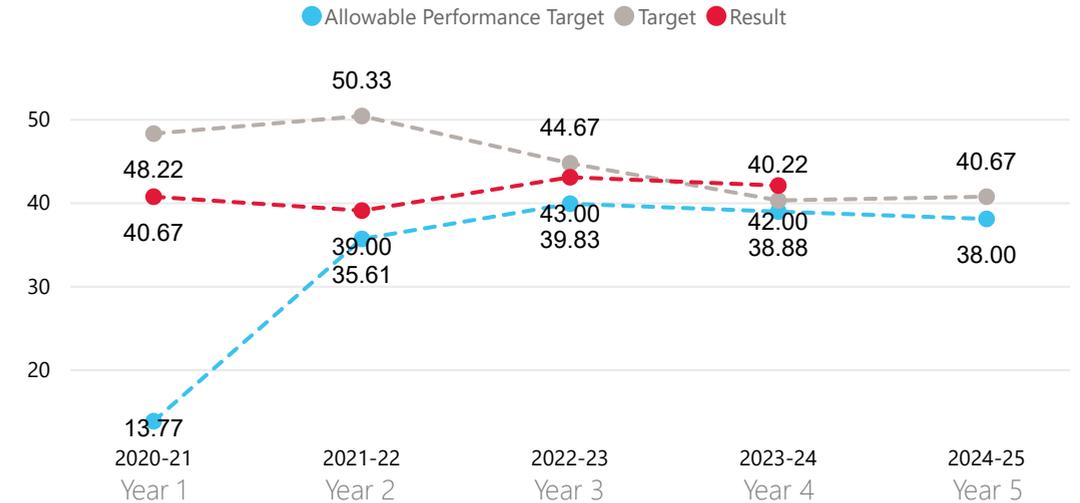
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	30%	\$22,153,726	295.26%	\$22,153,726	\$0
2021-22	18%	\$18,521,268	109.53%	\$18,521,268	\$0
2022-23	25%	\$32,799,063	107.96%	\$32,799,063	\$0
2023-24	25%	\$7,548,287	108.02%	\$7,548,287	\$0



Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
Start-up ventures registered with Innovation York

6. Research Funding & Capacity: Federal Tri-Agency Funding Secured

Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities.

Year 1 Activation



2023-24



5%



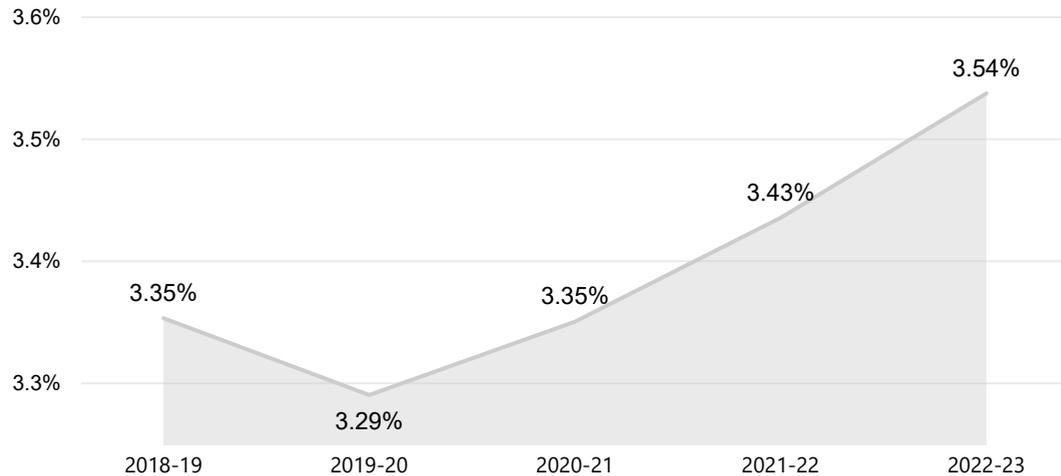
\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2020-21	10%	\$7,384,575	98.71%	\$7,289,329	(\$95,246)
2021-22	5%	\$5,144,797	101.79%	\$5,144,797	\$0
2022-23	5%	\$6,559,813	105.52%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	107.78%	\$1,509,657	\$0



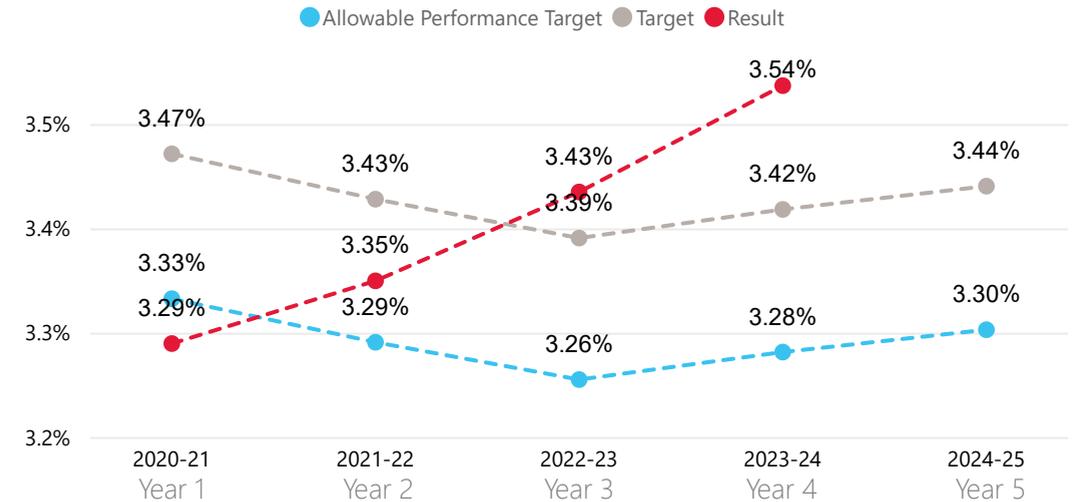
Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target

[3 Year Rolling Average - Slipped 1 Year]



Target-setting is based on the three most recent years of data, (e.g., 2020-21 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
Council of Ontario Finance Officers (COFO)

7. Experiential Learning

Number and proportion of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) compon...

Year 2 Activation



2023-24



23%

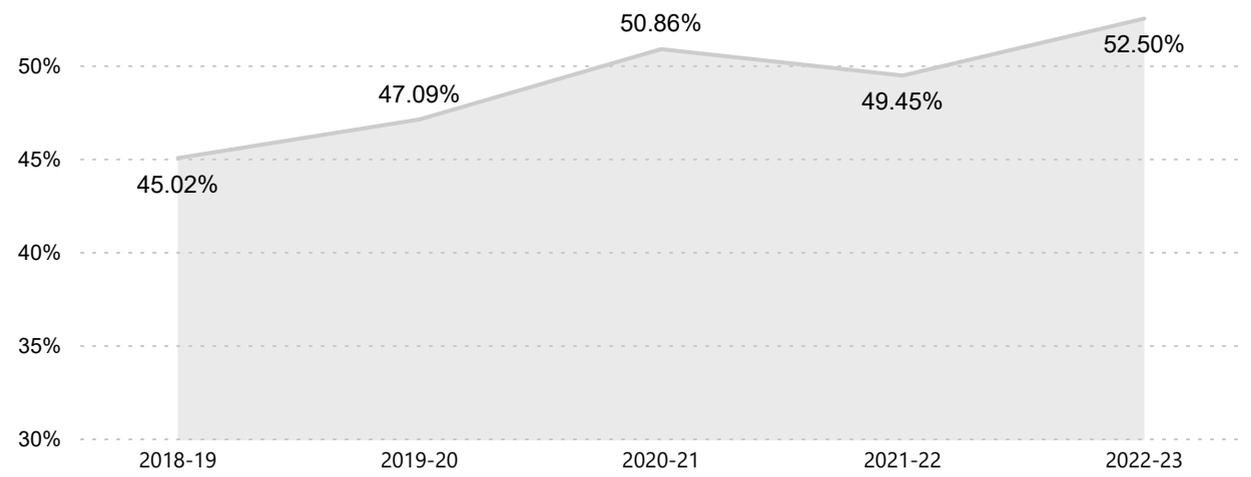


\$6.94M

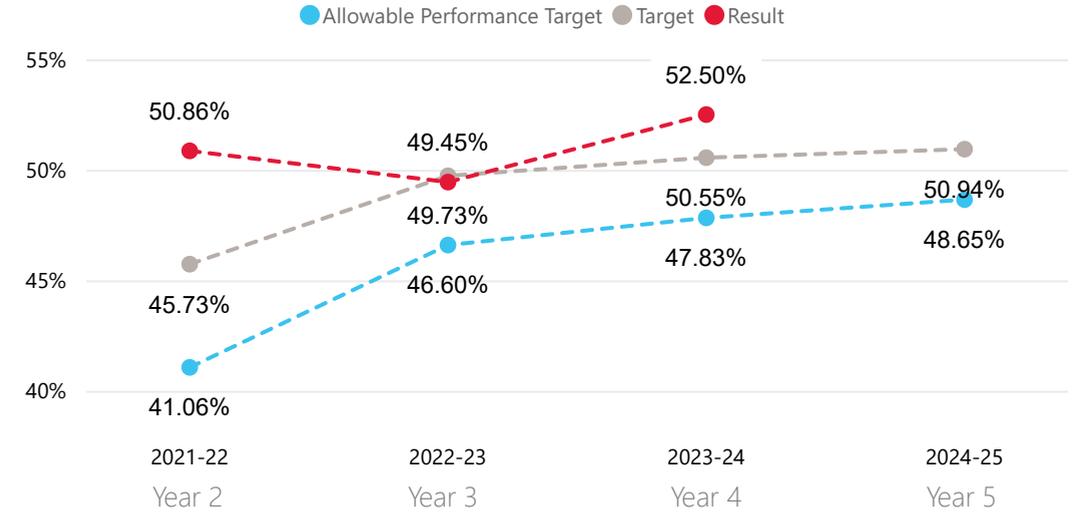
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2021-22	15%	\$15,434,390	123.87%	\$15,434,390	\$0
2022-23	23%	\$30,175,138	106.11%	\$30,175,138	\$0
2023-24	23%	\$6,944,424	109.78%	\$6,944,424	\$0



Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2021-22 is based on 2017-18, 2018-19 and 2019-20 data.)

Data Source:
Institutional data

8. Research Revenue from Private Sources

Total research revenue attracted from private sector and not-for-profit sources.

Year 2 Activation



2023-24



5%

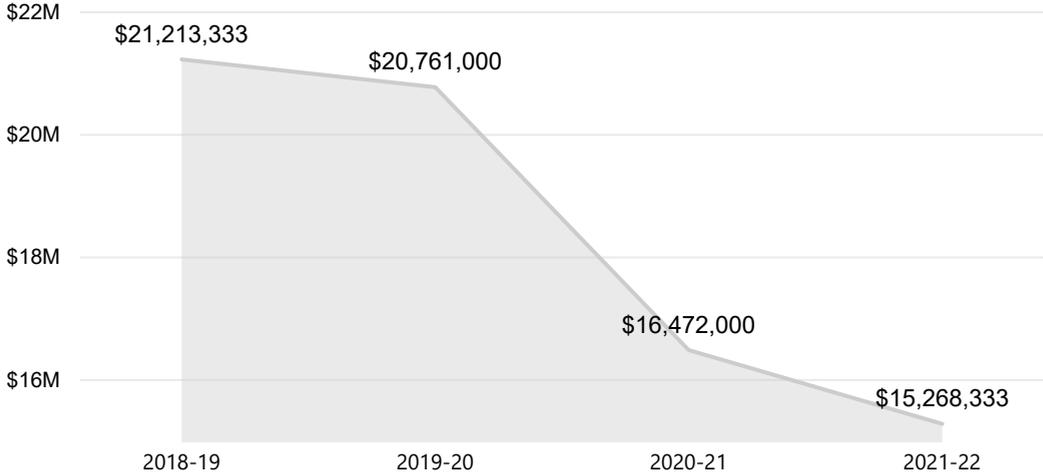


\$1.51M

Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2021-22	15%	\$15,434,390	143.76%	\$15,434,390	\$0
2022-23	5%	\$6,559,813	92.90%	\$6,093,813	(\$466,000)
2023-24	5%	\$1,509,657	95.00%	\$1,434,175	(\$75,483)

Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target

[3 Year Rolling Average]



Target-setting is based on the rolling average of three most recent years, (e.g., 2021-22 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source:
Council of Ontario Finance Officers (COFO)

9. Graduate Employment Earnings

Median employment earnings of university graduates, two years after graduation.

Year 2 Activation



2023-24

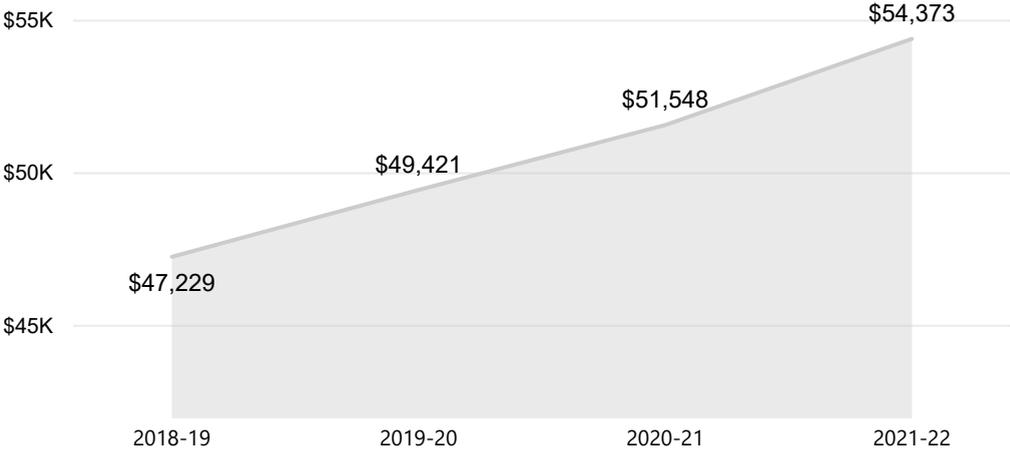
5%

\$1.51M

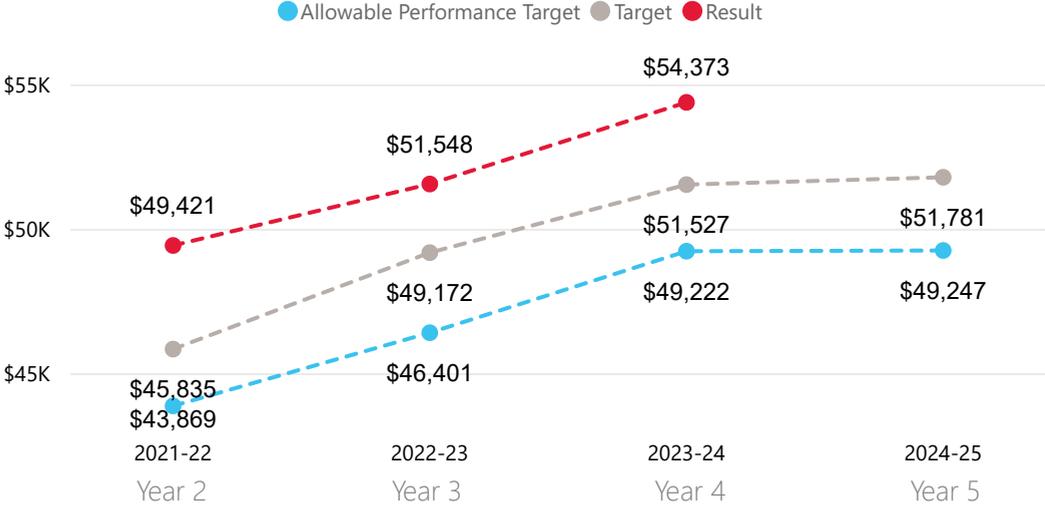
Year	Metric Weighting	Notional Allocation	Target Achievement	Actual Allocation	Variance
2021-22	5%	\$5,144,797	112.66%	\$5,144,797	\$0
2022-23	5%	\$6,559,813	111.09%	\$6,559,813	\$0
2023-24	5%	\$1,509,657	110.46%	\$1,509,657	\$0

Metric Progress

Metric Trend: Institutional



Institutional Performance vs Target



Target-setting is based on the three most recent years of data, (e.g., 2021-22 is based on 2016-17, 2017-18 and 2018-19 data).

Data Source: Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada

10. Skills and Competencies

York's metric is the NSSE Higher-Order Learning Engagement indicators within the Academic Challenge themes.

Year 3 Activation



2023-24



5%



\$1.51M

Year	Metric Weighting	Notional Allocation	Actual Allocation
2022-23	5%	\$6,559,813	\$6,559,813
2023-24	5%	\$1,509,657	\$1,509,657

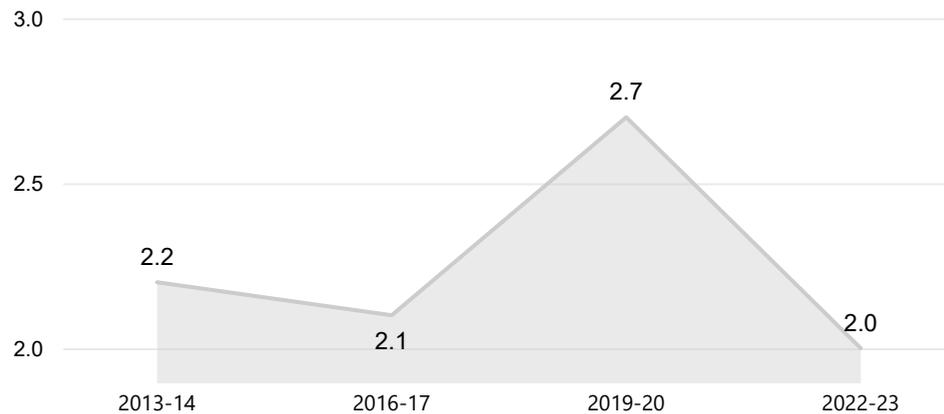
A target is not set for this metric.

Funding eligibility is subject to a mandatory 5% participation weighting. York is eligible for funding if results are posted online.



Metric Progress

Metric Trend: Institutional



York's metric is the NSSE Higher-Order Learning Engagement indicators within the Academic Challenge themes; it is an aggregation of four NSSE questions.

Q. During the current school year, how much has your coursework emphasized the following?

1. Applying facts, theories, or methods to practical problems or new situations;
2. Analyzing an idea, experience, or line of reasoning in depth by examining its parts;
3. Evaluating a point of view, decision, or information source; and
4. Forming a new idea or understanding from various pieces of information.

The metric result is the difference between 1st Year Students and 4th Year Student results.

Data Source:
National Survey of Student Engagement (NSSE)

SMA3 Metric Definitions 1-5

Metric ID	Metric Name	Definition	Data Source	Calculation Methodology	Reporting Period
1	Graduate Employment Rate in a Related Field	Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either "closely" or "somewhat" related to the skills they developed in their university program, two years after graduation.	MCU Ontario University Graduate Survey (OUGS)	Numerator - Number of graduates who are both a) employed/self-employed full time and b) answered that their job is "closely related" or "somewhat related" to skills developed at university divided by Denominator - Number of OUGS respondents employed/self-employed full time (Denominator). Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Online, Self-Employed Graduates, Collaborative Nursing. Exclusions: Graduate.	Two years after graduation (i.e. 2017-18 data represents employment rate of 2015 graduates after two years) Data is collected and tabulated between November and May of an academic year, and available for use/release at the beginning of the next academic year. Most recent year with available data is 2017-18 (as of January 2020). 2018-19 data expected in September. Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
2	Institutional Strength/Focus	Proportion of enrolment in an institution's program area(s) of strength.	University Statistical and Enrolment Report (USER), Enrolment data collection	Numerator - Total Enrolment (Fiscal Full Time Equivalents FTEs, domestic and international) in Program Area(s) of Strength/Focus divided by Denominator - Total Institutional Enrolment (FTEs, domestic and international). Inclusions: Collaborative Nursing; Affiliates; Undergraduate FFTE (All terms Fiscal Year, Spring/Summer, Fall, Winter); Graduate FFTE (Fall and Summer Fiscal Year). For example, 2018-19 enrolment includes Spring/Summer 2018, Fall 2018 and Winter 2019 for Undergraduate, and Fall / Summer 2018 for Graduate	All term undergraduate and Summer/Fall graduate students (data available in June/July), evaluated with a one-year lag (e.g. 2020-21 enrolment concentration to be measured in 2021-22). Most recent year with available data is 2018-19 (as of January 2020). Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
3	Graduation Rate	Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years.	University Statistical and Enrolment Report (USER) - Enrolment and Degrees Awarded data collections	Using the ministry Key Performance Indicator graduation rate the methodology involves the selection of new, full-time, year one undergraduate students on the Fall enrolment file, with a valid and unique student ID, and seeking a bachelor/first professional degree (Denominator). The subset is matched against students who received a degree (in any program) from the same institution during the most current 7 years (Numerator). Note that the ministry will use this methodology until the metric can be adjusted for OEN-based student mobility data (expected 2022-23). Inclusions: Domestic, International, Full-Time, Undergraduate, Online, Collaborative Nursing; Exclusions: Part-Time, Graduate.	Year of graduation (e.g., 2011 entering cohort graduated as of 2018 calendar year). Most recent year (as of January 2020) with available data is for 2018-19 (Fall 2011 enrolment and 2012 to 2018 graduation years). Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
4	Community/Local Impact	Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located.	University Statistical Enrolment Report (USER), Enrolment data collection; Census Data (Statistics Canada)	Numerator - Institution's total headcount enrolment (full and part time, domestic and international) divided by Denominator - Population (15 to 64 year-old) of the city(cities)/town(s): Census Divisions, Census Subdivisions, and/or Census Metropolitan Areas as per geographic classification used by Statistics Canada in which the institutional campuses are located, using 2016 Census data. Note that 2016 Census population will be used as the denominator for the duration of SMA3. Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Graduate.	Fall term enrolment (data available by February). Most recent year with available enrolment data is 2018-19 (as of January 2020) and population data is Census 2016. Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
5	Institution-Specific: Number of Start-up Ventures Supported by York University	A start-up venture is a for-profit, non-profit, or social enterprise created by a student, faculty member, alumni, or community member that obtains mentorship, education, or space from York University for a period of three months or equivalent.	Start-up ventures registered with Innovation York	3-Year Rolling Average of the Year-over-Year Increase in the Number of Start-Up ventures registered with Innovation York	Fiscal Year

SMA3 Metric Definitions 6-10

Metric ID	Metric Name	Definition	Data Source	Calculation Methodology	Reporting Period
6	Research Funding & Capacity: Federal Tri-Agency Funding Secured	Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities.	Research Support Program, The Tri-Agency Institutional Programs Secretariat (TIPS)	Amount: Tri-Agency funding. Proportion: Numerator - Tri-Agency funding per university divided by Denominator - Total Tri-Agency funding, Ontario universities, 3-year rolling average, one-year slip. Inclusions: Research grants from the three federal research granting agencies and funds spent by the Network of Centres of Excellence (NCE) administrative centers hosted by universities received by universities and their affiliates such as research institutes, hospitals and other affiliates as confirmed by the university in the annual validation of affiliated institutions conducted by TIPS. Exclusions: Funding for research chairs, fellowships, scholarships, awards and prizes.	Fiscal Year (data available in July; e.g., 2017-18 data was shared by Tri-Agency in July 2019). Most recent year is 2018-19 averaging 2015-16, 2016-17 and 2017-18 (as of January 2020). Metric will be activated for performance/outcomes-based funding in Year 1 of SMA3, 2020-21.
7	Experiential Learning	Number and proportion of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s).	Institutional data	Count: Graduates of undergraduate programs who participated in at least one course with required experiential learning component(s). Proportion: Numerator - Number of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s) - divided by Denominator - Total number of graduates. Inclusions: Domestic, International, Full-Time, Part-Time, Undergraduate, Collaborative Nursing; Exclusions: Graduate, Online.	Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.
8	Research Revenue from Private Sources	Total research revenue attracted from private sector and not-for-profit sources.	Council of Ontario Finance Officers (COFO)	Based on aggregated revenue amounts for Sponsored Research fund group by universities through the COFO Financial Report, in Table 11 - Donations, Non-Government Grants and Contracts. Inclusions: Total sponsored research revenue as reported in COFO Table 11 from donations, non-government grants and contracts received from individuals, business enterprises, foundations, and not-for-profit organizations, from both consolidated and not-consolidated entities. Exclusions: In-kind contributions; Revenues from the following fund groups as reported in COFO Table 11: Capital, Trust, Operating, Other (Non-Credit), Ancillary, Endowment. This metric is calculated based on the rolling average of three most recent years.	Fiscal Year (data available in March). Most recent year with available data is 2017-18 (as of January 2020). Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.
9	Graduate Employment Earnings	Median employment earnings of university graduates, two years after graduation.	Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada	The metric methodology includes graduates in a given calendar year who submitted tax information two years after graduation and were employed or self-employed, based on the cross-sectional nominal data set. Institutional aggregate includes graduates of Undergraduate degree, Master's degree, Doctoral degree and Professional degree programs, weighted by the number of graduates with the respective credential. Inclusions: Domestic, International, Full-time, Part-time, Online, Collaborative Nursing. Exclusions: Graduates enrolled in full-time studies when tax files are submitted two year after graduation.	Two years after graduation (i.e. 2017-18 data represents earnings of 2015 graduates after two years). Most recent year with available data is 2017-18 (as of January 2020). The ministry expects to share updated annual tables with institutions early in each calendar year. Metric will be activated for performance/outcomes-based funding in Year 2 of SMA3, 2021-22.
10	Skills and Competencies	York's metric is the NSSE Higher-Order Learning Engagement indicators within the Academic Challenge themes.	National Survey of Student Engagement (NSSE)	Academic Challenge themes; the aggregation of four NSSE questions. The metric value will be the difference between 1st Year Students and 4th Year Student	Metric will be activated for performance/outcomes-based funding in Year 3 of SMA3, 2022-23.