

# REPORT TO SENATE ON PROGRESS TOWARDS ACADEMIC PLANS

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## STRATEGIC ACADEMIC PRIORITIES (2000 UAP)

- build on strengths in liberal arts, sciences, fine arts, environmental studies
- diversification into professional and applied studies
- growth in engineering and applied science
- leadership in interdisciplinary health studies
- expansion of international programs and activities
- improved capacity for technology enhanced learning
- commitment to high quality graduate education
- enhanced profile as a leading research university

- Note importance of academic planning even in uncertain times
- Academic planning/priority setting provides a crucial “compass” and frame of reference against which a range of possibilities for development can be measured
- This report to Senate, like other twice annual VPA reports, is intended to take stock of where we are in relation to objectives
- Reminder of the principles and priorities that have guided academic planning since their approval as part of the UAP (strategic priorities) in 2000 (also reflected in the University’s strategic plan, and grew out of an earlier long-range planning document issued in 1992, *2020 Vision: The Future Development of York University*) – priorities are rooted in York’s history, commitments and mission
- As we turn our attention to consideration of directions and priorities as proposed in the ongoing review and re-articulation of the UAP, it is appropriate to acknowledge how much progress we have made in relation to strategic academic priorities articulated in the 2000 UAP
- Important to reiterate how much we have been able to accomplish by the careful management and redirection of resources in accordance with plans, despite a very difficult and uncertain financial situation; double cohort growth and the full average funding these students brought has been an important component of our ability to achieve these plans
- We have achieved a balance of preserving and building on traditional strengths and advancing in new and innovative directions
- Need further clarity and analysis of what implications the Rae report and the recent provincial budget will have for provincial postsecondary funding (there will be a budget presentation by Vice-President Brewer at the June Senate meeting) – the recent provincial budget represents good news for the universities, but specific details yet to be determined

## NEW PROGRAM INITIATIVES: LOOKING BACK

- Professional and applied studies
  - Human Resource Management (new programs at undergraduate and graduate levels)
- Engineering and applied science
  - Bachelor of Applied Science in Engineering
  - Bachelor of Science in Technology in Applied Biotechnology (with Seneca)
- Health studies
  - Nursing undergraduate expansion and new MScN
  - School of Health Policy and Management development
- International
  - new languages
  - internships

-This slide provides a reminder of a few major initiatives undertaken in the past five years consistent with planning objectives

-Initiatives respond to student interests and build on strengths; they often address multiple identified priorities, and will contribute to making York a more “comprehensive” university (*2020 Vision*)

- professional programs remain strong, and new options such as HRM have been added

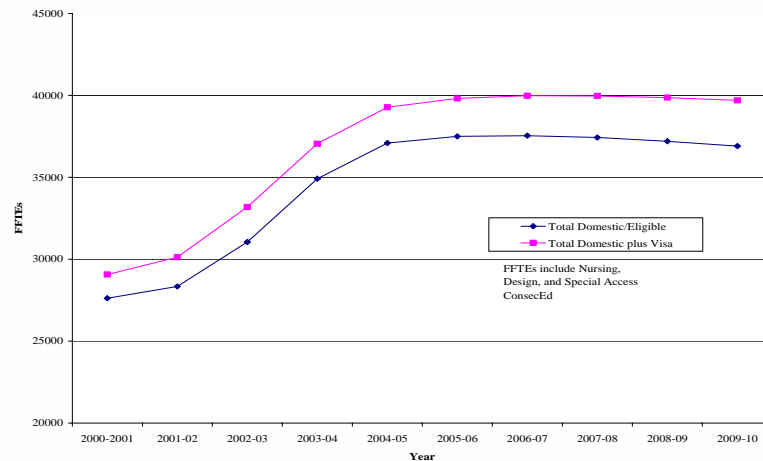
-Engineering program is a new initiative for York, but it is rooted in strengths in areas such as computer science, GIS, space science; program has just undergone its professional accreditation review (results pending)

-Health is also an area where there have been significant developments, as well as growth, particularly in the School of Health Policy and Management and in Nursing, but our strengths have not yet been drawn together as fully as they might be

-We have a range of outstanding health-related teaching and research programs ranging from the health sciences through clinical areas to policy and social scientific aspects of health

-A range of approaches to internationalization have been taken, including the addition of new languages (e.g., Swahili, Hindi, Korean, Arabic) ) to the curriculum and development of an innovative summer internship program

## VPA UNDERGRADUATE ENROLMENT PLAN: Domestic/Eligible & Ineligible/VISA Undergraduate FTEs



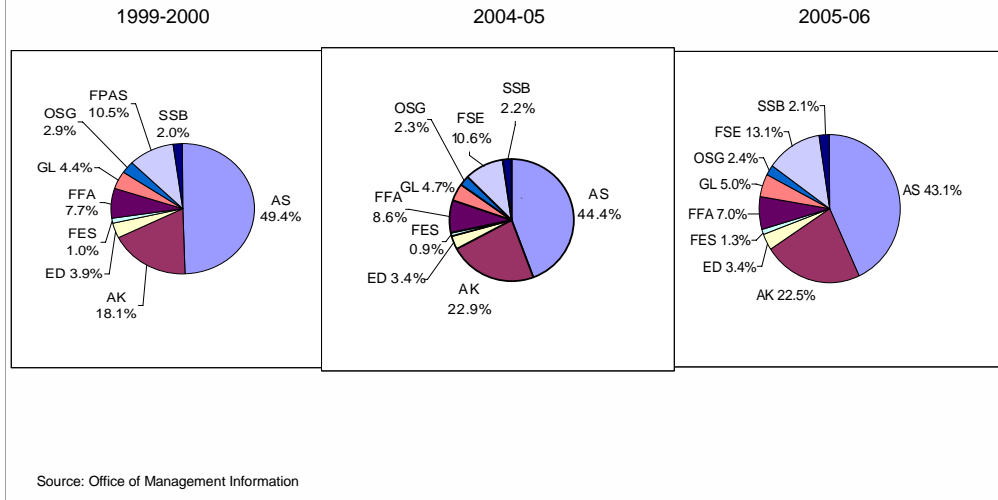
Source: Office of the AVP Academic Resource Planning

January 2005

-Reminder of current undergraduate enrolment plans showing the plans we set from 2000 through to the end of the decade: growth over the double cohort period, then levelling out at close to the new higher level; specific plans will continue to be adjusted in future planning cycles, but the general shape will remain

-Note: Domestic students are Canadian students, for whom we receive government grant funding; Visa students are international students, for whom we do not receive government funding (so we receive tuition only)

## PROGRESS TOWARDS REBALANCING AND DIVERSIFICATION OF STRATEGIC PLAN (UNDERGRADUATE FTEs)

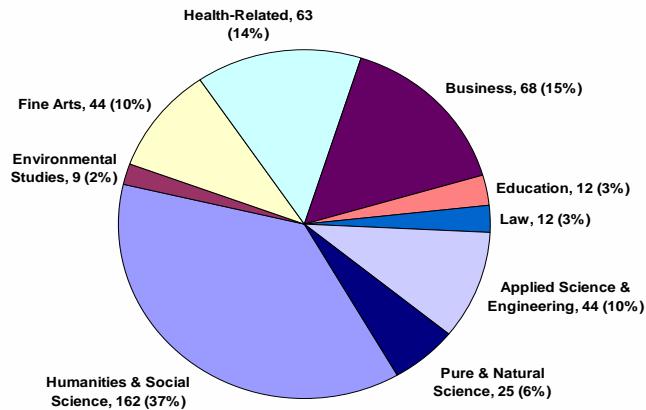


-Enrolment rebalancing also follows strategic priorities; objectives relating to rebalancing of enrolments have not yet been fully achieved, but this, like many of our planning objectives, is intended as an ongoing objective, not limited to the 5-year planning horizon envisioned in the 2000 UAP

-Pie chart on the left indicates distribution of undergraduate enrolments in 1999-2000 (as we entered the current planning period); pie chart on the right indicates current plans for diversification and rebalancing of undergraduate enrolments by 2005-06, through new initiatives and expansion of programs; middle pie chart indicates progress we have made towards this redistribution

-Graph indicates that most Faculties are moving towards their plans (FFA and FES are anomalies and FSE is moving more slowly than hoped)

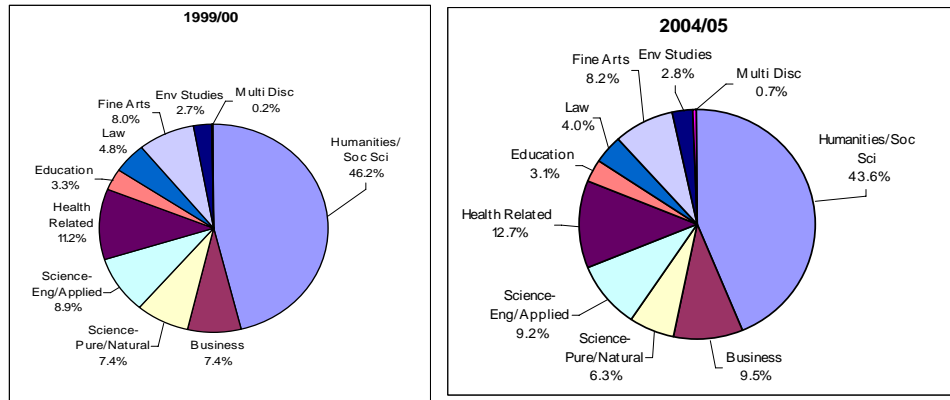
## FACULTY APPOINTMENTS BY AREA OF STRATEGIC PRIORITY 2000-01 to 2004-05



Source: Office of the AVP Academic Resource Planning

- Appointments have been made over the last several years in accordance with strategic priorities, i.e., to support areas of strength (such as humanities and social sciences, fine arts and environmental studies), to develop applied science and engineering and health initiatives, and to grow professional programs (law, business, education); appointments also made to replace departures
- “Health-related” includes appointments in areas such as Kinesiology, Nursing, Psychology, Health Policy & Management
- Some priorities (e.g., international, TEL) cut across a number of these areas

## DISTRIBUTION OF FULL-TIME FACULTY BY DISCIPLINE



Source: Office of Management Information

-Illustrates change in proportion of faculty by discipline area between 1999-2000 and 2004-2005, consistent with objectives to rebalance and diversify; again this is a longer-term objective

## STRATEGIC ACADEMIC PRIORITIES: LOOKING FORWARD

- Principles and priorities incorporated in draft revisions to UAP:
  - development of a more research intensive university
  - enrolment planning, with particular attention to substantial growth at the graduate level
  - distinctiveness based on innovation
  - distinctiveness based on interdisciplinarity
  - enhancement of student experience
  - identity and reputation of York
  - review of structures
  - areas for further strategic development
    - health
    - international

- Draft UAP 2005 is more sharply focused than the earlier version and identifies more precisely actions to be taken to achieve objectives
- Though it does not explicitly take stock of where we are in relation to UAP 2000 priorities, its objectives are based on and build on these commitments and developments
- Principles and priorities as proposed in the revised UAP draft are very much inter-related; e.g., high quality graduate programs and growth in graduate programs are important components of research intensity and success, which in turn is important for the institution's reputation
- Reflect (on the next few slides) on where we are and how we are looking to move forward in relation to three planning initiatives highlighted in the proposed UAP revisions, which are of particular relevance to the VPA: growth in graduate studies; health; and international



## GROWTH IN GRADUATE STUDIES

- AVP Graduate oversees planning for growth, coordination with undergraduate planning
- Growth plans assume funding
- Increased faculty complement essential to support growth
- Quality is paramount (programs and students)
- Demand?
- Masters/doctoral balance
- Potential areas for growth/new program development:
  - Applied science and engineering (engineering)
  - Health-related (health informatics, nursing, social work)
  - Public policy, administration, and law
  - Emergency management
  - Fine Arts (design, theatre, dance)

-Appointment of AVP graduate in April 2004 recognizes and promotes inter-connectedness of planning at graduate and undergraduate levels (appointments/complement, enrolments, curriculum, resources, etc.)

-Graduate enrolment growth is planned to at least keep pace with our share of the system

-Cannot grow without adequate funding for complement, student support, etc.

-Growth also depends on availability of high quality, attractive programs and high quality students

- Planning for combination of growth in existing programs and development of new programs

- Principles for graduate growth:

-Increase share of PhDs in the total growth

-Growth in line with plans for diversification and rebalancing (i.e., increased share in health, science & engineering, fine arts; slight increase in business and professions; hold steady in FES; decline in humanities and social sciences' share though overall growth)

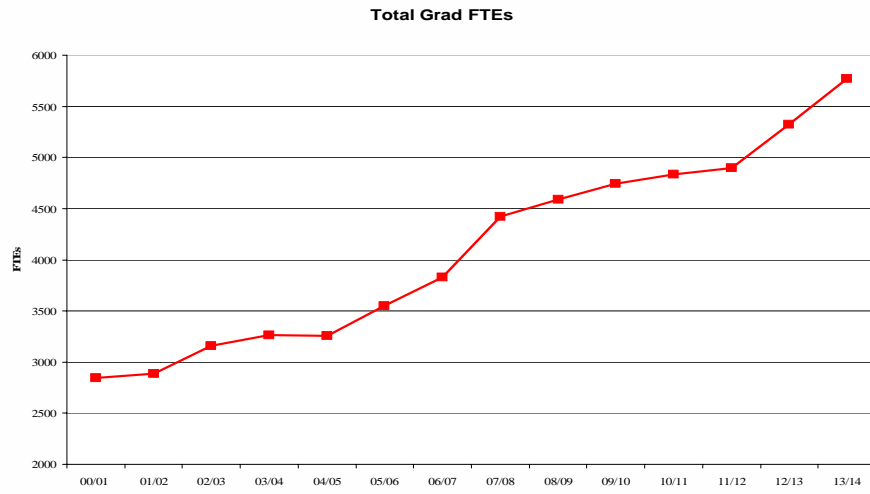
-No unfunded BIUs

- Submissions from Faculties in response to the draft UAP suggested areas where new programs might be developed, building on existing strengths

- Graduate enrolment planning raises complex issues relating to recognition of supervision and completion rates/times

-In developing new programs at either the graduate or undergraduate level, there are always issues of how to strike the right balance between what kinds of programs students think they want and what we think they should have

## GRADUATE ENROLMENT PLANS



Source: Office of the AVP Academic Resource Planning

May, 2005

-With the caveats just noted relating to funding and complement, as well as quality, graph indicates current plans for growth at the graduate level through to 2013-14

-Plans are based on COU projections

-Represents growth of graduate as a proportion of total enrolments from 9% to 12.5%

- Continuing consideration of health-related Faculty
  - structure and composition
  - name
  - governance
  - curriculum
  - resource issues
- Opportunity to consolidate strengths in health area
  - enhanced research and teaching synergies
- Enhance York's profile in health
  - recruitment of students and faculty
  - attraction of research funding

- Considerations of health-related Faculty are ongoing and are the subject of regular APPC reports to Senate
- Consideration of a health Faculty is a next step in the evolution of York's health objectives; a Faculty would draw together existing distinctive health strengths at York (both curricular and research, based on interdisciplinarity and community-based programs) to provide opportunities for synergies and a platform for development of new initiatives in health
- Existence of a Faculty identified specifically as a health Faculty would enhance access to (targeted) government funds at both federal and provincial levels, and put York in a better position to make the case for funding
- Also provides enhanced opportunities for fund-raising and development of community links, and for attraction of funds from granting councils (CIHR, NSERC)

- Student experience
  - expand opportunities for international experience: integral to programs
  - financial support
- International partnerships for research and study
  - identification of regions, institutions for strategic development of partnerships
- Recruitment of international students
  - increase diversity of geographic origins and disciplines
  - enhance support (financial and advising)
- New initiatives
  - languages across the curriculum
  - expansion of international degrees
  - “re-entry” courses for returning students
  - international “houses” in residences

- A great deal of progress has been made in relation to internationalization
- Have been working to expand the range of options for students to incorporate an international experience into their studies but there is still much that could be done (either as part of the curriculum or extra-curricular); also trying to expand the range of students to whom opportunities are available: introduction of international internships has been a great success and the initiative is being expanded this year; addition of new languages to the curriculum, new programs (iBSc – approval pending – is important because it opens opportunities not previously available to FSE students)
- Considering ways to give students an opportunity to reflect on their international experience and integrate this fully into their studies
- internationalization is not just an element of student experience; it should permeate all of what we do
- Have been taking a more strategic approach to internationalization, e.g., in development of partnerships with institutions of high quality in identified regions; have just appointed a new Canada Research Chair in the History of Modern China to lead further development of teaching and research in Asian studies
- Objective to increase number of international students; to diversity the geographic regions from which they come and the programs they take; and to provide better support

## PLANNING FOR TENURE STREAM COMPLEMENT

- whatever directions and priorities are pursued, tenure stream complement is crucial
  - support academic strengths
  - advance strategic priorities
  - support complement growth to teach/supervise increased enrolments
  - provide replacements for retiring/departing faculty
- will continue to address the “deficit” in tenure stream appointments
- importance of making outstanding appointments that address needs of both graduate and undergraduate programs and research interests

- Important role of Faculties/departments in articulating priority areas/directions at the local level; priorities must take into account not just undergraduate teaching needs, but also needs of graduate programs and research interests
- Hiring situation remains very competitive; growth in graduate programs is important to our future ability to replenish the professoriate
- complement recovery plan has been an important element of our ability to make up some of the complement “deficit” resulting from budget cuts
- Implications of possible end of mandatory retirement for complement planning?

## FULL-TIME COMPLEMENT: TENURE STREAM, 2005-06

FACULTY	APPTS AUTH 2005-06*	APPTS MADE TO DATE	ON OFFER	IN PROGRESS	DELAY/UNSUCC/ CARRY FORWARD 06-07
AS	20	17	0	0	3
AK	31	9	8	13	1
ED	5	0	2	2	1
ES	2	2	0	0	0
FA	13	2	7	4	0
GL	5	2	2	0	1
OSG	1	0	0	1	0
FSE	9	2	4	2	1
SSB	11	1	2	8	0
LIB	3	1	0	2	0
<b>TOTALS</b>	<b>100</b>	<b>36</b>	<b>25</b>	<b>32</b>	<b>7</b>

\* Includes conversions and external CRCs  
Source: Office of the AVP Academic Resource Planning

May 25, 2005

- Next few slides are very brief updates of statistics presented in the Fall; will report in more detail on the impact on overall complement from various perspectives on completion of this hiring cycle, as part of the Fall report to Senate
- Appointments process is still ongoing; note as of Fall report only 81 TS appointments had been authorized for 2005-06
- will also report equity stats in the Fall when final data are available

## FULL-TIME COMPLEMENT: CLAs, SRCs, TRUE VISITORS, 2005-06

FACULTY	CLA: APPTS AUTH*	CLA: MADE TO DATE	CLA: ON OFFER/IN PROG.	SRC: OFFERS MADE 05-06	TRUE VISITORS: OFFERS/SLOTS
AS	34	23	11	1	7
AK	49	22	27	1	2
ED	0	0	0	0	.5
ES	0	0	0	0	0
FA	4	1	3	1	.5
GL	3	1	2	0	1
OSG	0	0	0	0	0
FSE	5	2	3	1	0
SSB	1	1	0	0	0
LIB	7	6	1	0	.5
<b>TOTALS</b>	<b>103</b>	<b>56</b>	<b>47</b>	<b>4</b>	<b>11.5</b>

\* New, renewed, or continuing

Source: Office of the AVP Academic Resource Planning

May 25, 2005

- CLAs: Contractually Limited Appointments
- SRCs: Special Renewable Contracts
- True Visitors: includes positions supported by foreign governments, replacement of sabbaticants with senior people

## STUDENT/FACULTY RATIOS

Year	UG FTEs/ Faculty FTE *	Total Student FTEs/Faculty FTE *	UG FTEs/ Faculty FTE **	Total Student FTEs/Faculty FTE **
2000-01	15.44	17.07	18.46	20.42
2001-02	15.67	17.31	18.18	20.08
2002-03	16.65	18.36	19.40	20.38
2003-04	17.06	18.66	20.04	21.92
2004-05	17.00	18.52	19.93	21.71

\* Includes all FT and Contract Faculty and TAs (excludes marker/graders)

\*\* Includes all FT and Contract Faculty (excludes TAs and marker/graders)

Source: Office of Institutional Research and Analysis

-Data are slightly different from those reported previously, as a result of data clean-up; tenure stream only data will follow

-First two data columns include full-time faculty and contract (part-time) faculty, as well as Teaching Assistants, in the calculation of faculty FTEs (full-time equivalents), while the second two columns do not include TAs

-First and third columns refer to undergraduate teaching only; second and fourth include graduate teaching as well

-The slight increases in student/faculty ratio over the reporting period reflect the complement gap resulting from budget cuts

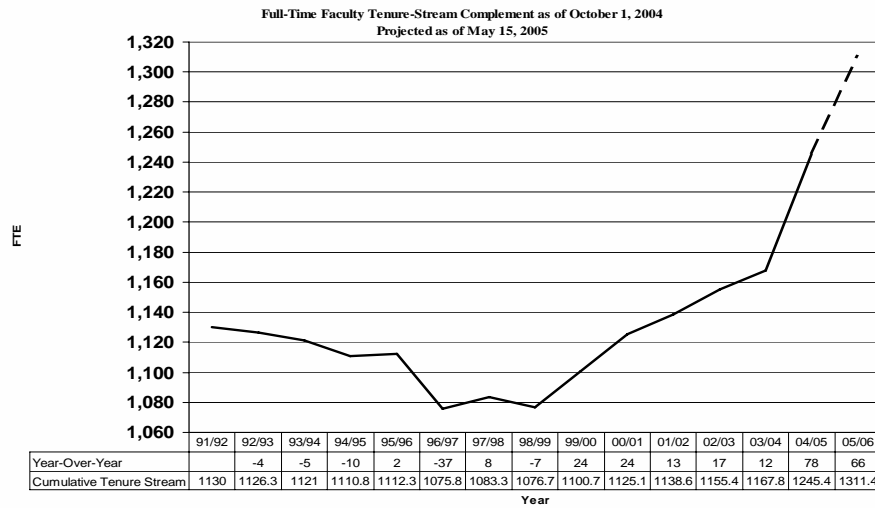
-Note difficulty of calculating student/faculty ratios to take account of the range of teaching activities

-Lack of comparability with statistics from other institutions because of variations in how calculations are carried out; for example, other institutions may calculate on the basis of "heads" rather than FTEs





## FULL-TIME FACULTY TENURE STREAM COMPLEMENT HIRING PLAN



- Update of slide indicating longer-term complement changes, showing significant recovery from the “trough” in the period of budget cuts
- Dotted line reflects complement had all authorized searches for 2005-06 resulted in tenure stream appointments
- Graph includes/represents:
  - 2 appointments that started after October 1, 2004 plus
  - 100 authorized searches, of which 19 were carried forward from 2004-05
  - A net increase of 66 over 2004-05, since 36 age-65 retirements are expected
  - Excludes 3 authorized searches in the Library