YEAR END REPORT

BOARD OF GOVERNORS

JUNE 2025

Measuring Success

2024-2025

YORK UNIVERSITÉ UNIVERSITY

The 2024-25 **President's and Vice-Presidents' Integrated Resource Plan** outlines York University's annual priorities and actions, reflecting our ongoing commitment to achieving the goals of our University Academic Plan (2020-2025). The accompanying **Measuring Success Report** provides a comprehensive assessment of the University's academic and strategic initiatives for the 2024-25 period, using both quantitative data and qualitative insights to highlight our achievements and identify areas for improvement.

Highlights of the Report

1. Each strategic goal in our UAP is aligned with corresponding quantitative and qualitative measures, providing a holistic view of our achievements.
2. Outcomes are presented first through quantitative data, followed by qualitative insights, offering a comprehensive perspective on our performance.

York U Forward Action Plan

Updates are highlighted in blue to clearly indicate their alignment to the Action Plan.

Performance Assessment

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

Qualitative Sections

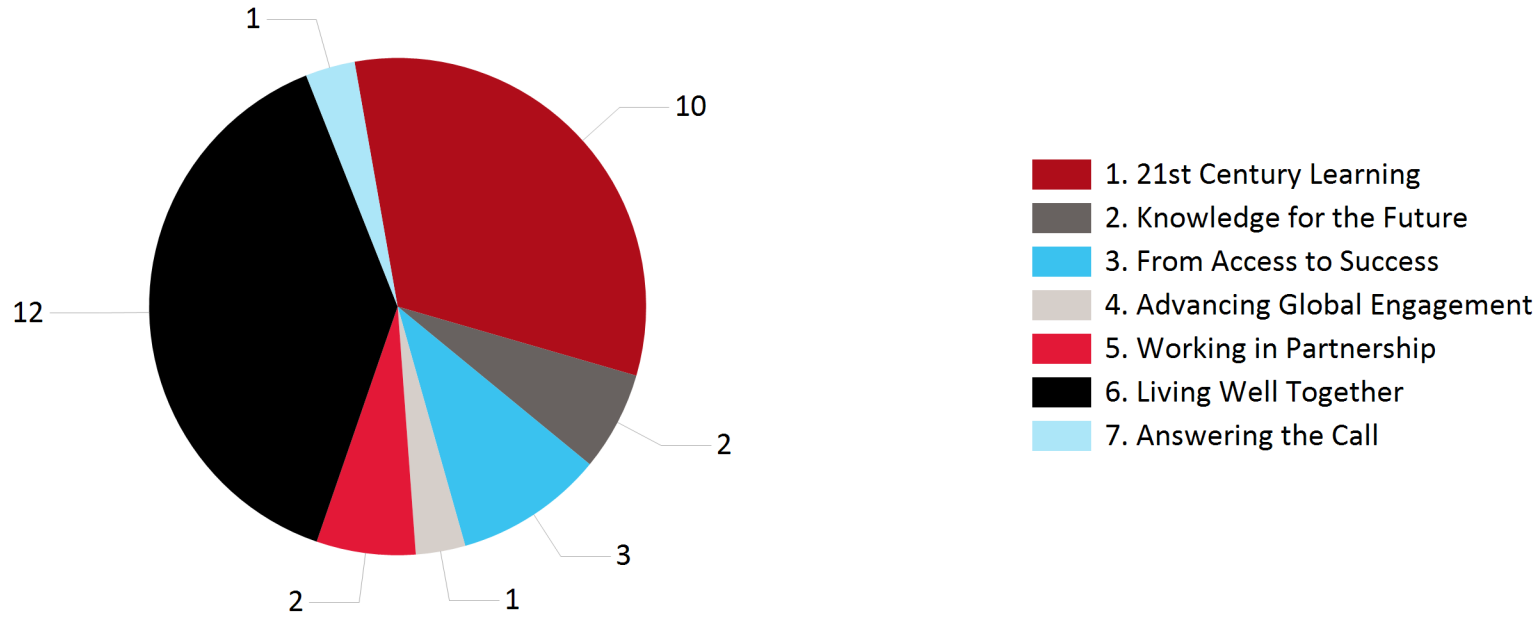
Grey text in the qualitative sections identifies key milestones, outcomes, and outputs used to assess progress under each action/strategy.

Note: *For select metrics, the most recent year's value is displayed to align with data visualization best practices and ensure clarity in reporting.*

2024-2025 President and Vice Presidents Group (PVP) Integrated Resource Plan (IRP)

2024-2025 Measuring Success

31 Actions/Strategies Breakdown by UAP Priority



17 Objectives

31 Actions/Strategies

Completed	On Track	Progressing	Discontinued	Not Evaluated	Not On Track
8	17	6	0	0	0

Integrated Resource Plan 2024-25

Annual Evaluation - Division of the President - President & Vice President Committee - Plan ID: 1620

1. 21st Century Learning

1.1 Advance the future of higher education.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
1.1.1 Establish York's School of Medicine. **Expected Outcome(s):** Successful establishment of a high-quality, accredited medical education program to meet the needs of the province.	**Milestones/Qualitative Updates** • Preliminary approval by Senate to approve York University School of Medicine in principle. • Ministry of Health/Ministry of Colleges and Universities acceptance in principle of financial model. • York Senate and Board approval of the establishment of a School of Medicine as a new academic unit. • Highlight progress made.	On Track	President; Provost.
Action/Strategy:	**Measures/Metrics/Milestones:**	**Annual:**	**Responsible Lead:**
1.1.2 Faculties of the Future (Project 2). **Expected Outcome(s):** A comprehensive five-year plan aimed at achieving the optimal mix of sustainable faculties to align with and advance the university's strategic goals.	**Milestones/Qualitative Updates** • Consultations held widely and proposals developed. • Senate and Board consulted on potential future scenarios. • Analysis of Faculty structures completed and shared widely. • Highlight progress made.	On Track	Provost.
Action/Strategy:	**Measures/Metrics/Milestones:**	**Annual:**	**Responsible Lead:**
1.1.3 Open Markham Campus by Spring 2024. **Expected Outcome(s):** Modern and accessible campus featuring programs focused on technology and entrepreneurship.	**Milestones/Qualitative Updates** • Campus opened. • Enrolment Plan within budgeted contingencies achieved. • Start-up operating deficit at or below budget plan. • Student housing option finalized. • Highlight inaugural student cohort. • Prepare for 2025-2026 recruitment.	Completed	Provost.
Action/Strategy:	**Measures/Metrics/Milestones:**	**Annual:**	**Responsible Lead:**
1.1.4 Supporting Program Innovation (Project 5). **Expected Outcome(s):** Dynamic and in-demand educational offerings that meet the evolving needs of students, industry, and society. Students are equipped with the knowledge, skills, and competencies necessary for success in a rapidly changing world.	**Measures/Metrics** • Undergraduate Employment Rate (2 years; 6 months). • Experiential Learning (SMA3 Metric #7). • Graduate Employment in a Related Field (SMA3 Metric #1). • Graduate Employment Earnings (SMA3 Metric #9). • Skills and Competencies - NSSE Higher-Order Learning Engagement Indicators within the Academic Challenge themes (SMA3 Metric #10). **Milestones/Qualitative Updates** • Newly developed programs and major modifications. • Highlight outcomes of Project 5.	Progressing	Provost.

Integrated Resource Plan 2024-25

Annual Evaluation - Division of the President - President & Vice President Committee - Plan ID: 1620

1. 21st Century Learning

1.1 Advance the future of higher education.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
1.1.5 New Pathways to Degrees (Project 10). **Expected Outcome(s):** Effective bundling of degree and non-credit offerings to provide more flexible educational pathways to students.	**Measures/Metrics** • Number of enrolments in the Integrated Year 1 Pathway. **Milestones/Qualitative Updates** • Outcomes of the School of Continuing Studies (SCS) / Department of Languages, Literatures & Linguistics (DLLL) pilot pathway program for English language learners. • Feature stories of life-long learners. • Development of new pathways.		Provost.
Action/Strategy:	**Measures/Metrics/Milestones:**	**Annual:**	**Responsible Lead:**
1.1.6 Expand Capacity in Programs with Unmet Demand (Project 12). **Expected Outcomes(s):** Improved fulfillment of student demand in popular programs, leading to higher enrolment numbers, increased revenue, enhanced reputation, and competitive standing.	**Milestones/Qualitative Updates** • Enrolment in targeted programs after capacity expansion. • Revenue impact of expanding program capacities.		Provost.

1.2 StrengthenAcademic Institutional Effectiveness.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
1.2.1 Course Enrolment Optimization (Project 1). **Expected Outcome(s):** A more cost-effective and sustainable teaching model.	**Measures/Metrics** • Total number of course offerings. • Average enrolment per class. • Percentage of courses meeting course enrolment thresholds.		Provost.
Action/Strategy:	**Measures/Metrics/Milestones:**	**Annual:**	**Responsible Lead:**
1.2.2 Program Sustainability Review (Project 4). **Expected Outcome(s):** A comprehensive and ongoing review of program sustainability using established AGO benchmarks for identifying low and declining enrolment programs.	**Milestones/Qualitative Updates** • Analytical framework developed to effectively monitor and enhance program sustainability, align academic offerings with market and student needs, and ensure optimal use of resources for long-term institutional success.		Provost.
Action/Strategy:	**Measures/Metrics/Milestones:**	**Annual:**	**Responsible Lead:**
1.2.3 Redesigning the Undergraduate Degree Framework(Project 3). **Expected Outcome(s):** A revitalized General Education curriculum structured around a 12-credit model that effectively integrates urgently needed, transferable skills and offers a more diverse range of courses across various faculties.	**Milestones/Qualitative Updates** • Diversification of general education offerings across the faculties.		Provost.

Evaluation Status: Completed On Track Progressing Not On Track Discontinued Not Evaluated

Integrated Resource Plan 2024-25

Annual Evaluation - Division of the President - President & Vice President Committee - Plan ID: 1620

1. 21st Century Learning

1.3 Diversify How We Teach

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
1.3.1 Advance pedagogical innovation and proactively anticipate the future of learning. **Expected Outcome(s):** Enhanced access and extended reach, heightened engagement and enriched learning experiences, and increased flexibility and convenience for students.	**Measures/Metrics** • Course Offerings (Blended/Hybrid, Online, and Hyflex). • Work Integrated Learning (WIL). **Milestones/Qualitative Updates** • AI Literacy	✓	Provost.

2. Knowledge for the Future

2.1 Strengthen Research Excellence.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
2.1.1 With the Strategic Research Plan 2023-2028 approved by Senate, execute the strategy by aligning resources, timelines, and priorities to ensure successful delivery. **Expected Outcome(s):** Strengthened research excellence at the University, including increased engagement with research partners, enhanced research services, success in large-scale research grants, and strengthening international research collaborations.	**Measures/Metrics** • Number of Research Grant Applications and Success Rate. • Number of Large-Scale Grant Applications. • Value of Large-Scale Grant Awards. • Research Income from External Sponsors. • Number of Research Publications (York Affiliated). • Federal Tri-Council Funding Secured (SMA3 Metric #6). • Research Revenue from Private Sources (SMA3 Metric #8). **Milestones/Qualitative Updates** • Development and implementation of a plan to increase Research Revenue from Private Sources (SMA3 Metric #8). • Highlight advancement in areas of opportunities for leadership as identified in SRP including DEM ORU, CIFAL York activities, Connected Minds and Responsible AI. • Implementation of Markham Campus Research Strategy and development of research plans for School of Medicine. • Drive new and existing partnerships to support SMA3 including increasing engagement in global research and innovation grants, partnerships, impact. • Highlight increased participation in international research grants. • Highlight progress made to establish more international partnerships.	✓	Vice-President Research & Innovation.

2. Knowledge for the Future

2.2 Enhance the impact of research by actively encouraging and fostering innovation.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
2.2.1 Continue to support entrepreneurship and knowledge mobilization activities. Develop and execute York's Research Innovation Strategy and Annual Commercialization Plan to foster a vibrant innovation ecosystem and drive commercialization. **Expected Outcome(s):** Strong collaborations with industry partners and social organizations resulting in joint projects, knowledge exchange, technology transfer, and increased commercialization opportunities. Enhanced entrepreneurial, innovation, and knowledge mobilization skills of York researchers and students through training and mentorship programs. Increased entrepreneurial opportunities, resulting in enhanced support of startups, spin-off companies, and innovative ventures that contribute to economic growth and job creation.	**Measures/Metrics** • Number of Collaborative Projects, External Partners Engaged, and Funding Applications Supported. • Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements. • Start-Up Revenue. • Number of Start-Up Ventures Applied. • Commercialization at Innovation York (Number of invention disclosures). • Number of Start-Up Ventures Supported by York University (SMA3 Metric #5). **Milestones/Qualitative Updates** • Tracking the development and success of IP and Commercialization Strategy. • Monitor the success of the Annual Commercialization Plan. • Highlight increased activities of YSpace in strategically important areas such as food and beverage incubator as well as women, Black and Indigenous entrepreneurship programs. • Develop a strategy for increased health innovation with reference to the School of Medicine.	✓	Vice-President Research & Innovation.

Evaluation Status: ✓ Completed On Track Progressing Not On Track Discontinued Not Evaluated

3. From Access to Success

3.1 Enhance the Strategic Enrolment Management Action Plan.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
3.1.1 Advance the Strategic Enrolment Management Action Plan by evolving York's domestic enrolment strategies, integrating a comprehensive out-of-province recruitment approach (Project 8), enhancing international enrolment tactics (Project 7), and strengthening our retention and persistence initiatives to adapt to evolving domestic and global conditions. **Expected Outcome(s):** A more diversified student body, improved alignment between enrolment practices and market demands, and an enhanced educational journey characterized by streamlined and personalized recruitment processes, smooth enrolment transitions, and effective retention strategies. These efforts are anticipated to lead to increased applications, improved conversion rates, greater student engagement, and higher rates of persistence and graduation, optimizing the use of institutional resources and contributing to overall academic success and stability.	**Measures/Metrics** • Total student count. • Domestic Student Population (UG and GR). • International Student Population (UG and GR). • Undergraduate Retention Rate. • Graduate Retention Rate. • Enrolment Target vs Actual (UG, GR, Domestic and International). • 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. • Student count (UG, GR, Domestic and International) • Student Representation at York (Student Census). • School of Continuing Studies - Enrolment (course registrations). • Out-of-province Student Population (UG and GR). • Out-of-Province Breakdown - Student Population (UG and GR). • Rural Student Population (UG and GR). • First Generation Students (Student Census). • Conferred Credentials (e.g., Bachelors, Certificates). • Ontario Student Assistance Program (OSAP) Recipients. • NSSE: Overall Quality, Educational Experience, Visa Students (First Year). • NSSE: Overall Quality, Educational Experience, Visa Students (Senior Year). • Institutional Focus/ Strength (Proportion of enrolment in an institution's program area(s) of strength) (SMA3 Metric #2). • Graduation Rate (7 years) (SMA3 Metric #3). • Community/ Local Impact (Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located) (SMA3 Metric #4). **Milestones/Qualitative Updates** • Highlight deliverables of new SEM structure. • Progress on the implementation of the Internationalization and Global Engagement Strategy. • Student Housing Working Group (Project 9). • ISEM progress and highlights. • Progress on updated international recruitment strategy. • Number of inbound students from abroad. • Partner universities.		Provost.

3. From Access to Success

3.2 Enhance the student experience.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
3.2.1 Establish the Collegial Forum on Undergraduate Student Retention (Project 11). **Expected Outcome(s):** Improved retention rates across programs, enhanced student engagement and satisfaction, and a strengthened overall educational environment that supports student success from the onset of their academic journey.	**Measures/Metrics** • Retention rate (Domestic and Visa and Student Census). • Graduation Rate (Domestic and International and Student Census). **Milestones/Qualitative Updates** • Highlight outcomes of the Collegial Forum on Undergraduate Retention. • Share program level retention data and best practices widely with academic units.		Provost.
3.2.2 Enhance the digital environment to optimize students' experience, including advancing the Student System Renewal Program (SSRP) solution with a strong focus on integrating robust cybersecurity measures to protect data and ensure system security. **Expected Outcome(s):** Processes and technology systems that work together to improve the student experience and ensure that staff and faculty have the tools they need to effectively perform their administrative and academic work.	**Milestones/Qualitative Updates** • Cybersecurity Training. • Steady progress on the advancement of the SSRP solution (including the deployment of Financial Aid and Awards, Next Generation Student Information System (SIS) and CRM. • Release of York's Generative AI Framework.		Vice-President Finance and Administration.

4. Advancing Global Engagement

4.1 Foster and enhance global engagement.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
4.1.1 Implement the Internationalization and Global Engagement Strategy through a focus on expanding inclusive global and intercultural learning, enhancing the experience of international students, engaging in global research and innovation, and elevating global stewardship, partnerships, profile, and impact. **Expected Outcome(s):** Increased diversification in international strategic partners and collaboration including programs and research. A diverse and inclusive environment that prepares students for a globally interconnected world including enhanced international opportunities/experiences for students. Strengthened presence and reputation on the global stage.	**Measures/Metrics** • York-Facilitated Global Learning Opportunities (e.g. inbound, outbound, participation in virtual, global learning supports). • International Co-Authored Publications. • Full-Time Faculty with International Degrees. **Milestones/Qualitative Updates** • Refresh of the integrated international marketing strategy in key markets.		President; Provost; Vice-President Research & Innovation.

Evaluation Status: Completed On Track Progressing Not On Track Discontinued Not Evaluated

5. Working in Partnership

5.1 Strengthen partner engagement.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
5.1.1 Complete the Partner Engagement Pilot and put forward recommendations of a best-in-class model to support, coordinate and facilitate key relationships with external organizations in support of the University's priorities. **Expected Outcome(s):** Implemented best practices to facilitate and coordinate internal efforts, ensuring alignment with the University's priorities. Enhanced institutional capacity to effectively leverage partnerships, achieving mutually beneficial goals. A seamless, one-stop service to support partners' engagement with the University. The University is an engaged, trusted, and reliable partner within the GTA communities.	**Milestones/Qualitative Updates** • 75% of internal campus partners feel better supported in their engagements due to the partner engagement pilot. • 60% of surveyed contacts can clearly identify how to connect to the University to discuss partnership opportunities. • 70% of external survey respondents are aware of at least one way to partner with the University. • A seamless single-entry point for all external contacts who want to partner with the University. • Updates on the identification of sponsorship and event participation opportunities that enhance York's reputation as a partner of choice and to demonstrate our thought leadership. • Implement an internal support structure that supports coordination, data asset coordination, and stewardship strategies to support partner engagement.	✓	Chief of Government and Community Relations & Protocol.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
5.1.2 Impact - The Campaign for York University, continue to deepen and enhance alumni engagement and raise philanthropic funds for the University. **Expected Outcome(s):** Increased philanthropic support, stronger connections with alumni worldwide, and amplified impact of York University's initiatives and programs on a global scale.	**Measures/Metrics** • Alumni Engagement: Double alumni engagement to build a culture of connection and philanthropy. • The IMPACT Campaign: Targets met toward realizing goal of raising an additional $500M+ in phase 2 for a total $1B+ of Impact over next 5 years including capital funds ($250M - $300M) for School of Medicine. **Milestones/Qualitative Updates** • Elevate alumni storytelling through profiles featuring alumni from pan-university faculties/units, repurposing and sharing alumni content with other units (e.g. Top 30 campaign with C&PA) and featuring alumni on social media. • Enhance university reputation through improved, coordinated promotion of The York University Magazine, featuring stories about alumni, faculty, and research. • Enhance the student and campus experience through philanthropic contributions.	●	Vice-President Advancement.

Evaluation Status: ✓ Completed ● On Track ● Progressing ● Not On Track ✗ Discontinued ● Not Evaluated

6. Living Well Together

6.1 Enhance community engagement, collaboration, and active participation among faculty and staff.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.1.1 Foster an open and transparent governance culture through initiatives including enhanced budget consultations, a comprehensive policy review, and enhanced support for faculty councils. **Expected Outcome(s):** Increased collaboration and meaningful interactions among faculty, staff, and external partners. The community will exhibit a greater sense of belonging, inclusivity, and shared responsibility, leading to a more vibrant and connected environment.	**Milestones/Qualitative Updates** • Participation Rate in campus events and community activities. • Whistleblower Policy developed and approved. • Terms of Reference of the Board of Governors' Executive Committee updated. • Board of Governors Skills Matrix reviewed and updated. • Strengthened Board policies and procedures (e.g., comprehensive charter, code of conduct, work plans). • Successfully negotiated HR initiatives with employee groups to contribute to meeting three-year rolling budget. • Community engagement in York U Forward Action Plan projects. • Budget consultations and other transparency initiatives. • Support Offered to Faculty Councils to Enhance Symmetry. • Governance Training for Senate, Board and Management.	🟢	University Secretary; Chief of Government and Community Relations & Protocol.

6.2 Develop more amicable, cooperative organizational culture.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.2.1 Pursue opportunities and skill-building for constructive engagement (employer-employee and between colleagues). **Expected Outcome(s):** Fewer and less intense conflicts and disputes, more conflicts de-escalated and reconciled, greater capacity among employees for collaborative dialogue and workplace restoration.	**Metrics/Measures** • Number and outcomes of conflicts and disputes. • Number of relational culture skill-building opportunities. **Milestones/Qualitative Updates** • Highlight regular dialogue and consultation.	🟢	Vice-President Equity, People and Culture.

6.3 Foster equity, diversification, and inclusion.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.3.1 Embed the Decolonization, Equity, Diversity, and Inclusion (DEDI) Strategy (informed by the Black Inclusion and Indigenous Frameworks) into the fabric of York University. **Expected Outcome(s):** A more inclusive and diverse University that recognizes all people's entitlement to pursue individual interests, opportunities, contribute to society and a life of dignity, equity, and respect, free from discrimination and harassment.	**Measures/Metrics** • Employment Equity Statistics. • Decolonizing, Equity, Diversity, and Inclusion (DEDI) Training. **Milestones/Qualitative Updates** • Complete Indigenous Framework Review. • Complete DEDI Strategy. • Implementation Plan and Toolkit. • Host DEDI Symposium. • DEDI Dashboard Development and Launch.	🟢	Vice-President Equity, People and Culture; Vice-President Research & Innovation.

Evaluation Status: ✅ Completed 🟢 On Track 🟡 Progressing 🔴 Not On Track ❌ Discontinued ⚪ Not Evaluated

6. Living Well Together

6.4 Enhance Mental Health and Well-being Support for All Employees.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.4.1 Implement mental health and well-being strategies, policies, and collective actions that create supportive and empowering environments for all members of the community. **Expected Outcome(s):** A supportive and empowering work environment that prioritizes mental health, leading to improved overall well-being, reduced stigma surrounding mental health, increased access to resources and support, and enhanced resilience.	**Measures/Metrics** • Data on student, faculty and staff access of wellbeing services (counselling, EAP, Athletics & Recreation). • Number of student experiential education opportunities created related to health and wellness. **Milestones/Qualitative Updates** • Launch of Wellness Strategy. • Development, delivery and assessment of Wellness preventive programming. • Feedback on Wellness initiatives.	On Track	Vice-President Equity, People and Culture; Vice-Provost Students.

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

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.5.1 Renewal of deferred classrooms. **Expected Outcome(s):** Improved overall condition and functionality of our facilities, ensuring a safe, efficient, and well-maintained environment.	**Measures/Metrics** • Number of classroom upgrades. • Number of York Buildings Certified (LEED Gold, LEED Silver, Green Building Standards). • Number of York Buildings Designed to Sustainable Strategies. **Milestone/Qualitative Updates** • Deferred Maintenance Strategy on track. • Using photographs, videos, or other visual documentation to showcase the physical condition of facilities before and after maintenance efforts. • Feature success stories.	Completed	Vice-President Finance and Administration.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.5.2 Develop and implement capital plan and processes including comprehensive business cases for all capital projects that support the teaching, research, and student needs of the University. **Expected Outcome(s):** Smooth coordination and prioritization of capital projects strongly aligned with academic priorities, program development, and Mino Bimaaddiziwin.	**Milestones/Qualitative Updates** • All capital projects have fully developed business cases prior to initiation. • Percentage of projects completed within the allocated budget. • Percentage of projects completed according to the planned timeline.	On Track	Vice-President Finance and Administration.

Evaluation Status: Completed | On Track | Progressing | Not On Track | Discontinued | Not Evaluated

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.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.5.3 Space Optimization (Project 15). **Expected Outcome(s):** Optimized use of available space within the institution, enhancing both efficiency and functionality and alleviating space constraints.	**Measures/Metrics** • Space Utilization. **Milestones/Qualitative Updates** • Highlight major capital projects on track based on benchmarks including Sherman, Joan and Martin Goldfarb Gallery of York University (GGYU), Markham Campus, School of Continuing Studies, optimization of libraries, Harry Arthurs Commons.		Vice-President Finance and Administration.

6.6 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.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.6.1 Develop and implement targeted reputation building communication strategies that effectively showcase York University's differentiation and strengthen domestic and global reputation. **Expected Outcome(s):** Increased recognition and visibility, resulting in enhanced reputation, reach and engagement among target audiences.	**Measures/Metrics** • 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 • Maclean's Rankings – Reputation. • Brand tracking study results including perceptions of York's reputation as excellent/good, advertising effectiveness. **Milestones/Qualitative Updates** • Social media - maintain top 3 position in engagement rate per followers against 11 university competitors; growth in followers; and total engagements. • Brand alignment measured through internal brand assessment scores.		Chief Communications and Marketing Officer.

6.7 Flexible and comprehensive Strategic Plan advancing the Mission, Vision, and priorities of the University.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.7.1 Enhanced planning and prioritization to ensure optimal alignment of resources with priorities and financial sustainability. **Expected Outcome(s):** Improved financial efficiency through effective allocation and utilization of our assets in compliance with MCU Financial Health Indicators that will optimally support the UAP.	**Measures/Metrics** • Ministry of Colleges and Universities (MCU) financial health metrics. **Milestones/Qualitative Updates** • Progress on debt policy. • Updated Asset Management Strategy. • Continued refinement of SHARP 2.0. • SMA: Improve Metrics Performance(Project 6).		President, Vice-President Finance and Administration.

Evaluation Status: Completed | On Track | Progressing | Not On Track | Discontinued | Not Evaluated

6. Living Well Together

6.7 Flexible and comprehensive Strategic Plan advancing the Mission, Vision, and priorities of the University.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.7.2 Diversification of Revenues / Asset Monetization (Project 17). **Expected Outcome(s):** A comprehensive assessment of the feasibility, cost-benefit, and timeframes for the monetization of various assets including parking facilities, energy resources, lands, and underutilized buildings. This strategic evaluation will enable the transformation of the University into a thriving, sustainable environment that remains adaptable to future challenges and opportunities.	**Milestones/Qualitative Updates** • Progress on implementation of Campus Vision and Strategy. • Timely completion of Glendon Campus land utilization study.	🟡	Vice-President Finance and Administration.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.7.3 Administrative Service Efficiencies (Project 13). **Expected Outcome(s):** A more streamlined, cost-efficient administrative structure that supports the university's strategic objectives and enhances our capacity to adapt to future challenges.	**Milestones/Qualitative Updates** • Cost savings. • E-license optimization (Project 14).	🟢	Vice-President Finance and Administration; Vice-President Equity, People and Culture.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
6.7.4 HR Initiatives (Project 16). **Expected Outcome(s):** A structured approach to address financial pressures through a combination of voluntary and negotiated programs. The initiative's primary components include Voluntary Exit Programs (VEP) and Voluntary Separation Agreements (VSA), compensation adjustments, and workforce planning.	**Milestones/Qualitative Updates** • Savings achieved from Voluntary Programs. • Percentage of eligible staff opting into the VEP or VSA programs. • Total savings achieved through compensation adjustments. • Cost reductions achieved through workforce planning.	🟡	Vice-President Equity, People and Culture.

7. Answering the Call

7.1 Strengthen York's impact on the UN Sustainable Development Goals (SDGs) Challenge.

Action/Strategy:	Measures/Metrics/Milestones:	Annual:	Responsible Lead:
7.1.1 Implement new Sustainability Framework and approve new Sustainability Strategy. **Expected Outcome(s):** A roadmap to guide the University's efforts in achieving more sustainable and environmentally responsible campuses while contributing to broader global UN SDGs, including a focus on climate action. Additionally, the University aims to improve opportunities for students, faculty, and staff to actively engage in sustainability activities on campus, fostering a culture of environmental responsibility. Strengthening external partnerships is a key component of this roadmap.	**Milestones/Qualitative Updates** • New Sustainability Strategy. • Highlight York as Living Lab. • SDG activities, research, programs (e.g., micro-lectures) links to other priorities and actions including the DEDI Strategy. • Advance UN SDGs through communication and marketing plans.	✅	Vice-President Research & Innovation; Vice-President Finance and Administration.

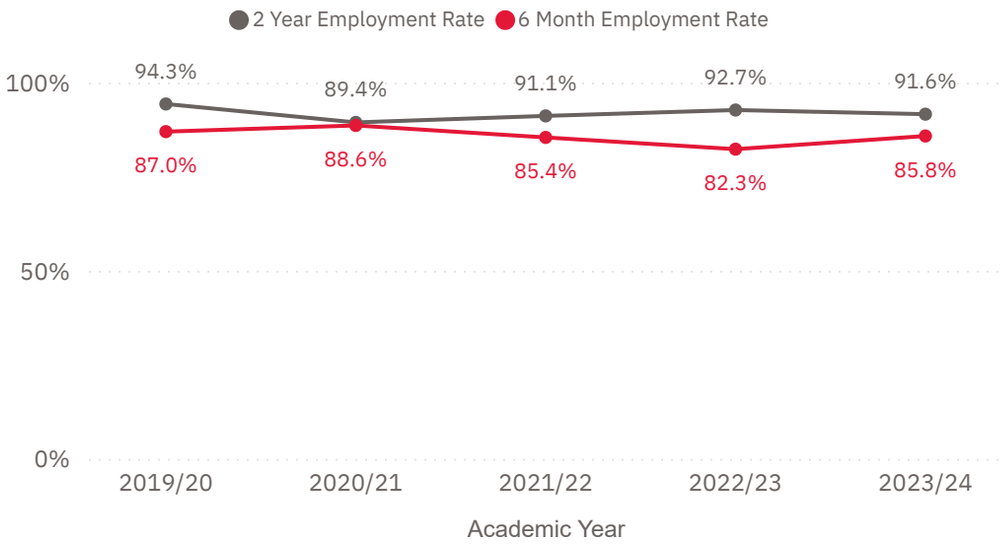
Evaluation Status: ✅ Completed 🟢 On Track 🟡 Progressing 🔴 Not On Track ❌ Discontinued ⚪ Not Evaluated

1. 21st Century Learning

1.1 Advance the future of higher education.

Undergraduate Employment Rate

Employment rate of responding graduates, employed or offered employment

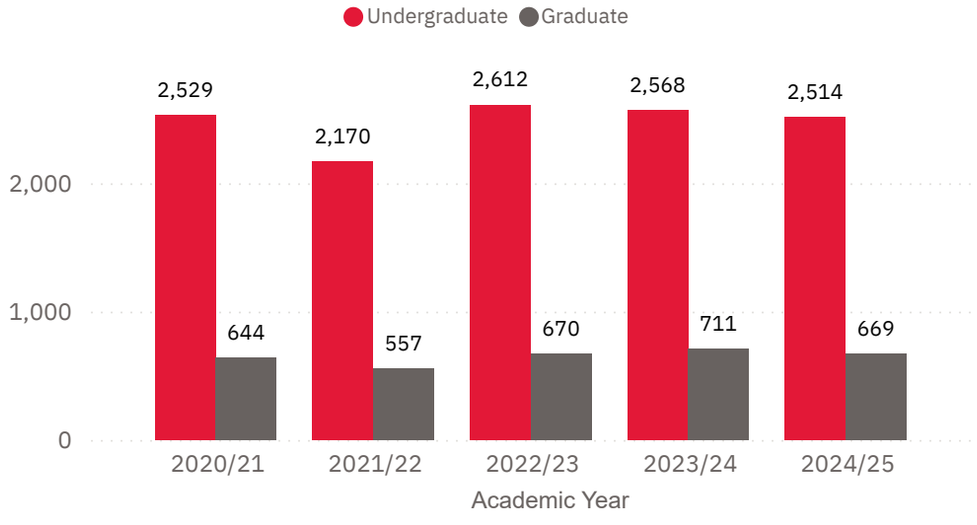


■ Note: 2023/24 refers to students who graduated in 2021 and are employed 6 months or 2 years after graduation. Next available update: Jan 2026.
■ Source: Ontario University Graduate Survey (OUGS)

1.2 StrengthenAcademic Institutional Effectiveness.

Course Offerings (Project 1)

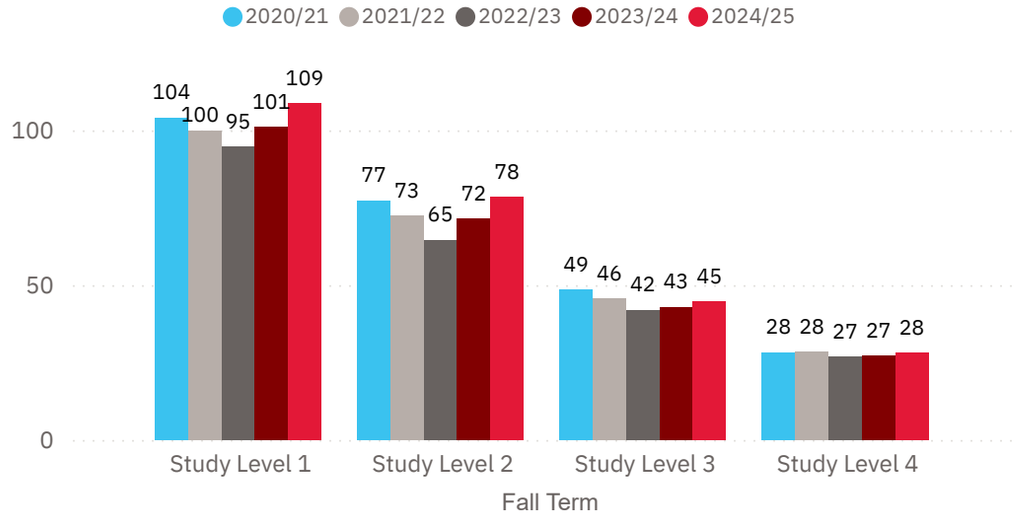
Number of unique course offerings



■ Note: Instructional formats included: Lecture, Blended, Online, Studio.
■ Source: Office of Institutional Planning and Analysis (OIPA)

Undergraduate Class Size (Project 1)

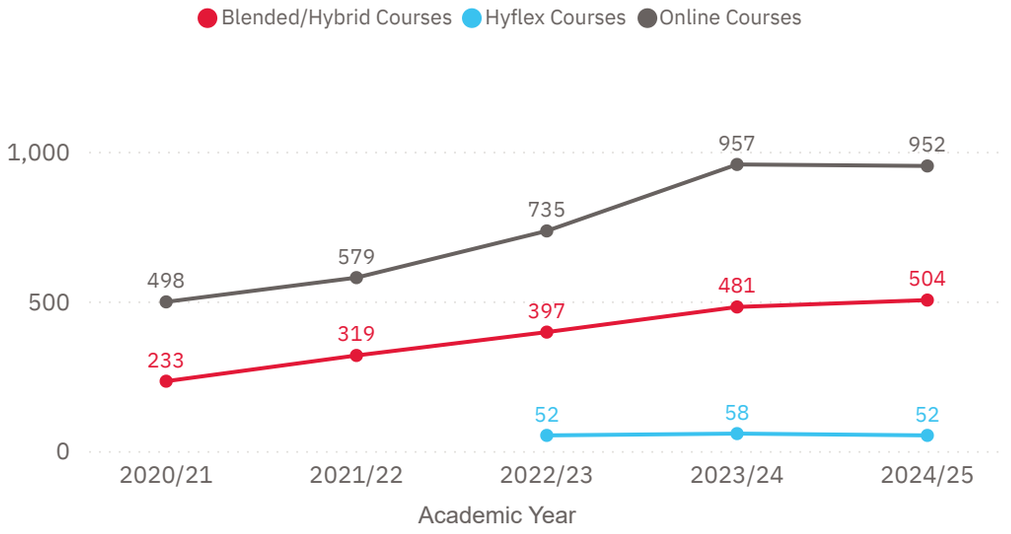
Average number of student registrations per course section in the Fall term



■ Note: Excludes sub-sections, supplementary classes, labs, tutorials, practicums, and one-on-one classes.
■ Source: Office of Institutional Planning and Analysis (OIPA)

Course Offerings - Blended/Hybrid, Online, and Hyflex

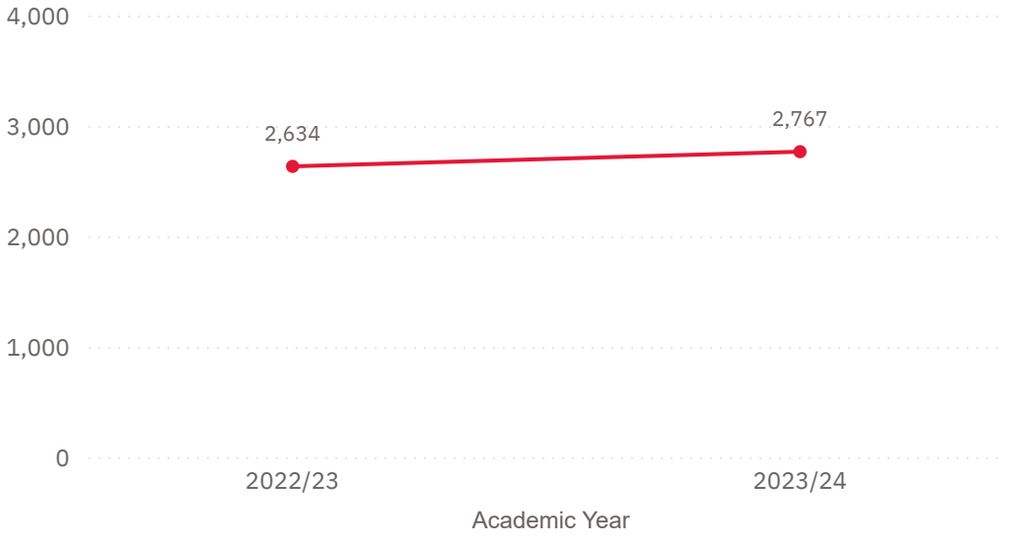
All Terms (Fall, Winter, Summer)



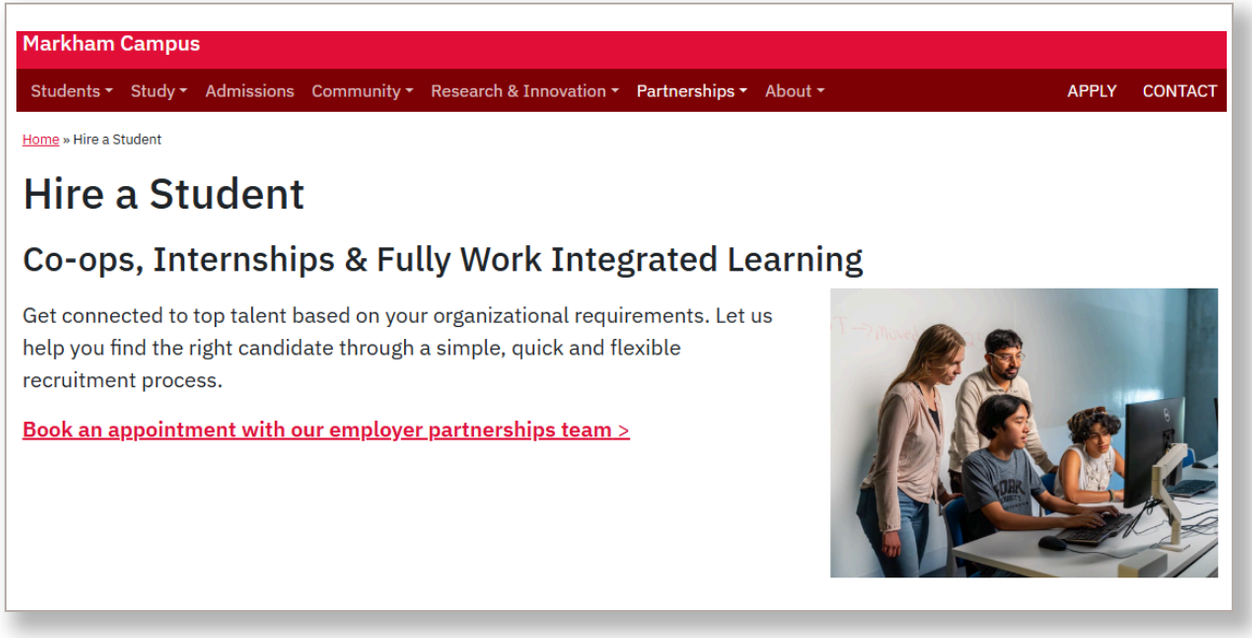
- Note: Blended/Hybrid: A mix of in-person and online instruction. Online: Fully digital instruction with no in-person instruction. Hyflex: Students choose between in-person and online instruction.
- Source: Office of Institutional Planning and Analysis (OIPA)

Work Integrated Learning (WIL)

Paid Work Integrated Learning (WIL) for unique students



- Note: 2023/24 data does not include Winter 2024.
- Source: Division of Students Career Centre



Establish York's School of Medicine

- Preliminary approval by Senate to approve York University School of Medicine in principle.
- Ministry of Health/Ministry of Colleges and Universities acceptance in principle of financial model.
- York Senate and Board approval of the establishment of a School of Medicine as a new academic unit.

School of Medicine @ York University

In May 2025, Senate approved the establishment of the School of Medicine as a new academic unit in the Faculty of Health effective July 1, 2025.

Accreditation Process officially began in September 2024.

16 accreditation committees established for the Doctor of Medicine program, with membership from faculty, staff, health professionals, and diverse community partners.

Program focus involves person-centered care though community-based interprofessional teams that build primary healthcare systems using digital health technologies. The School of Medicine is designed to transform healthcare delivery, improve health equity, and strengthen underserved communities across Ontario.

Open Markham Campus by Spring 2024

- Campus opened.
- Enrolment Plan within budgeted contingencies achieved.
- Start-up operating deficit at or below budget plan.
- Student housing option finalized.
- Highlight inaugural student cohort.
- Prepare for 2025-2026 recruitment.

Markham Campus Grand Opening November 4, 2024

- The 2024-25 undergraduate cohort was welcomed through the Undergraduate Academic Orientation, which focused on community-building and academic and campus resources.
- Short-term housing solution implemented; mid-term housing planning underway with York University Development Corporation (YUDC).
- Programming through the School of Continuing Studies will launch in Summer 2025.
- Recruitment campaign successfully launched in partnership with home Faculties, including international media buys, engagement with local international students, and targeted outreach to GTA high schools.

Faculties of the Future (Project 2)

- A comprehensive five-year plan aimed at achieving the optimal mix of sustainable faculties to align with and advance the university's strategic goals.

Discussion Paper
Released December 2024, launching community-wide conversation about reimagining academic structures.

- Special Meeting of Senate held in April 2025 to support ongoing engagement.
- Preliminary update presented to APPRC in June 2025.
- Interim Report to be released in September 2025.

Community Engagement 1800+ community members contributed. Consultation continued through June 2025.

This is a data-informed exercise, with key insights and findings shared throughout the process.

Supporting Program Innovation (Project 5)

- Dynamic and in-demand educational offerings that meet the evolving needs of students, industry, and society. Students are equipped with the knowledge, skills, and competencies necessary for success in a rapidly changing world.

Project Focus

- ✓ Streamlined processes to reduce barriers and shorten timelines for launching new or revised programs.
- ✓ Enhanced support for program innovation through new and integrated services.
- ✓ Integrated Co-op and Work-Integrated Learning (WIL) support model set to launch in 2025/26.
- ✓ Expanded WIL opportunities to enhance student interest, recruitment, and retention.

Revised Mandate: Strategic Framework for New Program Development and Identifying and Supporting Success.

Fall 2024: Consultations with key academic and program leaders.

Winter 2025: Established *Program Innovation Community of Practice (PICoP).*

Recommendations: Embed strategy at Faculty and University levels with sorting mechanisms; provide toolkits, market research, and branding support; build on existing structures; formalize voice through PICoP.

New Pathways to Degrees (Project 10)

- Effective bundling of degree and non-credit offerings to provide more flexible educational pathways to students.

Projected Revenue

+$1.6M
Fall 2025

$3.8M
Total projected revenue
2024-25 through 2027-28

Integrated Language Pathway: Faculty of Liberal Arts & Professional Studies

- Revenue Pilot September 2024: 11 students.
- Fall 2025: 30 students, +$1.6M.
- The Pathway will earn $3.8M in net new gross tuition revenue for the Faculties 2024-25 through 2027-28.

Additional Faculties added to pathway for 2025-2026

- Science
- EUC
- Education

This pathway is resonating with agents in China and East Asia markets.

Expand Capacity in Programs with Unmet Demand (Project 12)

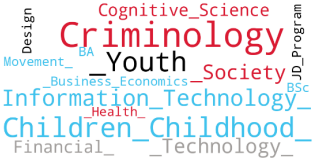
- Improved fulfillment of student demand in popular programs, leading to higher enrolment numbers, increased revenue, enhanced reputation, and competitive standing.

Projected Revenue

$800K 2024-25
$2.6M 2025-26
$7.05M 2026-27

229
new students
250-300
retained students

- ✓ Liberal Arts & Professional Studies: **165 new students**
- ✓ Health: **250-300 students retained**
- ✓ School of the Arts, Media, Performance and Design: **24 new students**
- ✓ Osgoode Law School: **40 new students**



Program expansions and new offerings are expected to deliver strong cumulative revenue growth over three years.

Program Sustainability Review (Project 4)

- A comprehensive and ongoing review of program sustainability using established AGO benchmarks for identifying low and declining enrolment programs.

18 Programs Under Strategic Review

Actioning Unsustainable Low Enrolment Programs
(November 2024 to May 2025)

- ✓ Methodology for unsustainable programs shared.
- ✓ Timeline for low-enrolment programs circulated.
- ✓ Admissions paused for 18 programs.
- ✓ Action plans expected in Summer 2025.

Monitoring Program Sustainability
(October 2024 to April 2025)

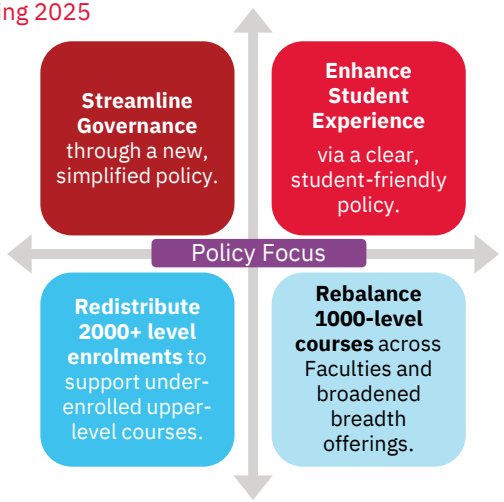
- ✓ Draft sustainability framework based on Program Sustainability Report (PSR) shared with Deans.
- ✓ Benchmarking of key PSR metrics completed.
- ✓ Working group established to finalize framework and recommend next steps.

President's *Policy Framework for Temporary Suspension of Admissions to Programs at York University* was endorsed by Senate and the Academic Policy, Planning and Research Committee (APPRC) in March 2025. Procedural guidelines being reviewed by APPRC in May and Senate in June 2025.

Redesigning the Undergraduate Degree Framework (Project 3)

- A revitalized General Education curriculum structured around a 12-credit model that effectively integrates urgently needed, transferable skills and offers a more diverse range of courses across various faculties.

Draft policy presented to the Academic Standards, Curriculum and Pedagogy Committee in Spring 2025



Advance pedagogical innovation and proactively anticipated the future of learning

- Enhanced access and extended reach, heightened engagement and enriched learning experiences, and increased flexibility and convenience for students.

3 New Program-Based WIL

- ✓ Arts, Media, Performance & Design (Markham): Optional Co-op Creative Technologies (BFA)
- ✓ Environmental & Urban Change: Cities, Regions Planning (BES), Environmental Arts & Justice (BES), Environmental Science (BSc), Global Geography (BA)
- ✓ Glendon: Optional Co-op program modification pending.

Work-Integrated Learning (WIL) Unit Launched in May 2025

Supported by wage subsidies from the Magnet Grant and additional funding raised through Advancement.

$887K+ CEWIL Canada

Co-operative Education and Work-Integrated Learning Canada (CEWIL) supports 20 faculty-led initiatives

$500K From Embark Foundation

For underrepresented students (2025-27)

Funding received to support Experiential Education (EE) and Work-Integrated Learning (WIL)

$175K

Raised to launch an integrated WIL unit

$162K From Business + Higher Education Roundtable (BHER)

For Cross-Campus Capstone Classroom

Launched a suite of GenAI resources to increase AI literacy among instructors and students

AI Literacy Resources

GenAI website launched with self-paced learning models for faculty and students.

Classroom AI Tools

Aura Course Assistant launched to support student questions about deadlines and assignments.

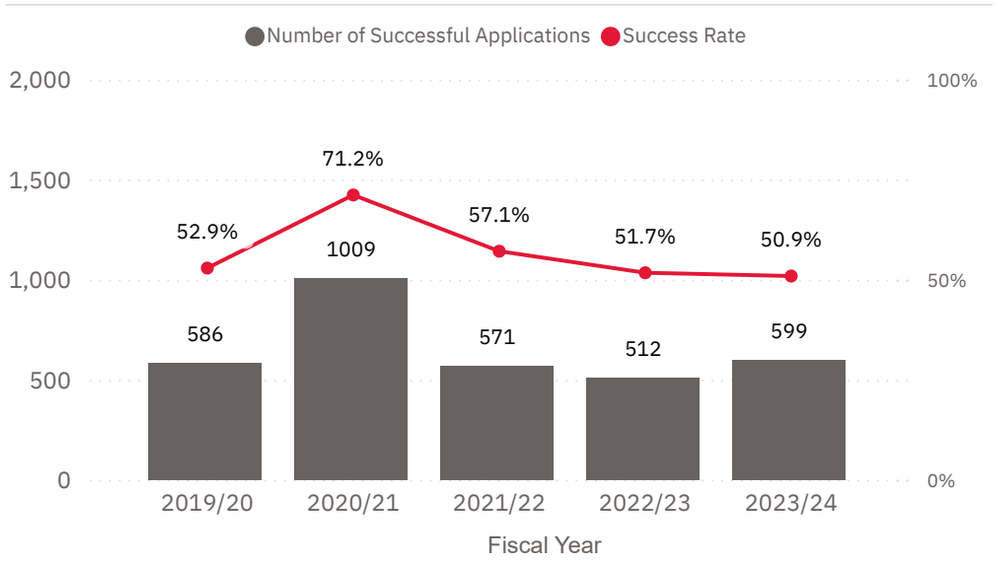
Collaborative Innovation

Quarterly AI Roundtable discussions support university-wide collaboration.

Faculty Development

Multiple workshops, hackathons, and teaching showcases support AI integration in pedagogy.

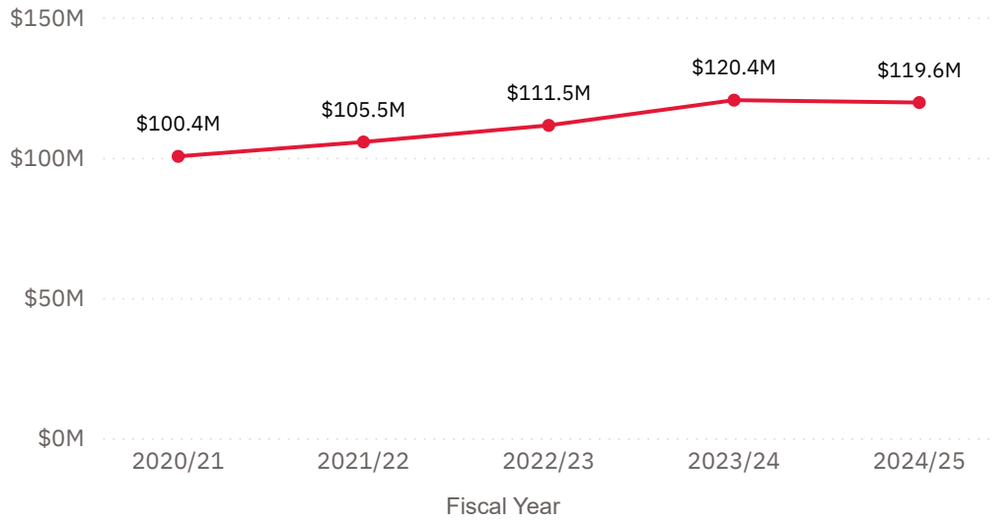
Successful Research Grant Applications and Success Rate



■ Source: VP Research and Innovation (VPRI)

Research Income from External Sponsors

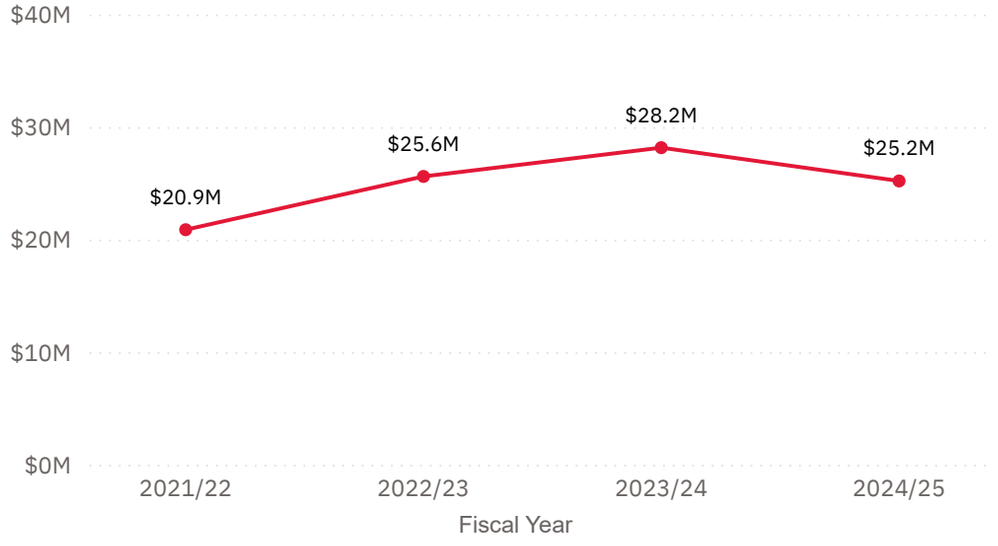
Includes all funds received to support research in the form of a grant, contribution, or contract from sources external to the institution



■ Source: Research Infosource

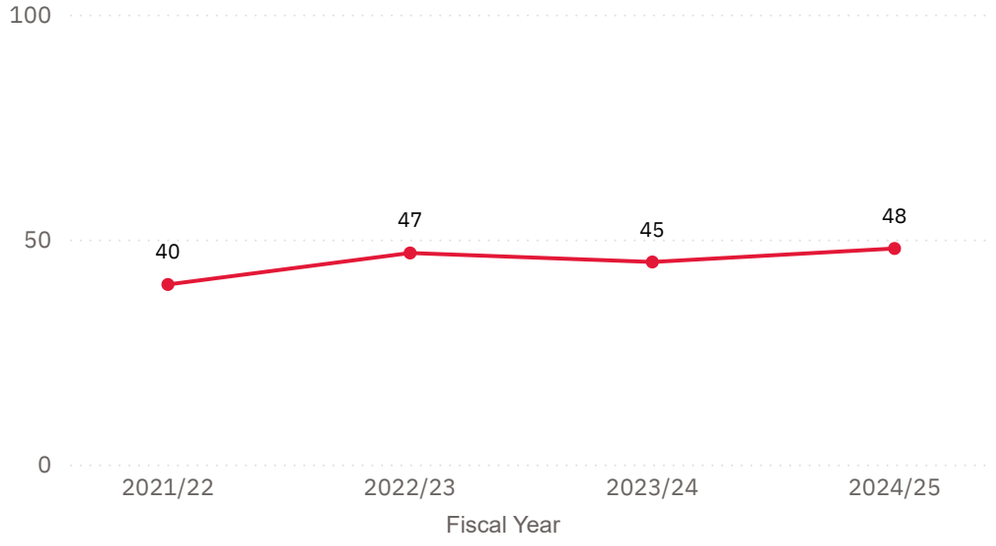
Value of Large-Scale Grant Awards

Large-scale grant opportunities typically exceed $1M



Large-Scale Grant Applications

Number of grant applications submitted



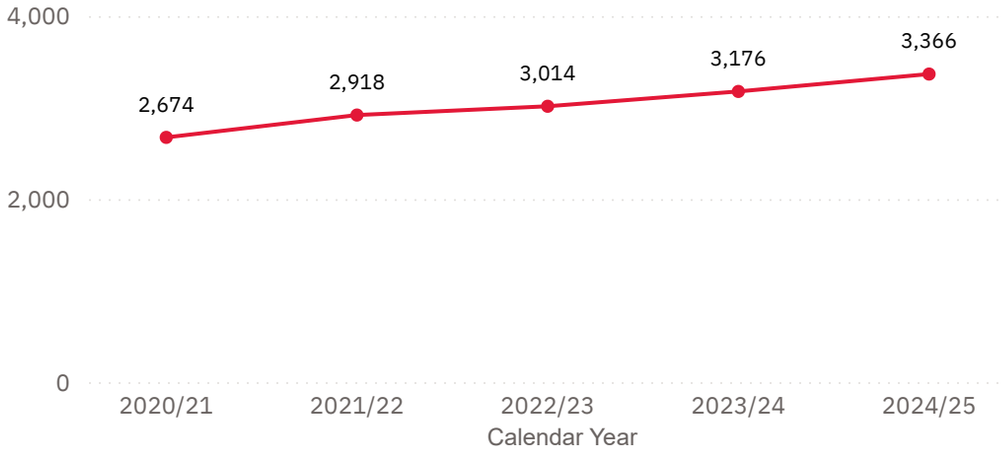
■ Note: Includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CFI IF, CRC, ORF RE, and ORF LIF.
■ Source: Strategic and Institutional Research Initiatives Unit

2. Knowledge for the Future

2.1 Strengthen Research Excellence.

Research Publications

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



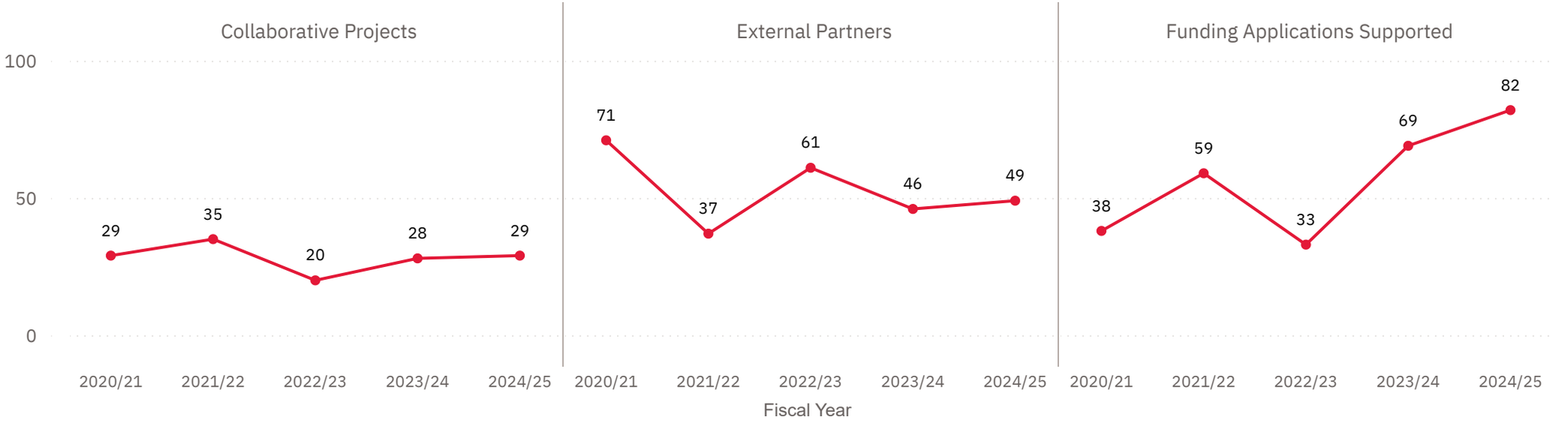
- Note: Includes publications by individuals affiliated with York.
- Source: SciVal

https://www.library.yorku.ca/web/research-metrics/tools/scival/

2.2 Enhance the impact of research by actively encouraging and fostering innovation.

Collaborative Projects, External Partners Engaged, and Funding Applications Supported

Knowledge mobilization



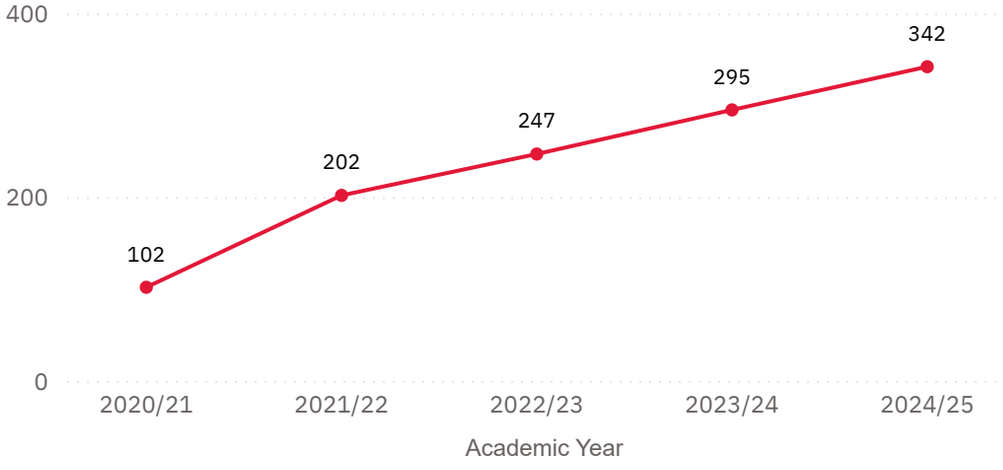
- Source: Innovation York's Knowledge Mobilization Unit

2. Knowledge for the Future

2.2 Enhance the impact of research by actively encouraging and fostering innovation.

Entrepreneurship Workshops, Presentations, and Speaking Engagements

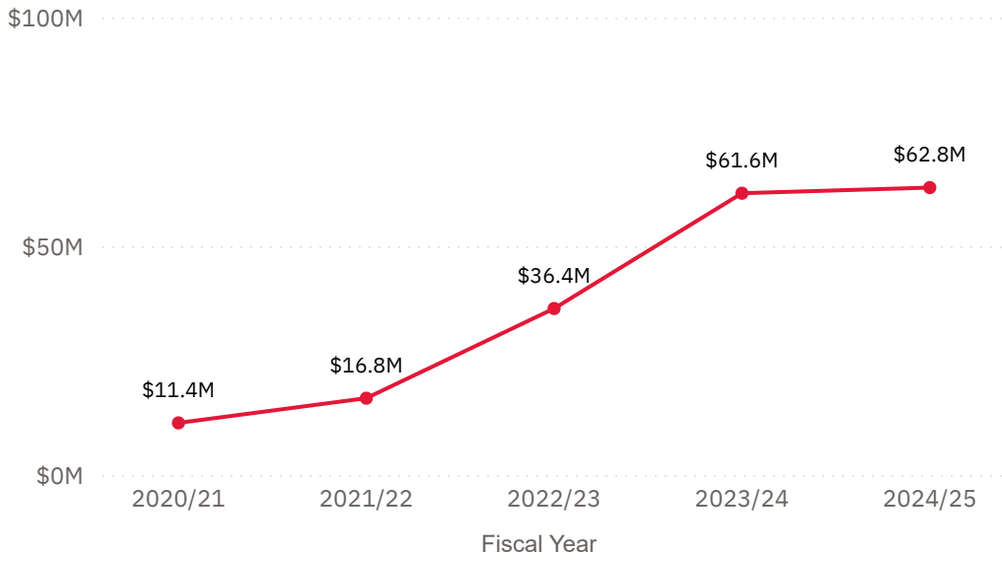
Speaking engagements delivered by Innovation York's entrepreneurship unit



■ Source: Innovation York

Start-Up Revenue

Includes grants, loans, and investments

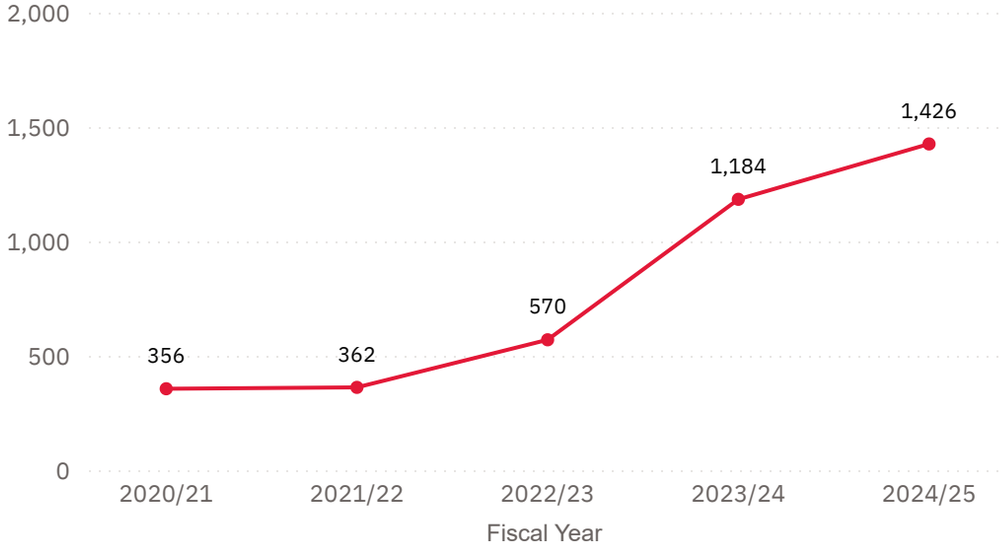


■ Note: Other sources may also be included.

■ Source: Innovation York

Start-Up Ventures Applied

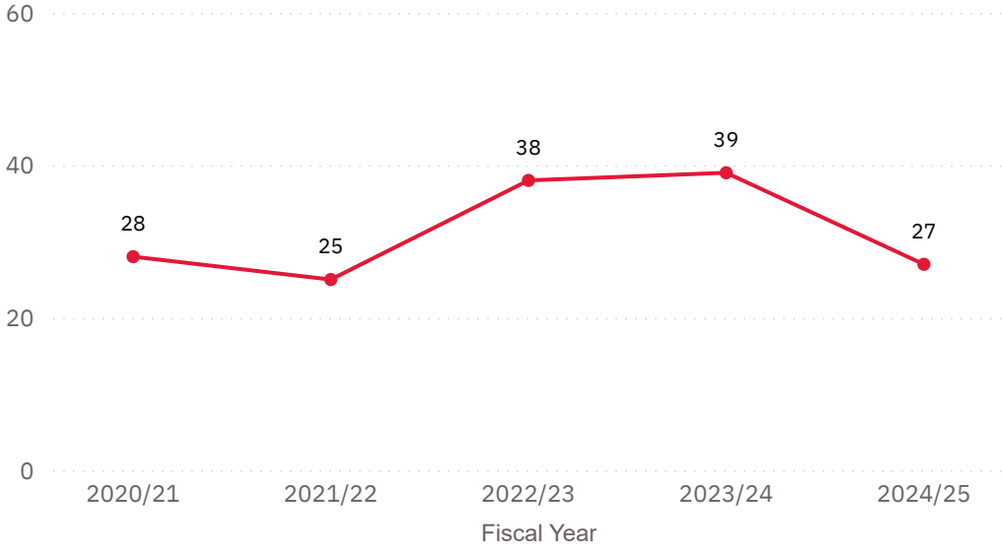
Number of companies (ventures) applied



■ Source: Innovation York

Commercialization at Innovation York

Invention disclosures submitted to Innovation York's commercialization unit



■ Source: Innovation York

With the Strategic Research Plan 2023-2028 approved by Senate, execute the strategy by aligning resources, timelines, and priorities to ensure successful delivery.

Connected Minds Year 2

285+ members
$11.5M disbursed
74 graduate scholarships
34 postdoctoral fellowships
14 seed grants awarded
20 knowledge mobilization activities
21 research-enhanced hires
68+ collaborators welcomed

- **$3.5M** in funding supported the launch of the Victor Phillip Dahdaleh Advanced Disaster, Emergency and Rapid Response Simulation (ADERSIM) Lab and Emergency Operations Centre in July 2024.
- Established first of its kind PhD program in **Disaster Emergency Management (DEM).**
- **School of Medicine:** Partnerships established with Mackenzie Health, City of Vaughan, and ventureLAB to support healthcare, research, and medical tech innovation. Agreements signed with ventureLAB and Ontario Centre of Innovation (OCI) to connect industry, clinicians, and researchers.
- Mad Studies Hub: New ORU focused on oppression and mental health.

$244K+
Global Research Excellence (GRE) Seed funding committed to support international research collaboration.

- ✓ **24** funded projects
- ✓ **$500K+** in external funds secured
- ✓ **$15M+** in external grants supported
- ✓ **2** projects supporting International Grads
- ✓ **5** projects with Int'l non-academic partners
- ✓ **5** projects linked to YU Research Clusters

Continue to support entrepreneurship and knowledge mobilization activities. Develop and execute York's Research Innovation Strategy and Annual Commercialization Plan to foster a vibrant innovation ecosystem and drive commercialization.

- Tracking the development and success of IP and Commercialization Strategy.
- Monitor the success of the Annual Commercialization Plan.
- Highlight increased activities of YSpace in strategically important areas such as food and beverage incubator as well as women, Black and Indigenous entrepreneurship programs.
- Develop a strategy for increased health innovation with reference to the School of Medicine.

Commercialization
- ✓ Implemented the Annual Commercialization Plan.
- ✓ YU Intellectual Property and Commercialization Policy approved.

UNITAR Global Water Academy
- ✓ Initiated first seminar course in 2024: *Intro to Big Data for Water Sustainability.*
- ✓ Hosted World Water Day event in March 2025 in partnership with the Aga Khan Museum.

Knowledge Mobilization
- ✓ 2024- 27 Research Impact Canada Agreement: 40 institutions participating.
- ✓ Vehicle Innovation Funding: $372K 3-month extension secured; $1.5M awarded in May 2024.
- ✓ Memorandum of Understanding (MOU) signed with the Aga Khan Museum.

YSpace YORK U

- **ELLA & Experience Ventures:** National expansion with **800+ work placements**
- **Automotive Innovation:** **$100K** from Ontario Centre of Innovation for 2025 challenge
- **Project Jumpstart:** **$1M** supporting women in tech and international founders
- **Black Entrepreneurship:** **$2.8M** for Black Entrepreneurship Alliance
- **Research Commercialization:** **$200K** yearly from Lab2Market, $75K from National Research Council of Canada Industrial Research Assistance Program (NRC IRAP)
- **FedDev Ontario:** **$3.3M** for automotive, clean tech, Black entrepreneurship
- **Agri-Food:** Launched Canada's first agri-food-focused investment program

$38.5M in Tri-Council Grants

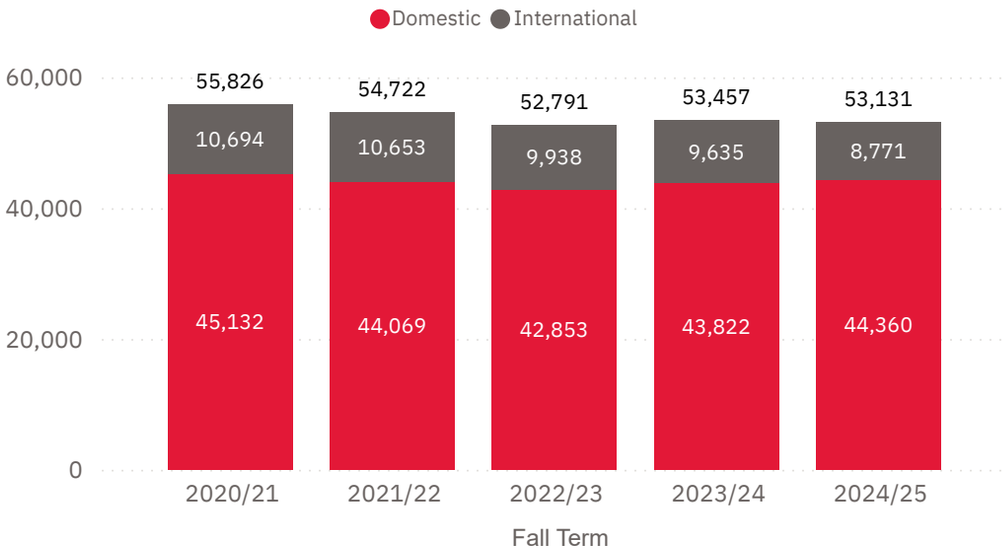
$119M+ in sponsored research income

3,366 publications

YORK U

Student Population

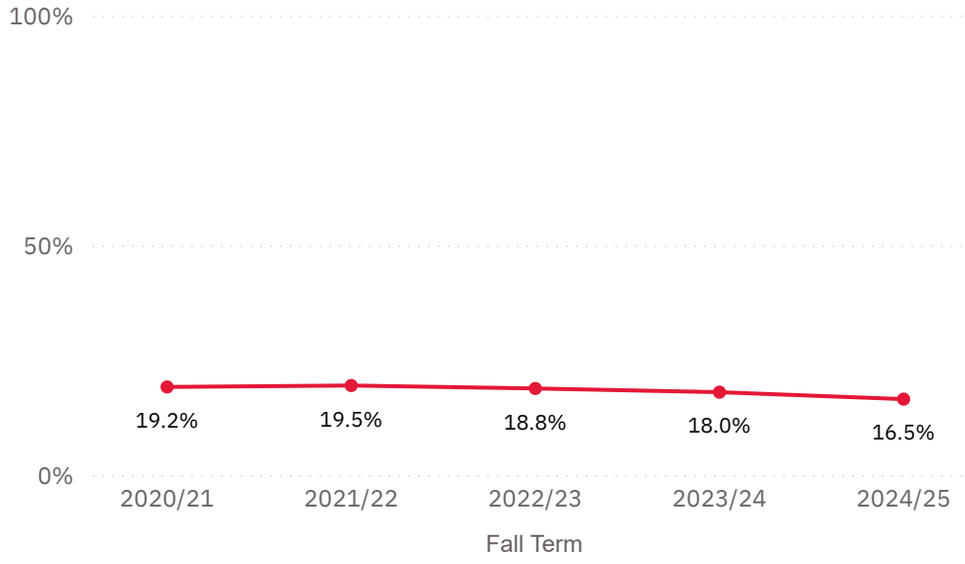
Number of undergraduate and graduate, domestic and international



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

International Student Population

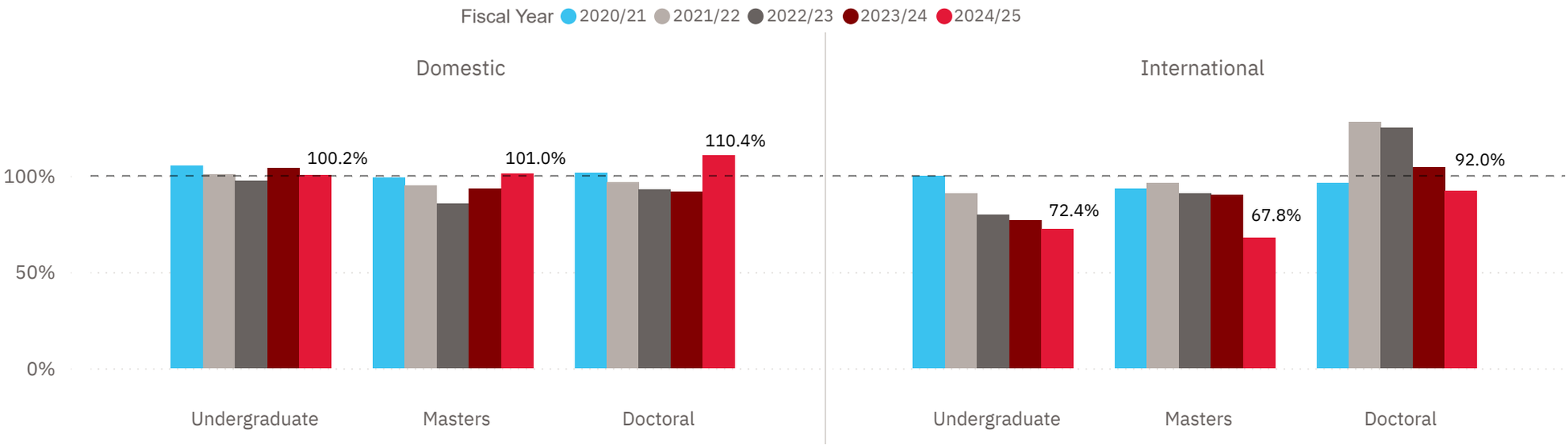
Percentage of undergraduate and graduate, international



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

Enrolment Target versus Actual

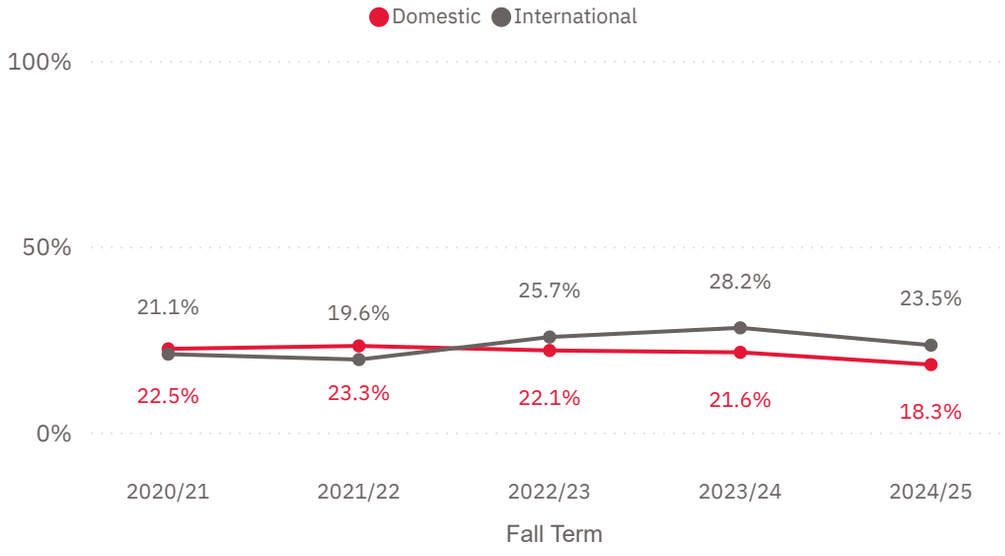
Undergraduate, Masters, Doctoral, domestic and international (Full-Year FFTE/FTE)



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

Undergraduate Application Conversion Rate - Offer to Acceptance

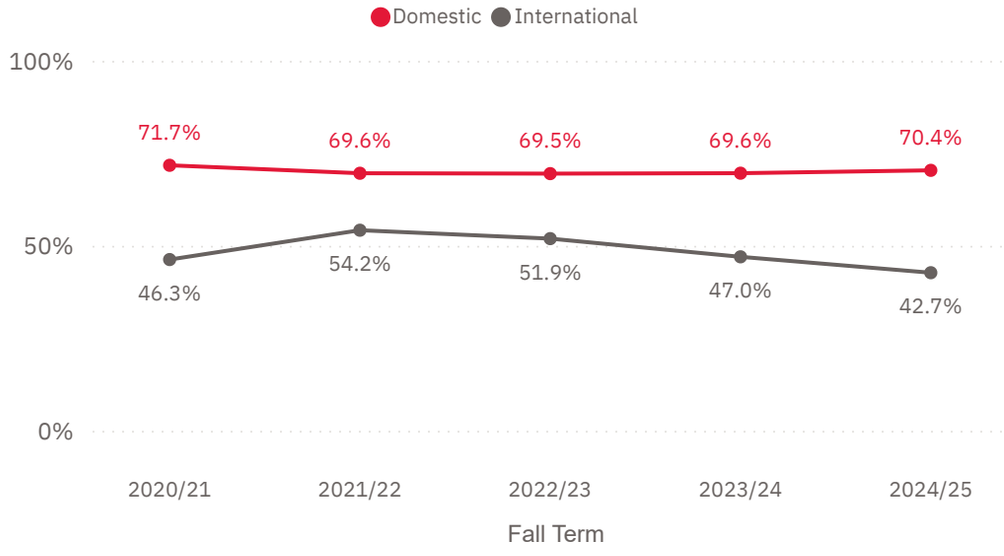
Acceptance rate of students offered admission to a program



Source: York Insight

Graduate Application Conversion Rate - Offer to Acceptance

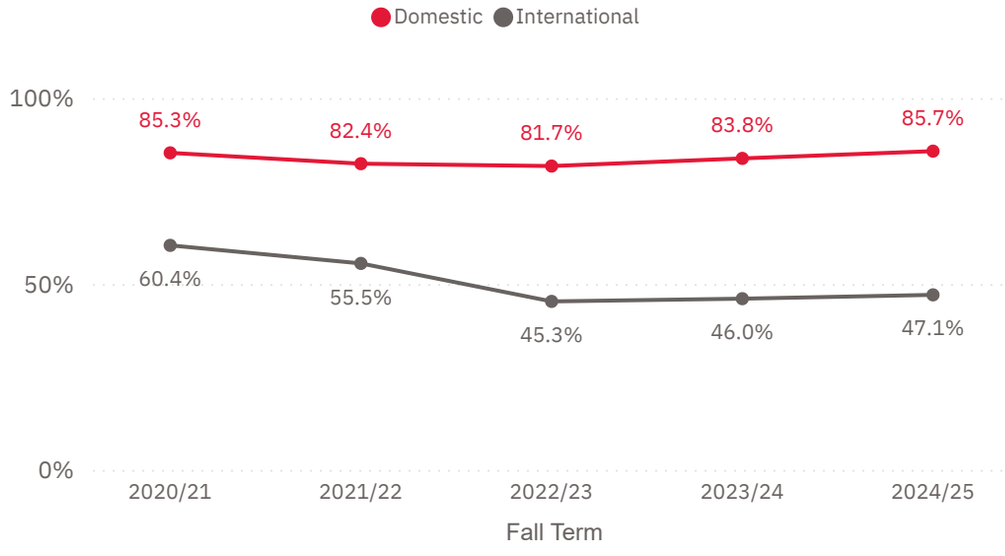
Acceptance rate of students offered admission to a program



Source: York Insight

Undergraduate Application Conversion Rate - Acceptance to Enrolment

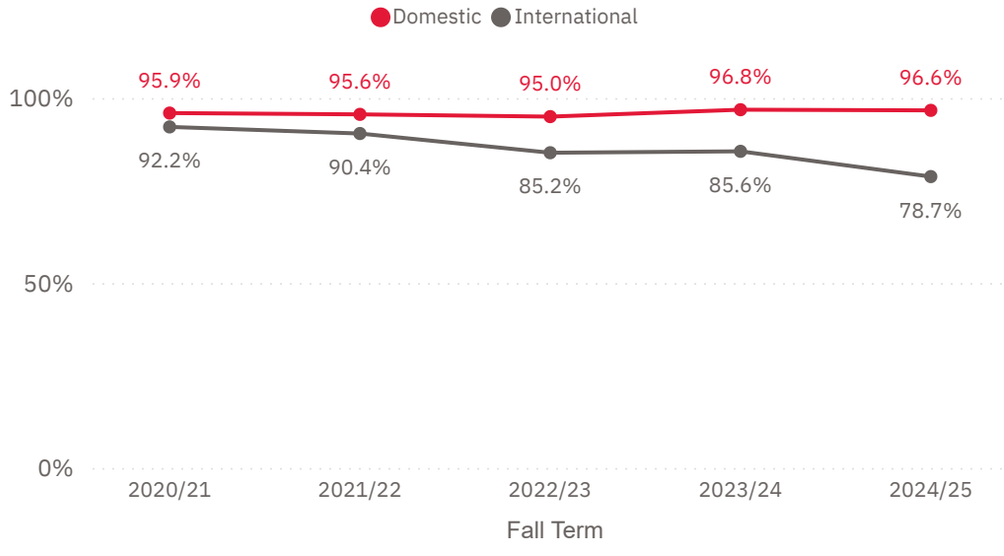
Enrolment rate of students after accepting an offer to a program



Source: York Insight

Graduate Application Conversion Rate - Acceptance to Enrolment

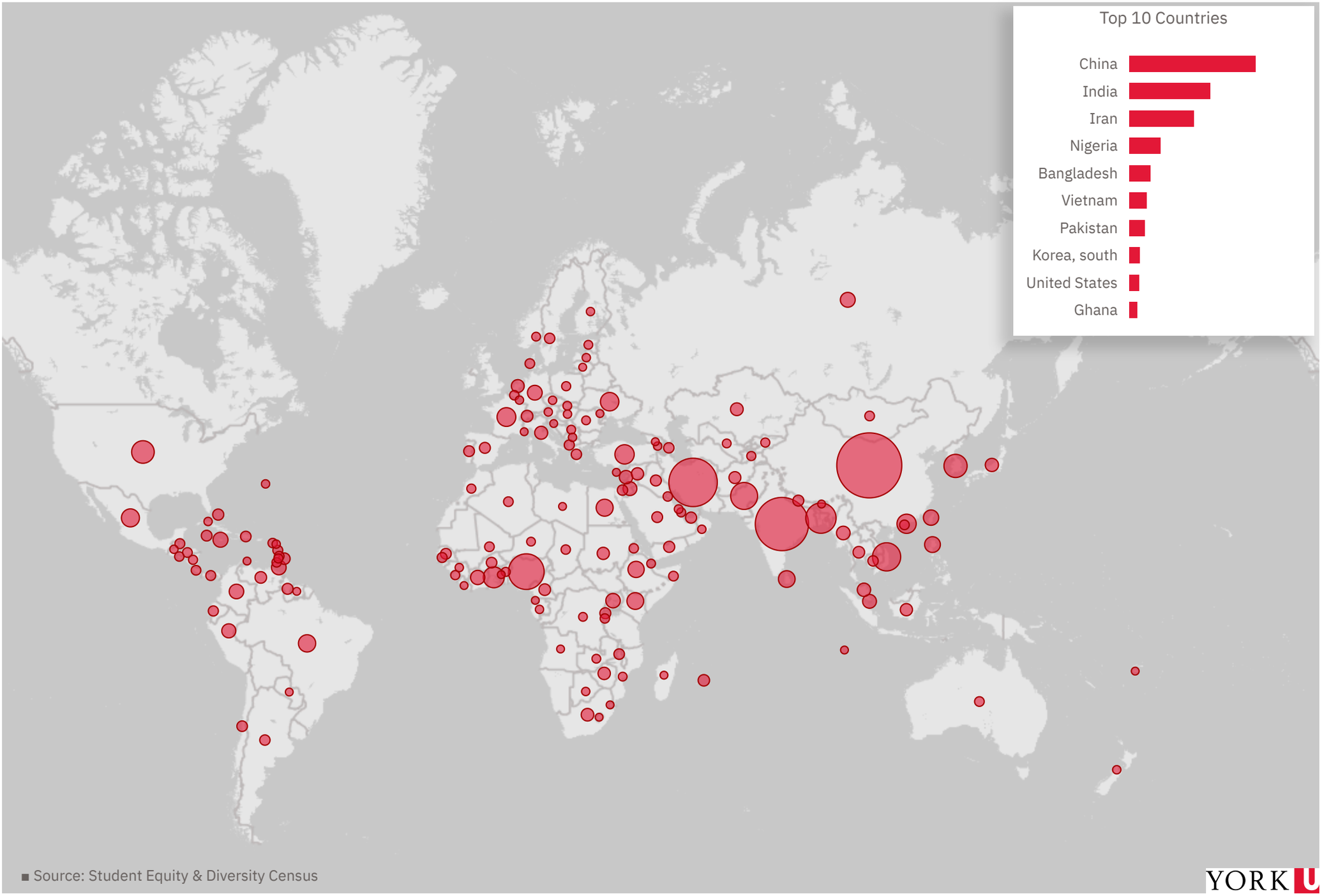
Enrolment rate of students after accepting an offer to a program



Source: York Insight

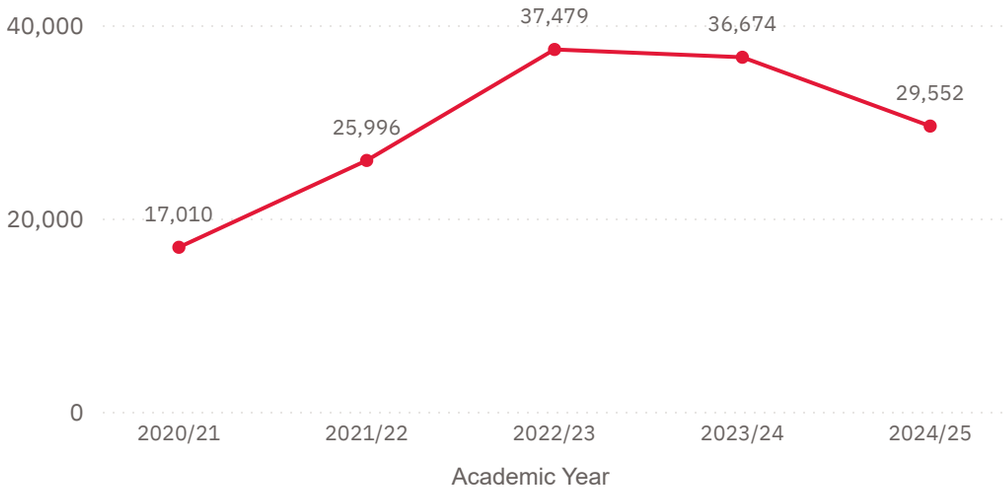
International Representation of Student Body - 2024/25

Graduate and undergraduate



School of Continuing Studies - Enrolment

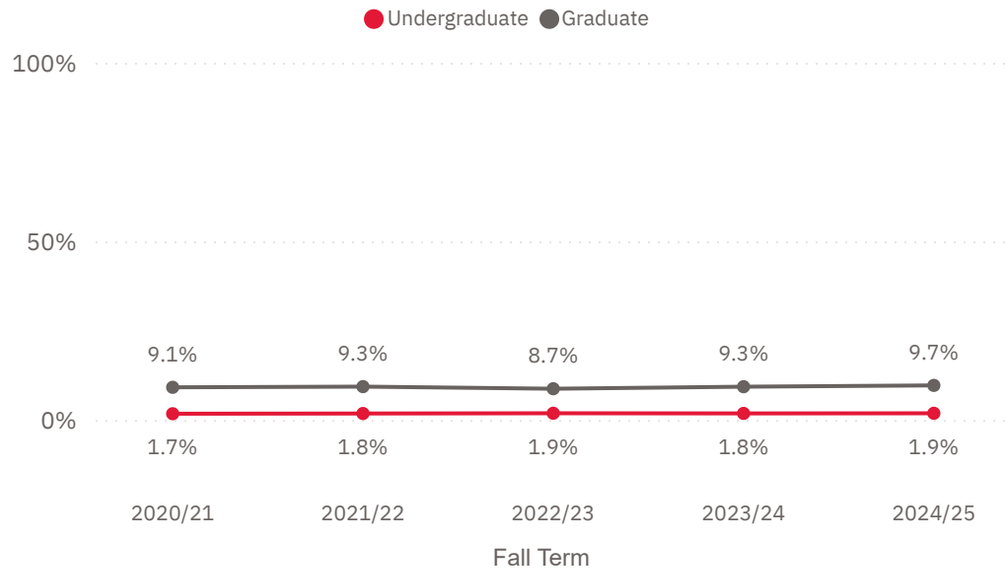
Course registrations



■ Source: School of Continuing Studies

Out-of-Province Student Population

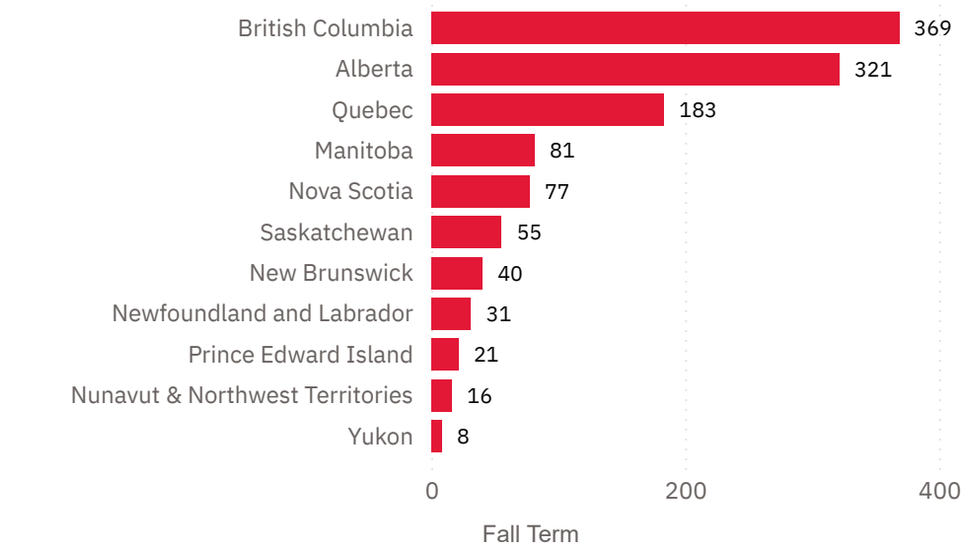
Percentage of students, undergraduate and graduate, domestic



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

Out-of-Province Breakdown - Student Population

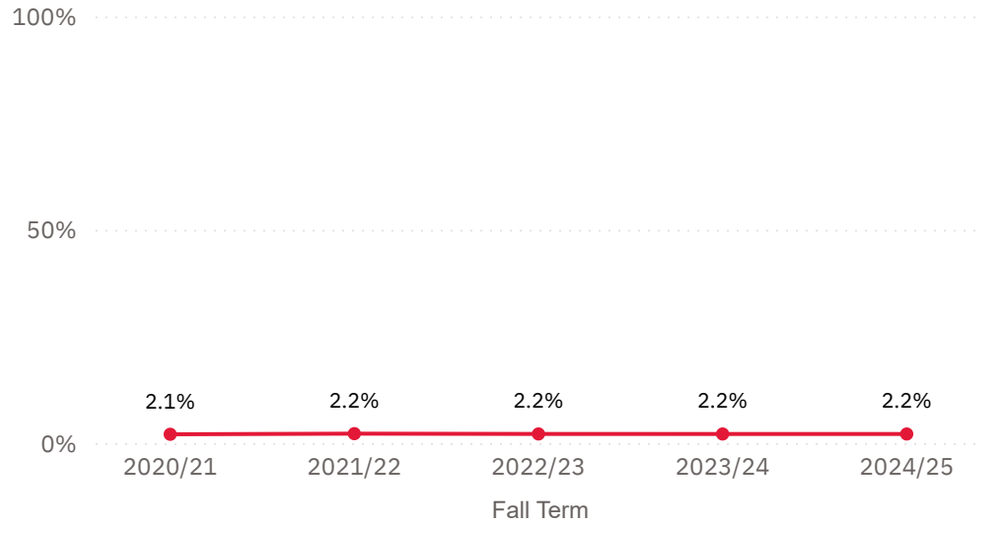
Total students, undergraduate and graduate, 2024-25



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

Rural Student Population

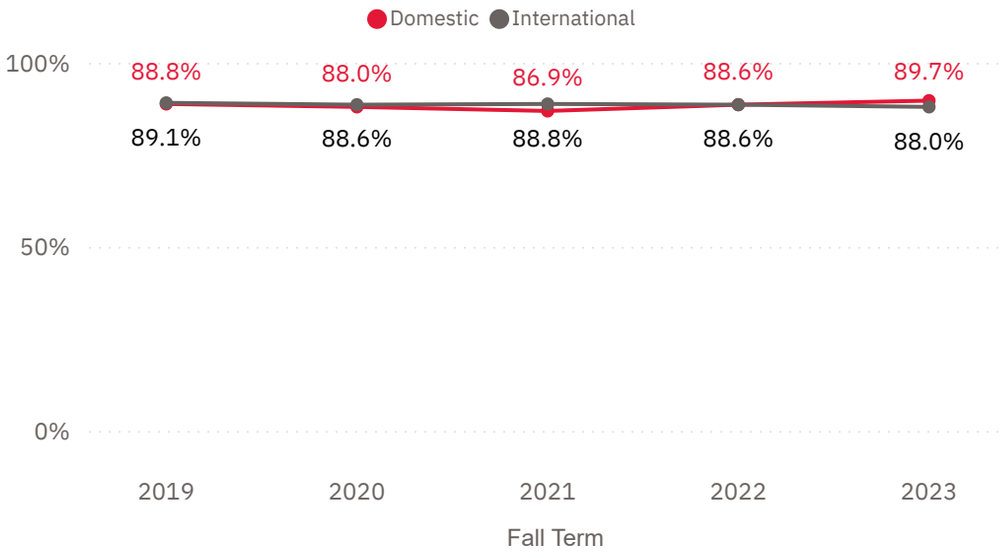
Percentage of students, undergraduate and graduate



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

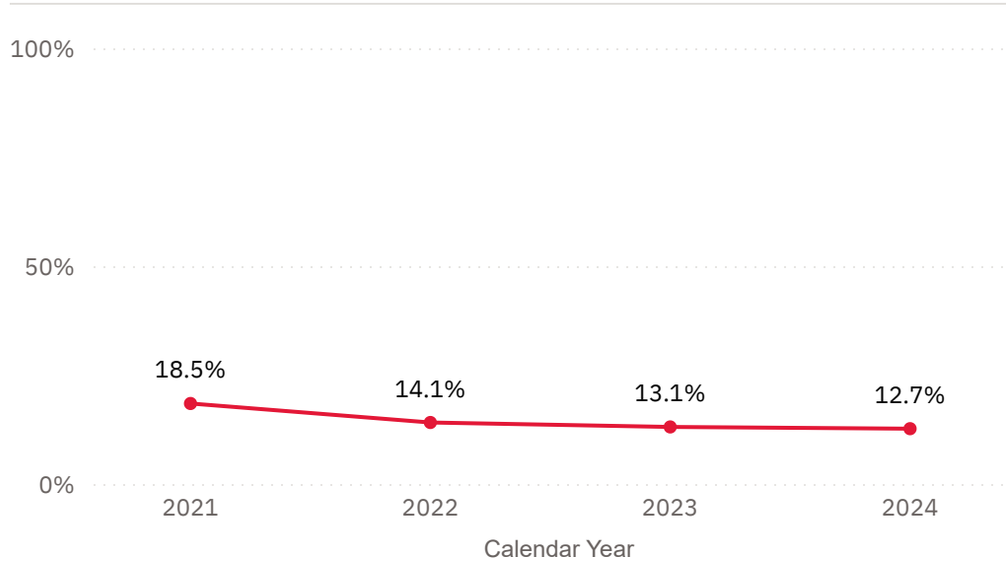
Undergraduate Retention Rate

Student remains enrolled from one fall term to the next fall or graduated



■ Note: Includes zero credit course enrolments. 2024/25 retention available November 1, 2025.
■ Source: Office of Institutional Planning and Analysis (OIPA)

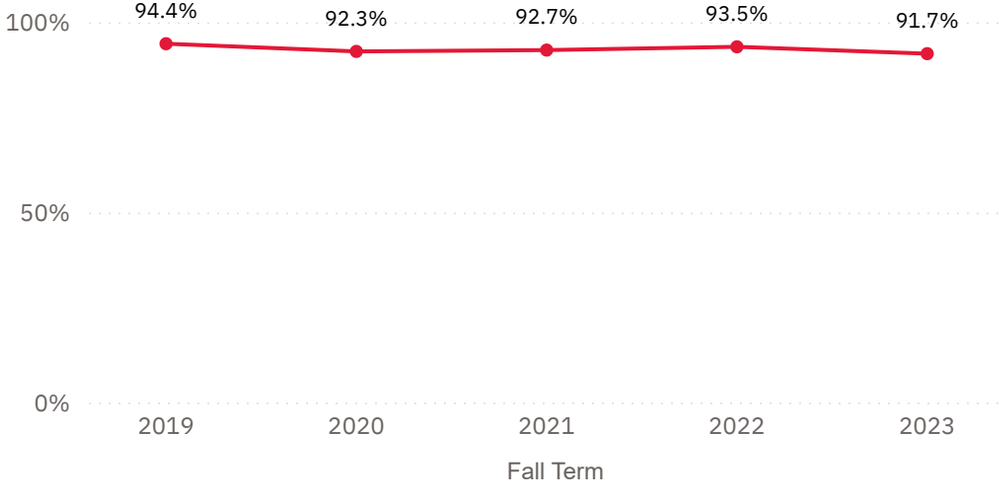
First-Generation Students



■ 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

Masters Retention Rate

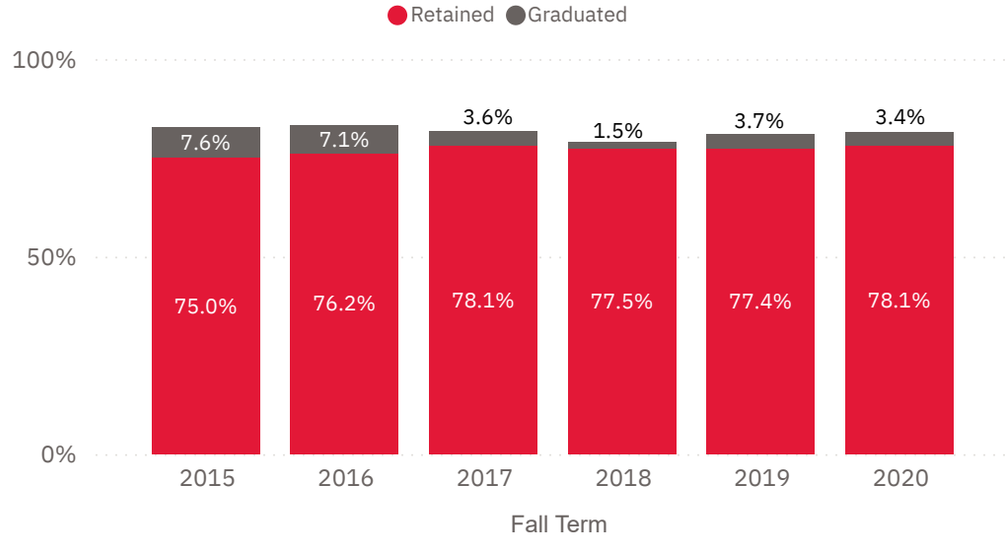
Full-time and part-time masters student remains enrolled from one fall term to the next or graduated



■ Note: Majority of masters programs are one year.
■ Source: Office of Institutional Planning and Analysis (OIPA)

Doctoral Retention Rate

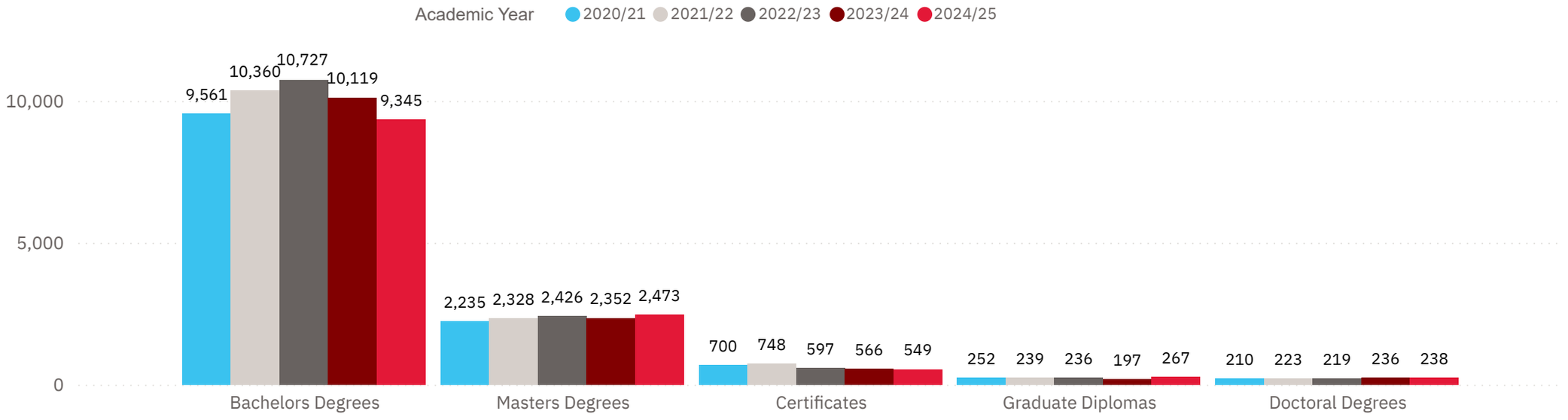
Full-time PhD student remains enrolled or graduated within 4 years



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

Conferred Credentials

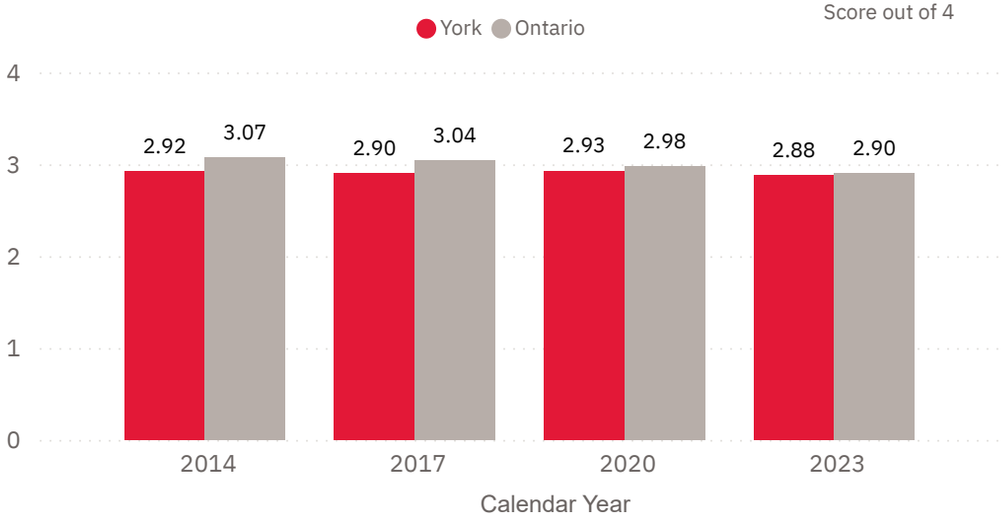
Academic degrees, diplomas or certifications officially awarded to students



■ Source: Office of the University Registrar (OUR)

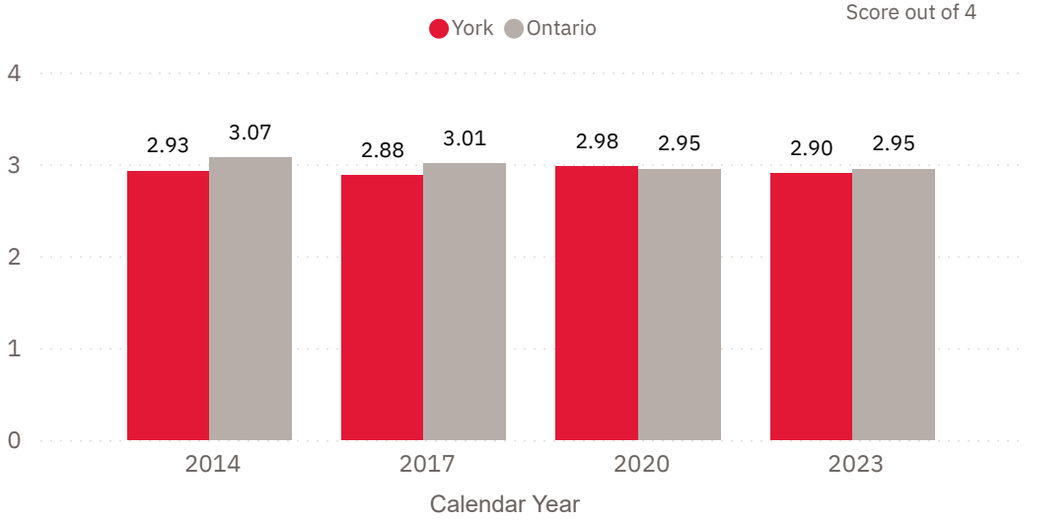
NSSE: Overall Quality, Educational Experience, International Students (First Year)

Comparison of first-year students with the Ontario average



NSSE: Overall Quality, Educational Experience, International Students (Senior Year)

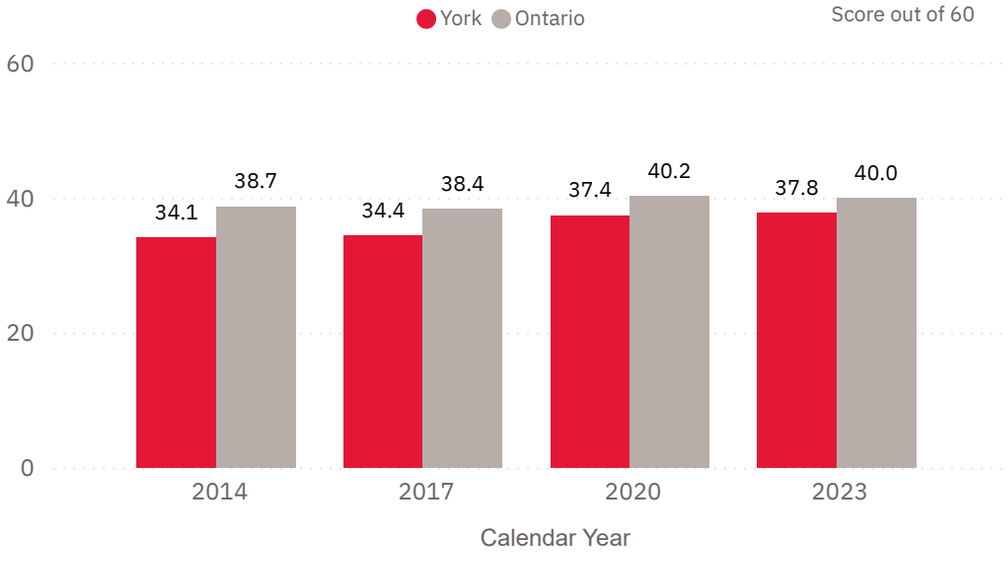
Comparison of senior students with the Ontario average



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

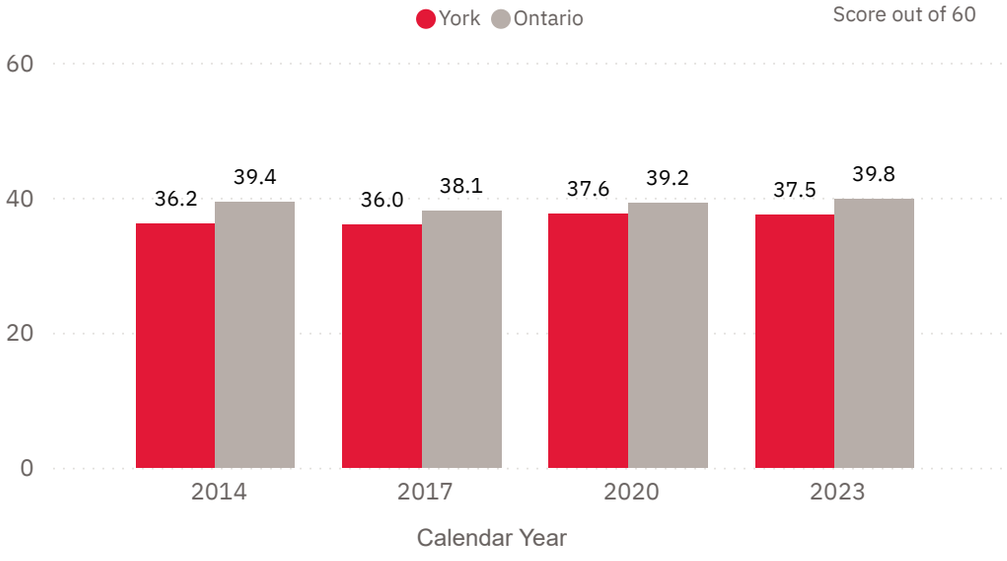
NSSE: Campus Environment, Quality of Interactions, First-Year

Comparison of first-year students with the Ontario average



NSSE: Campus Environment, Quality of Interactions, Senior-Year

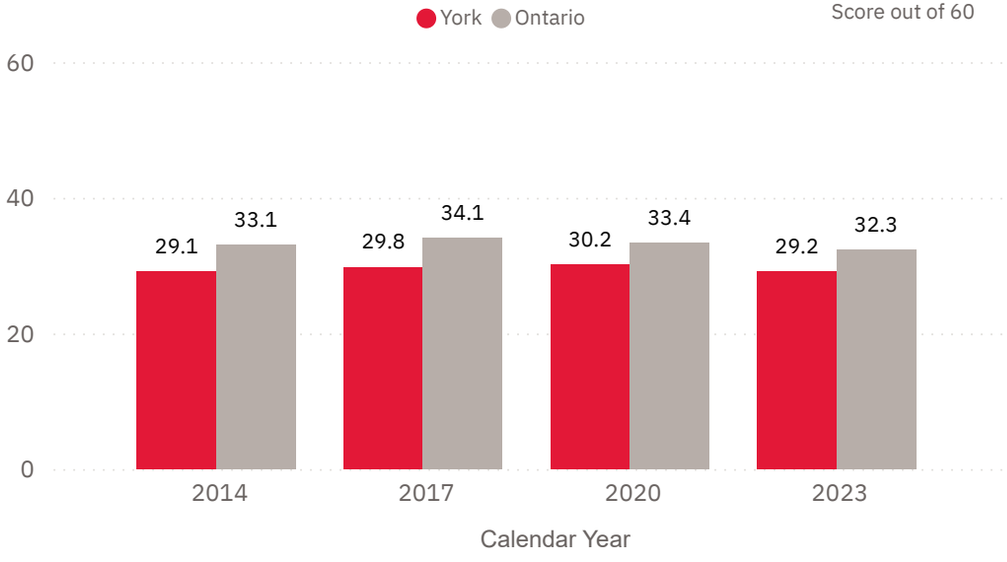
Comparison of senior students with the Ontario average



■ 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: National Survey of Student Engagement (NSSE)

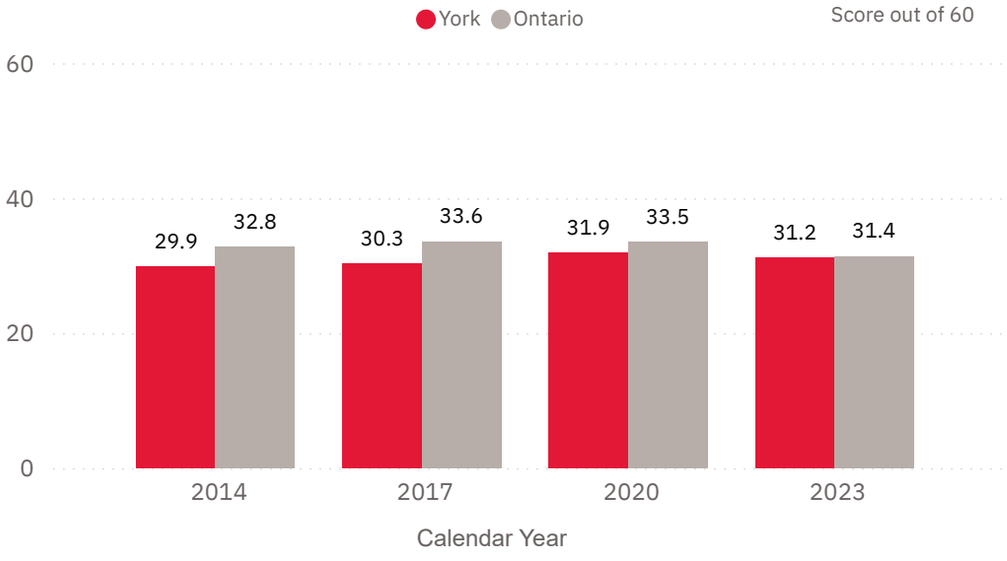
NSSE: Learning with Peers, Collaborative Learning, First-Year

Comparison of first-year students with the Ontario average



NSSE: Learning with Peers, Collaborative Learning, Senior-Year

Comparison of senior students with the Ontario average



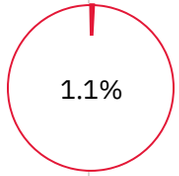
■ Note: Survey question: During the current school year, about how often have you done the following? (Worked with other students on course projects or assignments, explained course material to one or more students, prepared for exams by discussing or working through course material with other students, and asked another student to help you understand course material).
■ Source: National Survey of Student Engagement (NSSE)

Student Representation - 2024

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

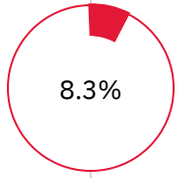
Indigenous

Identified as First Nations, Métis, or Inuit.



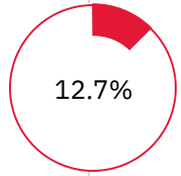
Disability

Identified as persons with a disability.



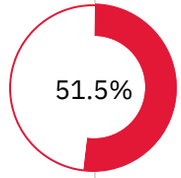
First Generation

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

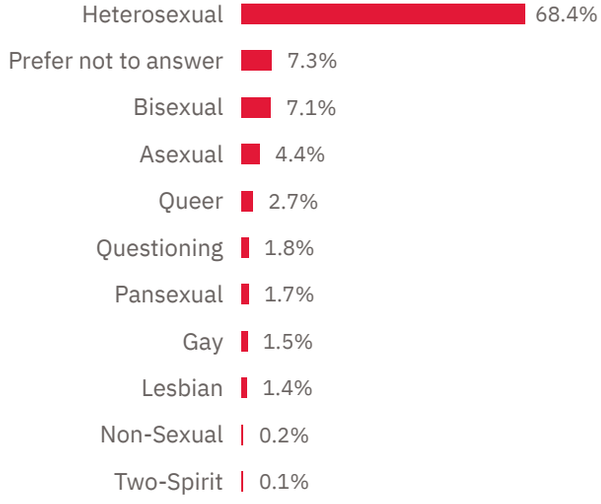


Women

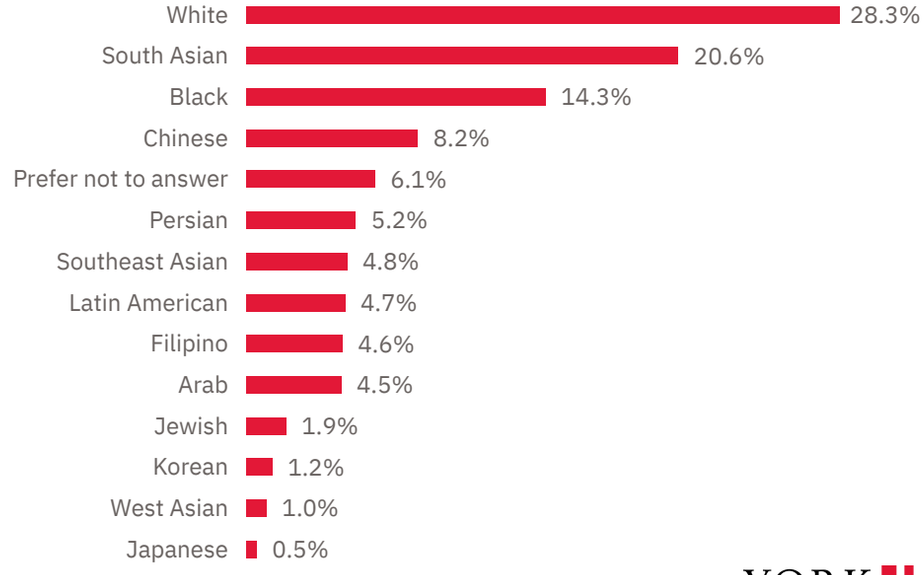
Identified as women.



Sexual Orientation



Racialized



■ Source: Student Equity & Diversity Census

Advance the Strategic Enrolment Management Action Plan by evolving York's domestic enrolment strategies, integrating a comprehensive out-of-province recruitment approach (Project 8), enhancing international enrolment tactics (Project 7), and strengthening our retention and persistence initiatives to adapt to evolving domestic and global conditions.

- A more diversified student body, improved alignment between enrolment practices and market demands, and an enhanced educational journey characterized by streamlined and personalized recruitment processes, smooth enrolment transitions, and effective retention strategies. These efforts are anticipated to lead to increased applications, improved conversion rates, greater student engagement, and higher rates of persistence and graduation, optimizing the use of institutional resources and contributing to overall academic success and stability.

International Strategic Enrolment Management (ISEM) Working Group (Project 7)

International Student Recruitment & Support
- ✓English Language waivers for select Ontario international schools.
- ✓Expansion of international agent network.
- ✓Ending exclusive China agency model.
- ✓Coordinated institutional feedback and compliance to immigration reform.

Competitive Positioning
- ✓Launch of a sector competitive scholarship program for international undergraduates.
- ✓4-year residence guarantee for international undergraduates.
- ✓Enhancing applicant experience by leveraging student stories, career outcomes and improved website interface

Admissions Strategy & Flexibility
- ✓Earlier admission offers at lower cut-offs; alternate program offers for competitive applicants.

Out of Province Strategy (OOP) (Project 8)

Priority Markets
- Strengthening the YU brand in British Columbia, Alberta, and Quebec, while expanding into emerging markets like Manitoba and Nova Scotia.

Student Choice
- Value propositions to address location, scholarships, career opportunities, and cost of living to attract students.

Student Support
- Considerations include travel stipends or targeted scholarships, peer mentorship, and enhanced career development resources for OOP students.

Student Housing Working Group (Project 9)

Housing Guarantee
- Main and off-campus housing websites relaunched in Winter 2024.
- Markham Short-Term Housing secured for Fall 2024.
- 2025-26 Housing fee increases approved.
- 4-Year Housing Guarantee (Fall 2025).
- QUAD Student Housing Agreements finalized.
- Off-Campus Housing for Faculty & Staff.
- Off-Campus Housing for Students: 4stay Marketplace Agreement signed.

Establish the Collegial Forum on Undergraduate Student Retention (Project 11)

- Improved retention rates across programs, enhanced student engagement and satisfaction, and a strengthened overall educational environment that supports student success from the onset of their academic journey.

1 **36** recommendations

2 **4** focus areas

3 **8-10** actionable initiatives in 2025-26

Focus Areas

- Academic Requirements and Systems
- Teaching & Course Planning
- 1 First-Year Experience
- Later-Year Experience (Y3-4)

Enhance the digital environment to optimize students' experience, including advancing the Student System Renewal Program (SSRP) solution with a strong focus on integrating robust cybersecurity measures to protect data and ensure system security.

- Cybersecurity Training.
- Steady progress on the advancement of the SSRP solution (including the deployment of Financial Aid and Awards, Next Generation Student Information System (SIS) and CRM).
- Release of York's Generative AI Framework.

Cybersecurity

- Passport York modernization for improved authentication.
- Device security standards expanded to include Macs and unmanaged devices.
- Remote access updated for better security and hybrid usability.
- Mandatory training (Faculty, Staff, and Instructors) launched Q1 2025.

GenAI Framework (AURA & AI Initiatives)

- YU AURA framework launched August 2024.
- **50+ AI use cases initiated** (9+ in production) across research, teaching, and operations.
- AI Working Group established for cross-disciplinary collaboration.
- Copilot tools enabled in Microsoft 365 for staff and faculty.
- Student Virtual Assistant (SAVY) upgraded with GPT-4 (Nov 2024) to enhance student support.
- AI Education Series launched for people managers (Nov 2024) and staff (Feb 2025).
- AI usage guidelines emphasize ethics, transparency, accountability, sustainability, security, and privacy.

Student Systems Renewal Program (SSRP)

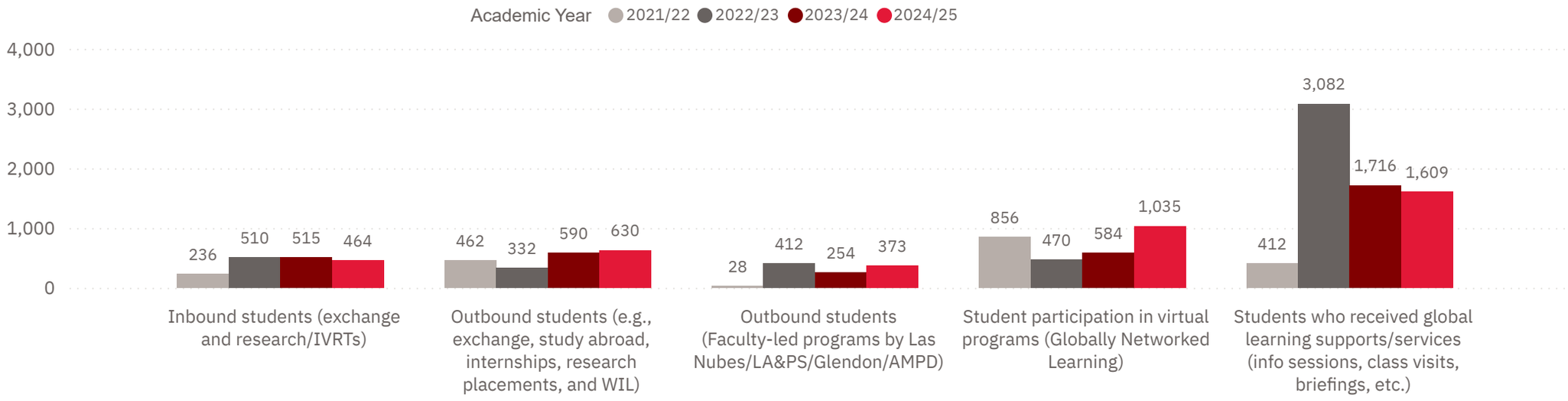
- Government Reporting Platform transitioned in-house and aligned with reporting requirements.
- CRM Release 1 completed. Salesforce contract signed for Admissions; implementation has begun with release planned for June 2026.

Mandatory Cybersecurity Training

required for all faculty, staff, and instructors by June 21, 2025.

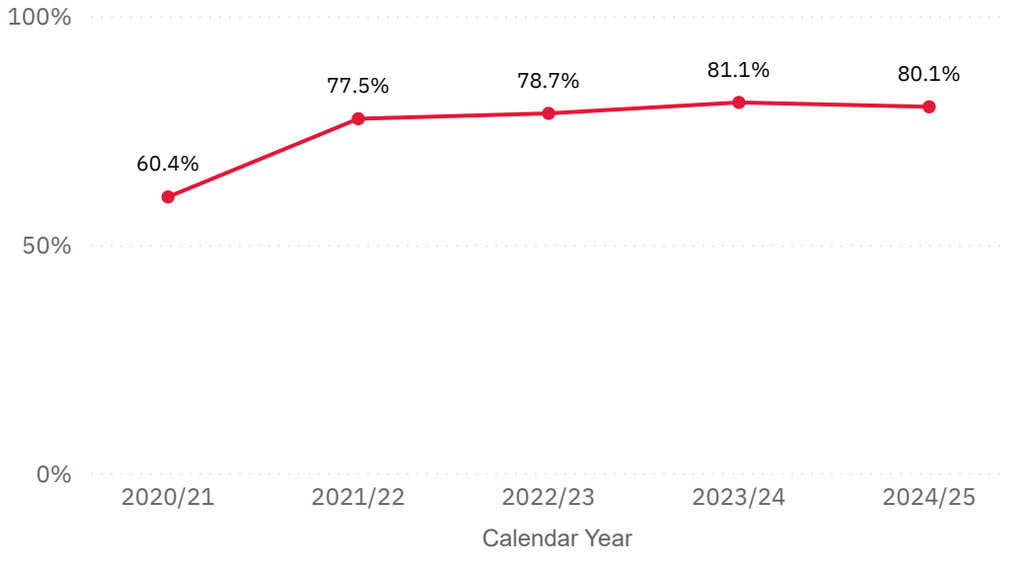
York-Facilitated Global Learning Opportunities

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

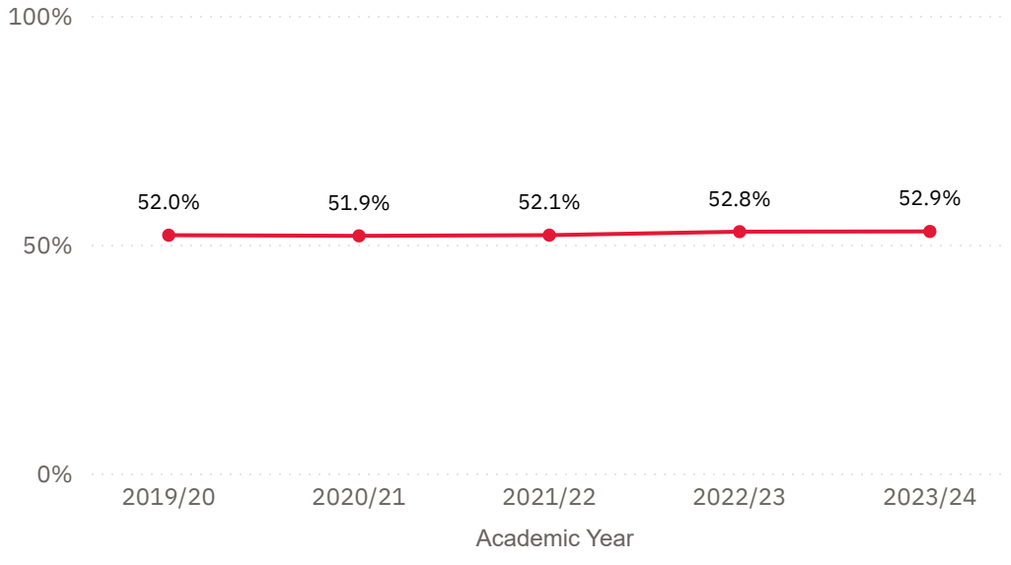
International Co-Authored Publications



- Source: SciVal

Full-Time Faculty with International Degrees

Percentage of faculty members with at least one degree outside of Canada



- Note: Excludes postdoctoral.
- Source: Office of Institutional Planning and Analysis (OIPA)

Implement the Internationalization and Global Engagement Strategy through a focus on expanding inclusive global and intercultural learning, enhancing the experience of international students, engaging in global research and innovation, and elevating global stewardship, partnerships, profile, and impact.

- Refresh of the integrated international marketing strategy in key markets.

Global Marketing & Integrated International Strategy - Key Highlights

✓ Since Fall 2024, delegations to Germany & France (Sept 2024), New York City (Sept 2024), Manchester (Oct 2024),China (Nov 2024), India (Feb 2025) and Southeast Asia (March 2025 focused on advancing research collaboration, recruitment and reputation building.

✓ Co-hosted the Canada-Philippines 75th Anniversary Roundtable with the Philippine Consulate Toronto, bringing together 100+ York and GTA academics, students, and Filipino community members.

Country-Strategy Focus: India strategy piloted while strengthening presence in China.

Toronto Raptors Partnership: Co-branded campaign between the Toronto Raptors and York University to engage prospective students.

Digital Campaigns: Produced country-specific digital campaigns in collaboration with GROK Global.

Senior Leadership Visit Support: Marketing and media campaigns aligned with leadership visits to Africa, India, and Southeast Asia.

1,665
YU students participated in global learning opportunities

$1M+ Awarded
International Mobility Funding
awarded to students

$440K+ Distributed
in international mobility awards for global learning participation

1,100 Students | $895,000 Awarded
through Global Skills Opportunity funding

$160K Awarded
to 100+ students through the first Study Abroad Entrance Scholarship

1,003 Outbound Students
769 May-Nov 2024
234 Dec-Apr 2025

464 Inbound Students
361 May-Nov 2024
103 Dec-Apr 2025

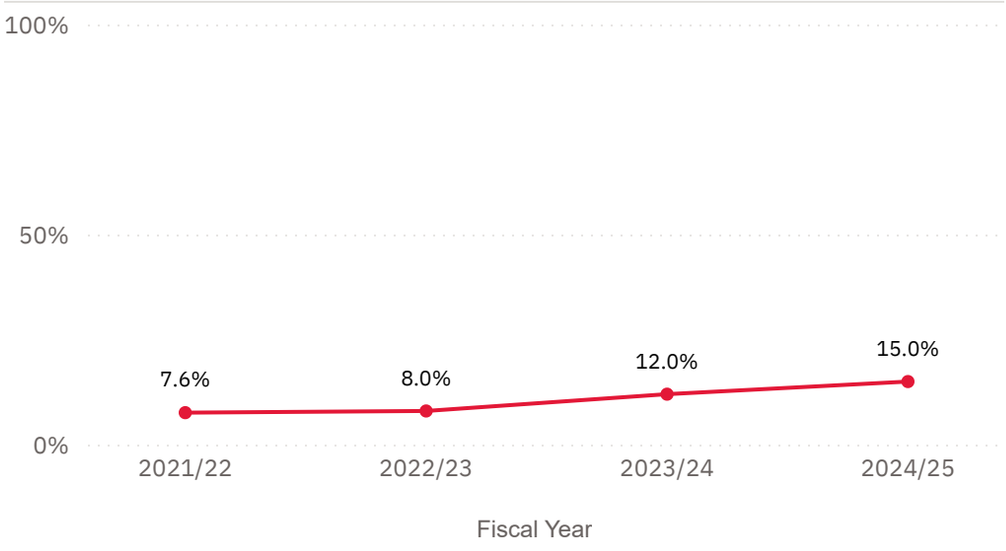
Las Nubes Summer Courses
20 students from Australia, Costa Rica, and Mexico participated

Global Skills Opportunity (GSO) Projects
3 major initiatives completed

18 Projects | Global Learning & SDGs
engaged 1,268 students and 40 faculty

Annual Global Fair | Oct 2024
300+ students · 20 exhibitors · 60 volunteers
Programs featured from the UK, Germany, France & Peru

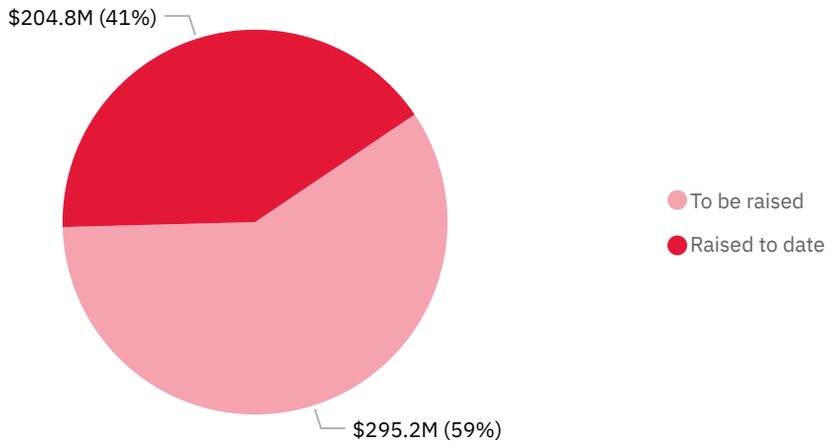
Alumni Engagement



■ Source: Advancement

The IMPACT Campaign

Funds raised through the IMPACT Campaign Phase 2



■ Note: Goal: $500M
■ Source: Advancement

Complete the Partner Engagement Pilot and put forwrad recommendations of a best-in-clad model to support, coordinate and facilitate key relationships with external organizations in support of the University's priorities.

- 75% of internal campus partners feel better supported in their engagements due to the partner engagement pilot.
- 60% of surveyed contacts can clearly identify how to connect to the University to discuss partnership opportunities.
- 70% of external survey respondents are aware of at least one way to partner with the University.
- A seamless single-entry point for all external contacts who want to partner with the University.
- Updates on the identification of sponsorship and event participation opportunities that enhance York's reputation as a partner of choice and to demonstrate our thought leadership.
- Implement an internal support structure that supports coordination, data asset coordination, and stewardship strategies to support partner engagement.

Partner Engagement

- The **Community Relations Strategic Plan** is drafted and will be ready in Summer 2025.
- **Community Relations Strategy** supporting School of Medicine and Markham is underway.
- Event Planning Training Module developed in collaboration with Organizational Learning; final testing underway before launchon YU Learn platform.
- New Memorandums of Understanding (MOU) signed with Richmond Hill and Whitchurch - Stouffville.
- Existing Memorandums of Understanding (MOU) with Markham, Aurora and Newmarket being implemented.
- Partnerships website launched for external partnership inquiries.
- Established the Partnership Engagement Working Group as an internal support for partner engagement.
- Impact metrics on partner engagement outcomes will be collected via a survey in May 2025.

Partnership Opportunities

13 Events — Markham Campus & Community Presence

4 Events — School of Medicine (SoM) Awareness

3 Events — Keele Campus Engagement

2 Events — Thought Leadership

Impact – The Campaign for York University, continue to deepen and enhance alumni engagement and raise philanthropic funds for the University.

- Elevate alumni storytelling through profiles featuring alumni from pan-university faculties/units, repurposing and sharing alumni content with other units (e.g. Top 30 campaign with C&PA) and featuring alumni on social media.
- Enhance university reputation through improved, coordinated promotion of The York University Magazine, featuring stories about alumni, faculty, and research.
- Enhance the student and campus experience through philanthropic contributions.

$1B Goal
$204M+ raised
in Phase 2 toward $500M goal

$62M+ raised
Supported key priorities: Markham Campus, School of Medicine, Goldfarb Gallery and The Israel & Golda Koschitzky Centre for Jewish Studies

Alumni Engagement Highlights
15% alumni engaged
surpassed 12% target

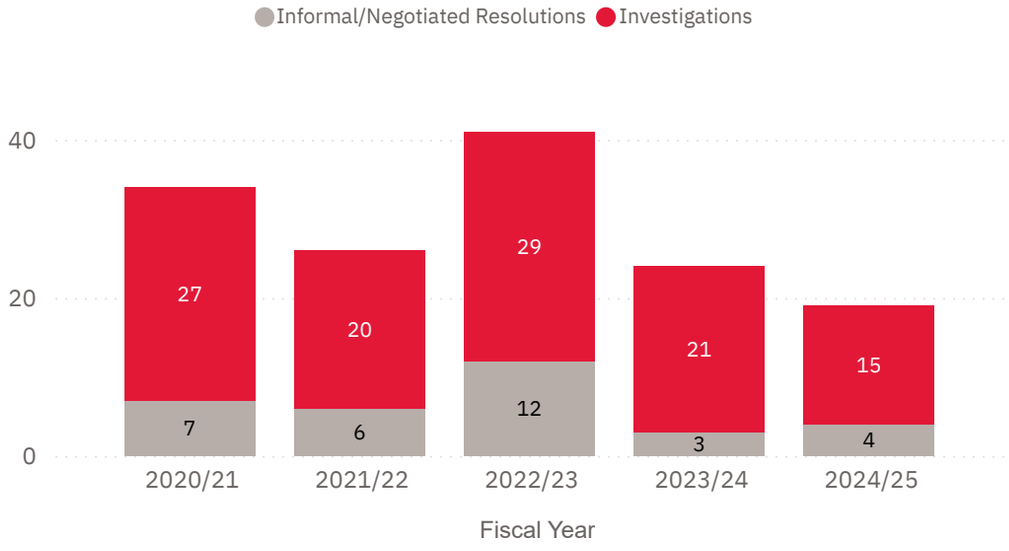
- Deployed the **new Advancement CRM** in Fall 2024.
- **York University Magazine** won multiple awards, including GOLD for Best Magazine (Council for Advancement and Support of Education), Best of District II for photography and feature writing (Council for Advancement and Support of Education), and a Circle of Excellence Award for the Photography Series: *Piece by Piece* (Council for Advancement and Support of Education).

6. Living Well Together

6.2 Develop more amicable, cooperative organizational culture.

Conflicts and Disputes

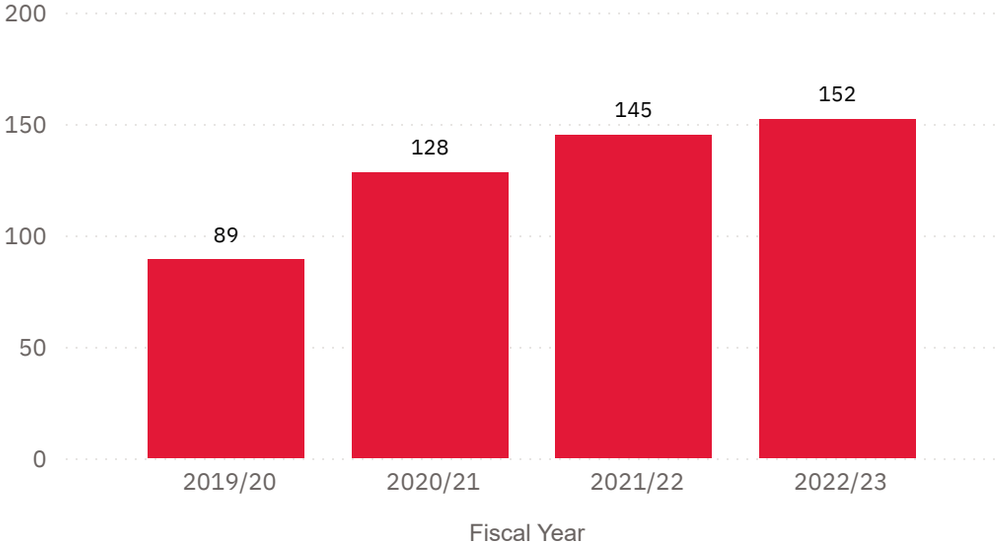
Number of informal/negotiated resolutions and investigations between employees



■ Source: Centre for Human Rights, Equity and Inclusion (CHREI) Internal tracking

Relational Culture Skill-Building Opportunities

Number of sessions offered

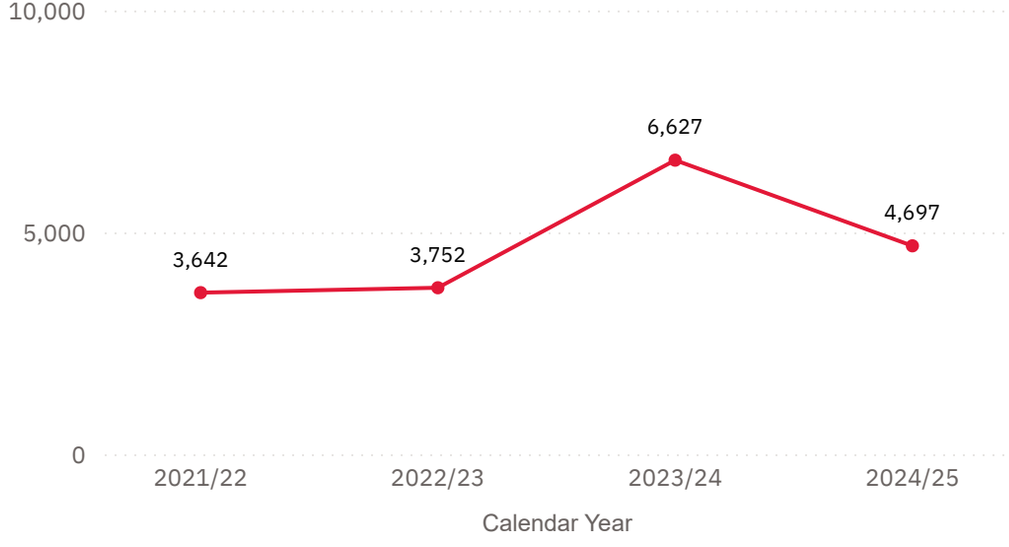


■ Source: Centre for Human Rights, Equity and Inclusion (CHREI) Internal tracking

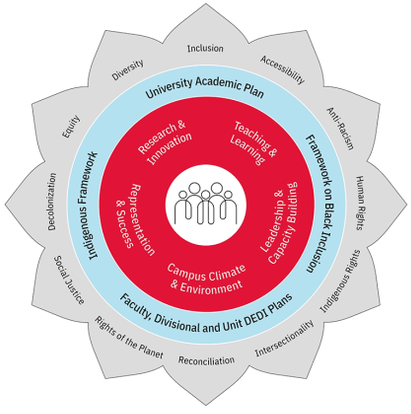
6.3 Foster equity, diversification, and inclusion.

Decolonizing, Equity, Diversity and Inclusion (DEDI) Training

Participants include faculty, staff, and students



■ Source: Vice-President Equity, People and Culture



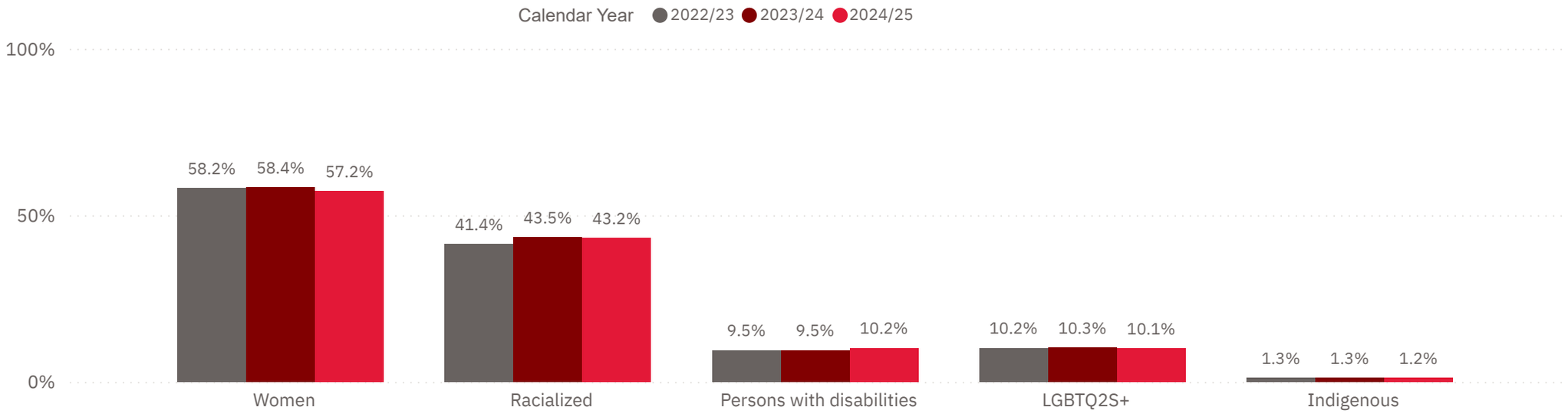
Decolonizing, Equity, Diversity and Inclusion Strategy 2023-2028

6. Living Well Together

6.3 Foster equity, diversification, and inclusion.

Employment Equity Statistics

All academic and non-academic employees

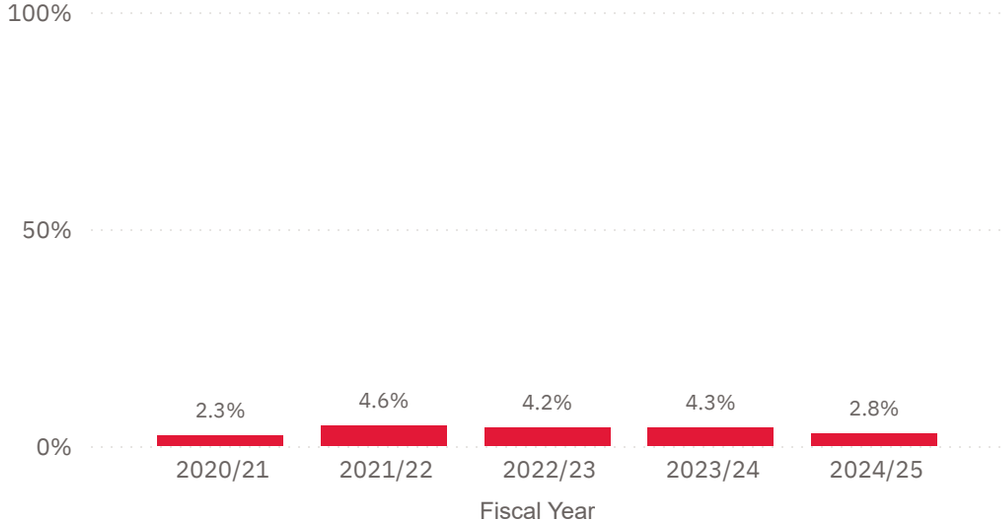


■ Source: Employee Self-Identification Survey

6.4 Enhance Mental Health and Well-being Support for All Employees.

Employee Wellbeing Services

Percentage usage of Health, Saftey and Employee Well-being Services



■ Note: Data is on all staff (Faculty and admin staff).

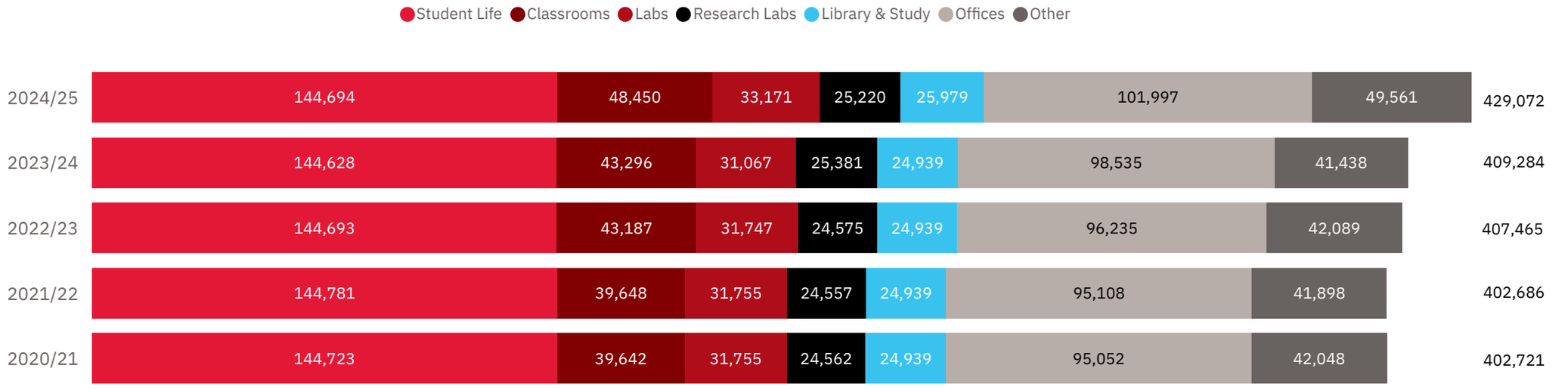
■ Source: Health, Safety and Employee Well-Being (HSEWB)

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.

Space Utilization

Allocated space in Net Assignable Square Meters (NASM)



- Note: Keele, Glendon and Markham campuses.
- Source: Campus Services & Business Operations (CSBO) - ARCHIBUS

Classroom Upgrades

From 2020 to 2025

Hyflex Classrooms	Hyflex lite	Renovated Classrooms
77	9	43

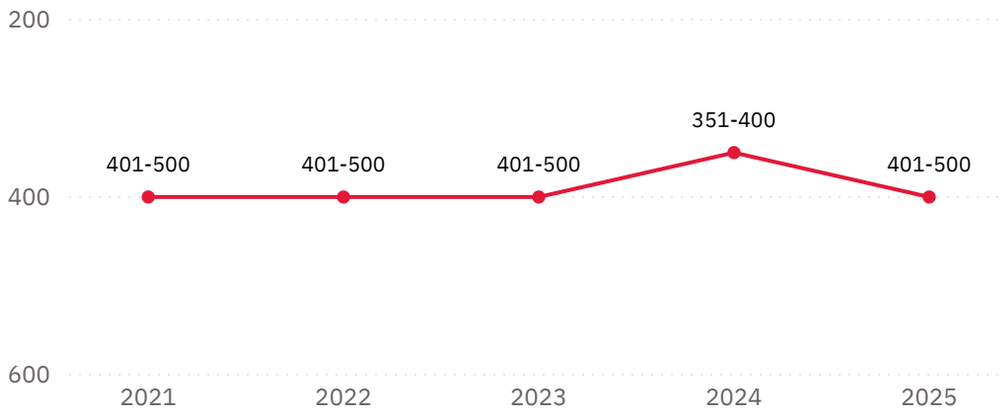
- Source: Vice-President Finance and Administration

6. Living Well Together

6.6 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

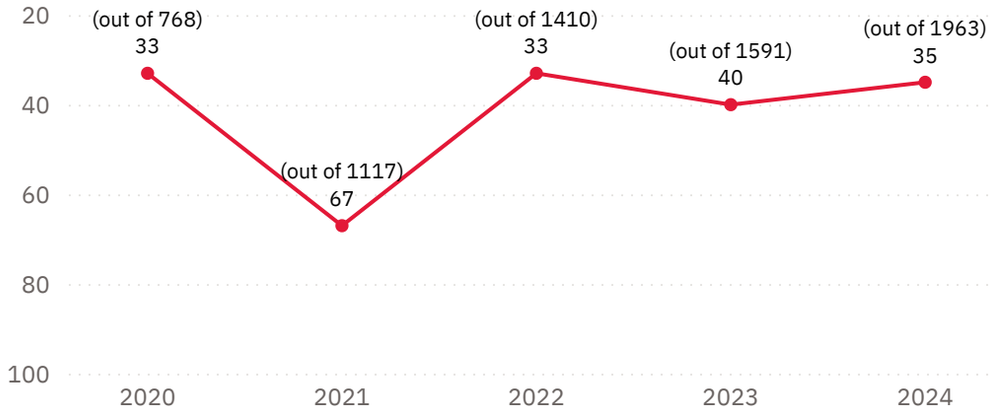
International ranking based on teaching quality, research output, citations, international outlook, and industry income



■ Source: Times Higher Education (THE)

Times Higher Education (THE) Impact Ranking

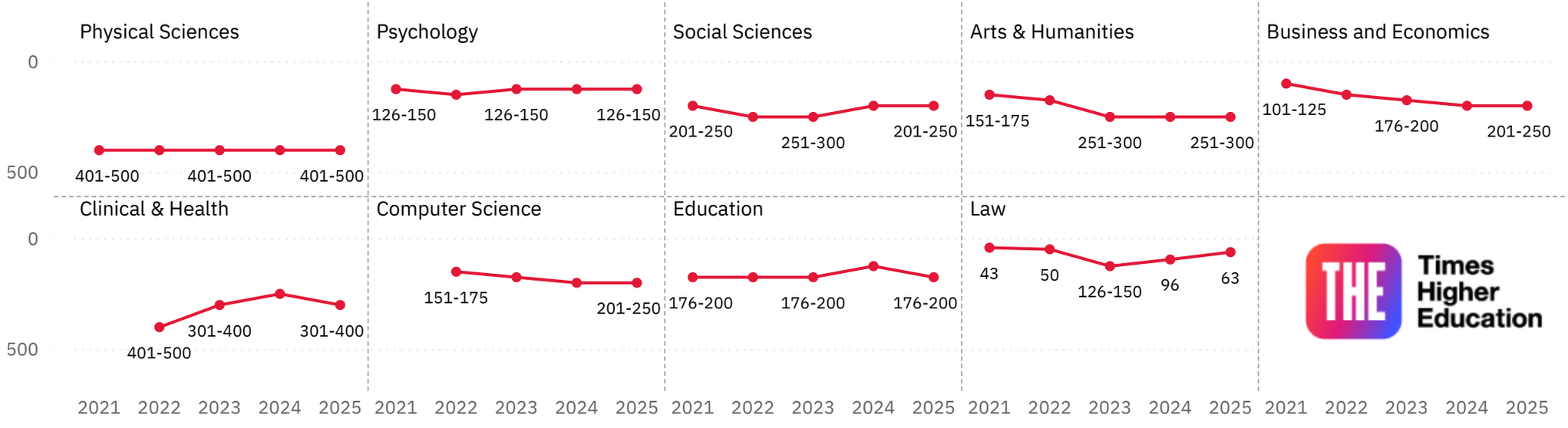
International ranking used to benchmark performance in the SDGs against other institutions globally



■ 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



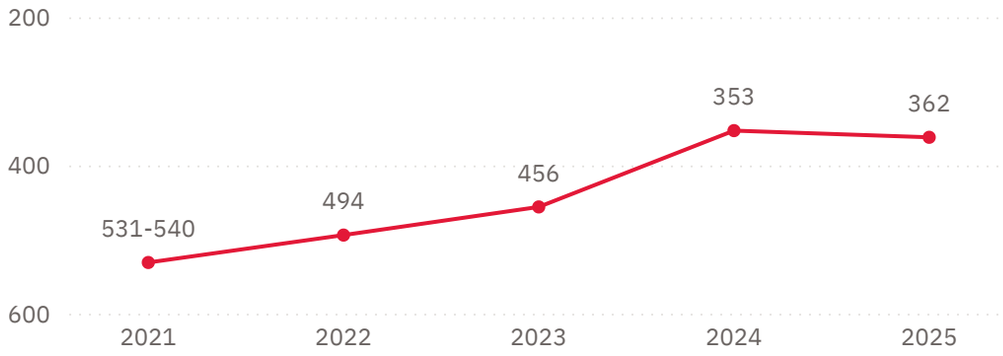
■ Source: Times Higher Education (THE)

6. Living Well Together

6.6 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.

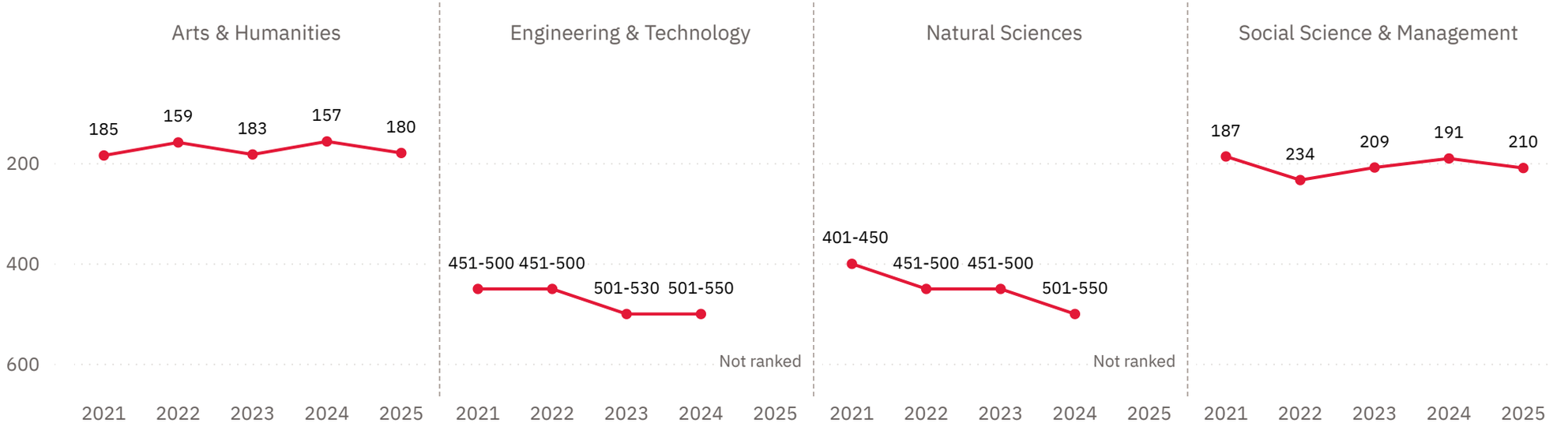
Quacquarelli Symonds (QS) World University Rankings: Sustainability

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.

Quacquarelli Symonds (QS) Subject Rankings

International ranking based on performance overall and in subject areas

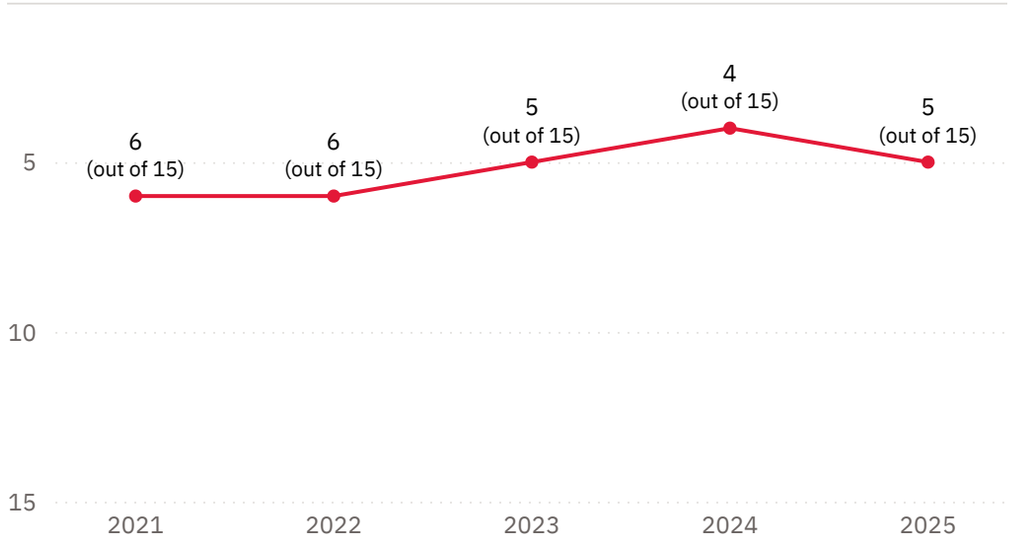


■ Source: Quacquarelli Symonds (QS)

6. Living Well Together

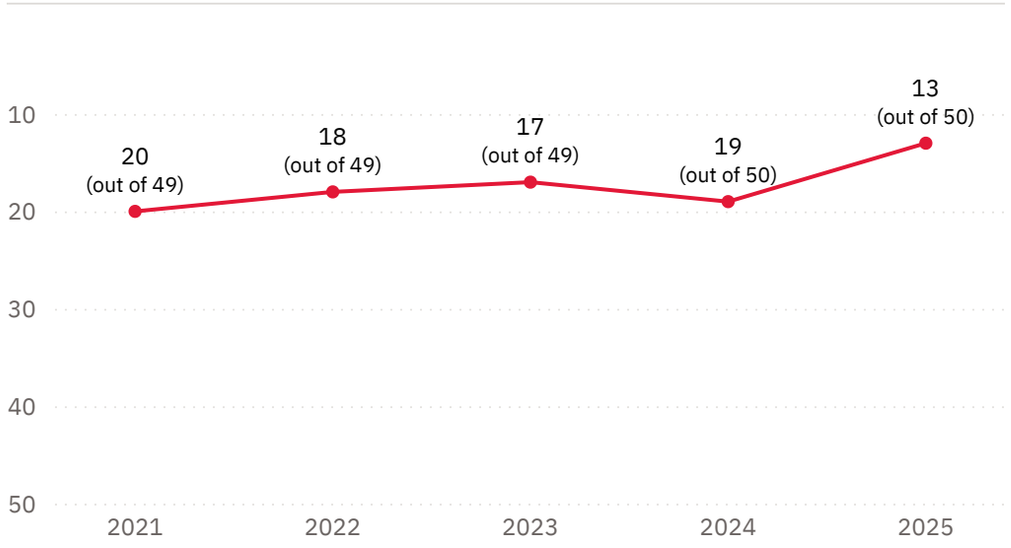
6.6 Establish a distinct and unique identity for York University that sets us apart from other institutions, highlighting our unique strengths, values, and contributions to positive change.

Maclean's Rankings - Comprehensive Category



■ Source: Maclean's Rankings

Maclean's Rankings - Reputation Rank



■ Source: Maclean's Rankings

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

Foster an open and transparent governance culture through initiatives including enhanced budget consultations, a comprehensive policy review, and enhanced support for faculty councils.

- Participation Rate in campus events and community activities.
- Whistleblower Policy developed and approved.
- Terms of Reference of the Board of Governors' Executive Committee updated.
- Board of Governors Skills Matrix reviewed and updated.
- Strengthened Board policies and procedures (e.g., comprehensive charter, code of conduct, work plans).
- Successfully negotiated HR initiatives with employee groups to contribute to meeting three-year rolling budget.
- Community engagement in York U Forward Action Plan projects.
- Budget consultations and other transparency initiatives.
- Support Offered to Faculty Councils to Enhance Symmetry.
- Governance Training for Senate, Board and Management.

Strengthening Governance

- Request for Proposal (RFP) completed for Board Management Solution; training and orientation scheduled for Fall 2025.
- Training for governors provided through Institute of Corporate Directors (ICD) programming.
- Internal Board Education sessions delivered twice a year.
- Onboarding and training for new governors to be reassessed in 2025–26.
- Self-directed training module deployed for the York community.
- Terms of Reference of the Board of Governors' Executive Committee under review; updated terms to be presented to the Board by June 2025.
- Board of Governors' Skills Matrix review exercise embedded in each board committee's annual workplan; committees to conduct yearly reviews with oversight from the Governance and Human Resources Committee.

Policies Update

6 New

1. Smudging Policy
2. Student Housing Policy
3. Policy on Academic Consideration for Missed Course Work
4. Academic Conduct Policy
5. Whistleblower Policy; approval expected Fall 2025
6. Data Governance Policy; approval expected Summer 2025

17 Revised | **3 Reviewed**

6. LIVING WELL TOGETHER
6.2 DEVELOP MORE AMICABLE, COOPERATIVE ORGANIZATIONAL CULTURE.

Pursue opportunities and skill-building for constructive engagement (employer-employee and between colleagues).

- Highlight regular dialogue and consultation.

Engagement Across Differences

Leaders invest significant care and attention in cultivating trusting relationships and open communication with York constituencies under stress and/or in conflict, whether due to issues at York or beyond its campuses. Examples include holding ongoing meetings with groups affected by violence and suffering in Israel and Gaza and delivering programming to promote intergroup compassion and dialogue.

Workplace Restoration and Culture

Dedicated resources are offered to units and employees seeking to avoid or mitigate conflict or rebuild relations in its aftermath. Resources include tailored consultation, support, and capacity-building workshops in workplace restoration and conflict management tactics for managers and academic leaders. Since November: 6 workshops with 80 attendees; 1 facilitation, 3 mediations, 13 consultations.

Supporting Scholars Resources

A suite of resources was created to guide faculty members, administrative staff, and academic leaders in preventing and responding to incidents of scholarship harassment, and to bolster the right of all York scholars to exercise academic freedom without fear of intimidation or harassment. https://www.yorku.ca/vpepc/faculty-affairs/supporting-scholars/

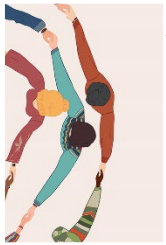
York University Faculty Association (YUFA) Pilot Project

As part of collective agreement negotiations with the YUFA, a five-year mediation pilot project will begin to resolve outstanding grievances with the union.

Fiscal 2024-2025 Collective Agreements
Renewed collective agreements with CUPE 1356-2, IUOE Local 772, YUFA, CUPE 3903 Unit 4, and YUSA Unit 1. All agreements were finalized within established parameters and without work interruptions.

Embed the Decolonization, Equity, Diversity, and Inclusion (DEDI) Strategy (informed by the Black Inclusion and Indigenous Frameworks) into the fabric of York University.

- Complete Indigenous Framework Review, Complete DEDI Strategy, Implementation Plan and Toolkit, Host DEDI Symposium, DEDI Dashboard Development and Launch.



DEDI Symposium (September 2024)

- **80+** registrants with **60 attendees**.
- **92%** reported high satisfaction with the event.
- The gathering strengthened connections across university departments.

Diversity, Equity, Decolonization, and Inclusion (DEDI) Learning and Resources

- DEDI learning sessions, in collaboration with Organizational Learning and People Excellence (OLPE) and the Centre for Human Rights, Equity and Inclusion (CHREI), are advancing understanding of rights, responsibilities, and inclusion.
- CHREI enhanced online resources.

DEDI Dashboard Development and Launch

- In March 2025, the Employment Equity Dashboard was launched. The dashboard, housed on York's Data Hub, features three years of employment equity data based on employees' voluntary self-identification.

Completed the Indigenous Framework Review

- Approved the Smudging & Pipe Ceremony policy and procedures in December 2024.
- Launched the POLARIS Adjudicating Indigenous Research Excellence (AIRE) module.
- Finalized the Indigenous Peoples Belonging Verification procedure and launched the accompanying website.

Implement mental health and well-being strategies, policies, and collective actions that create supportive and empowering environments for all members of the community.

- Launch of Wellness Strategy.
- Development, delivery and assessment of Wellness preventive programming.
- Feedback on Wellness initiatives.

Wellness Strategy launched in October 2024

Well-being Strategy launched in October 2024, making York the 50th post-secondary institution to sign onto the Okanagan Charter.

Implementation plan for the **Well-being Strategy Team** developed to guide work over the 5-year Strategy.

Winter Well-being Week hosted March 2024 with 19 events.

Fall Well-being Week hosted October 2024 with 36 events.

Notice of Intent (NOI) for the **Well-being Clinic** completed and a Business Case is being drafted.

2 cross-team collaborations launched (Peer Health Promoter and Varsity Mental Health Counselling).

Athletics and Recreation participated in panel discussions, tabling, and **campus outreach** during Well-being Week.

10+ Wellness programs offered.

Renewal of deferred classrooms.

- Deferred Maintenance Strategy on track.
- Feature success stories.
- LEED Gold

LEED Gold Certified Buildings @ YU

1. Second Student Centre
2. Rob and Cheryl McEwen Graduate Study & Research Building (Schulich School of Business)
3. School of Continuing Studies Building
4. Bergeron Centre for Engineering Excellence
5. Life Sciences Building
6. Computer Science Building
7. Joan and Martin Goldfarb Gallery of York University (GGYU)
8. Markham Campus

Key Highlights

- ✓ Deferred Maintenance (DM) Strategy is on track; budget reductions will impact 2025-26.
- ✓ Planned savings for fiscal year 2024-25 achieved.
- ✓ Annual capital spending budget developed.
- ✓ Eight (8) major RAC (Rooms Allocated Centrally) classrooms renovated including accessible corridors.

Develop and implement capital plan and processes including comprehensive business cases for all capital projects that support the teaching, research, and student needs of the University .

- All capital projects have fully developed business cases prior to initiation.
- Percentage of projects completed within the allocated budget.
- Percentage of projects completed according to the planned timeline.

Milestones reached for Key Capital Projects

- Business case developed for Health, Nursing and Environmental Studies Building (HNES) relocation from Behavioural Sciences Building (BSB) to HNES.
- Business case developed for Vari Hall expansion.
- Joan and Martin Goldfarb Gallery of York University (GGYU) project completed.
- Markham Campus occupied.
- Sherman Health Sciences Research Centre on track for completion.

Space Optimization (Project 15)

- Optimized use of available space within the institution, enhancing both efficiency and functionality and alleviating space constraints.

Key Milestones

- Report with 12 recommendations completed.
- Draft Faculty of Science space audit under review.
- Audit of classroom utilization underway to inform space optimization strategy.
- Leased space reviews indicate long-term savings potential.

12 Recommendations - 4 Main Categories

1. Institutional policies (e.g., Hybrid Work Policy)
2. Institutional academic scheduling policies and practices
3. Space optimization and related policies and incentives
4. Classroom and workspace technology

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

Develop and implement targeted reputation building communication strategies that effectively showcase York University's differentiation and strengthen domestic and global reputation.

- Social media - maintain top 3 position in engagement rate per followers against 11 university competitors; growth in followers; and total engagements.
- Brand alignment measured through internal brand assessment scores.

Strengthened Integration of Marketing Campaigns
107M+ advertising impressions (22M Markham, 64M Right the Future, 19M Other)
645K+ clicks across global campaigns
Top Global User Traffic to yorku.ca: India, Nigeria, Pakistan, China, UK

Social Media Growth
↑ **8%** in Followers to **616K** (all channels)
↑ **146% +6M** in Tik Tok Impressions (newest channel)
↑ **106%** in Video Views to **17.1M** (primary channels)
↑ **1,523%** in Video Views to **20.6M** (all channels)

71.1B
Audience Reach

Strengthening Strategic Enrolment Management (SEM)
Advertising efforts led to further **101K** web visitors engaging with Other York pages related to programs, applications, and awareness.

Sharing the Story
1,279+ faculty and institutional stories published
60K+ earned media stories - **71 Billion Potential Audience Reach**
91% positive/neutral sentiment on earned media stories, exceeding target

6. LIVING WELL TOGETHER
6.7 FLEXIBLE AND COMPREHENSIVE STRATEGIC PLAN ADVANCING MISSION, VISION, AND PRIORITIES OF THE UNIVERSITY.

Enhanced planning and prioritization to ensure optimal alignment of resources with priorities and financial sustainability.

- Progress on debt policy.
- Updated Asset Management Strategy.
- Continued refinement of SHARP 2.0.
- SMA: Improve Metrics Performance (Project 6).

Shrinking Fund Strategy II - 15.4% return in 2024
- **Debt Policy:** Sinking Fund Strategy II implemented; 15.4% return in 2024; and invested within the long-term fund asset pool with pacing strategy until 2027-28.
- **SHARP Budget Model 2.0:** Review underway.
- Anaplan project (a cloud-based enterprise planning platform) is on track to go live for the 2026-27 budget cycle.

SMA: Improve Metrics Performance (Project 6)

- Improved financial efficiency through effective allocation and utilization of our assets in compliance with MCU Financial Health Indicators that will optimally support the UAP.

2020-2025 Strategic Mandate Agreement: York University
- This project aims to enhance York University's performance across relevant Strategic Mandate Agreement (SMA) metrics through targeted initiatives addressing underperforming areas.
- An initial draft focused on metric-level analysis was completed in Spring 2024. The final report, expected in Fall 2025, will incorporate changes introduced under SMA4 (2025-2030).

Ontario

- Progress on implementation of Campus Vision and Strategy.
- Timely completion of Glendon Campus land utilization study.

- Campus Vision and Strategy (CVS): Keele CVS approvals progressing; York University Development Corporation (YUDC) and Living Learning Communities (LLCs) terms of reference adopted.
- Contract and lease reviews ongoing; asset monetization opportunities explored.

Diversification of Revenues / Asset Monetization (Project 17)

- A comprehensive assessment of the feasibility, cost-benefit, and timeframes for the monetization of various assets including parking facilities, energy resources, lands, and underutilized buildings. This strategic evaluation will enable the transformation of the University into a thriving, sustainable environment that remains adaptable to future challenges and opportunities.

Revenue Generation Template
March 2025 Template Distributed → **April 2025** Collected and triaged new revenue ideas → **May - June 2025** Form sub-groups and develop project charters

4 Focus Areas
1. Asset Monetization
2. Philanthropy
3. Alumni Engagement
4. Research And Innovation

YORK U

Administrative Services Efficiencies (Project 13)

- A more streamlined, cost-efficient administrative structure that supports the university's strategic objectives and enhances our capacity to adapt to future challenges.

Operational Optimization Cost Savings

$270K Time Reporting Tool

$360K Employee Transaction Form

$540K Procure to Pay

$310K Recruitment and Onboarding

Operational Optimization

Cost savings, increased efficiencies, staff optimization, and improved experience for students and staff.

Time Reporting Tool (TRT) Expansion
- Automates time reporting for casual employees.
- Completion expected by July 2025.

Employee Transaction Form (ETF) Automation
- Delivers fully digital ETF form with e-approvals.
- Completion expected Fall 2025.

Procure-to-Pay Automation (Supplier Management & Invoice Digital Capture)
- Vendor self-service and digitized invoice submission via Sm@rtBuy
- Planned for Winter 2026.

Recruitment & Onboarding Process Improvements
- New processes are under review to ensure the model's benefits are realized and duplication avoided.
- Implemented May 2025.

Functional Optimization Cost Savings

$2.5M/year IT Service Efficiency

$250K/year Divisional Administrative Efficiency

Functional Optimization (Initiating)

Identifies duplication/redundancy and proposes efficiencies and improved operating model.

Transactional IT Service Efficiency
- Aggregates IT services (help desk, desktop support).
- Operating model ready May 2025, implementation by August 2025.

Communication & Marketing Efficiency
- Aggregates services to improve effectiveness.
- Leadership consultations underway.

Division of Finance and Administration (DFA) - Administrative Efficiency
- Consolidates administrative support across DFA division.
- Implementation by September 2025.

E-license Optimization (Project 14)

- A more streamlined, cost-efficient administrative structure that supports the university's strategic objectives and enhances our capacity to adapt to future challenges.

Savings

$2,164,238 for 2024-25

$1,194,031 for future years

$700K one-time from class action of large vendor

16 high-value contracts renegotiated

- ✓ Completed analysis of YU's technology spend, including all contracts and expense/purchasing card data.
- ✓ Renegotiated 16 high-value contracts to generate savings and increase efficiency.
- ✓ Published a centralized software inventory with IT Council to guide future software purchases.

HR Initiatives (Project 16)

- A structured approach to address financial pressures through a combination of voluntary and negotiated programs. The initiative's primary components include Voluntary Exit Programs (VEP) and Voluntary Separation Agreements (VSA), compensation adjustments, and workforce planning.

$24.4M in 2025-26

- Essential hiring guidelines applied.
- 2025 across-the-board (ATB) increases deferred for Confidential, Professional & Managerial (CPM) employees.
- 2025 Performance-Based Recognition Awards (PBRA) reduced for all CPM employees and senior executives.
- Voluntary Separation Agreement (VSA) activated for eligible YUFA members.
- Voluntary Separation Agreement (VSA) opportunity for post-retirement age faculty.
- Voluntary Exit Program (VEP) administered for YUSA-1, CUPE 1356, and CUPE 1356-1.
- Voluntary Exit Program (VEP) administered for CPM employees.
- Competitive procurement completed for employee benefits and Employee and Family Assistance Program (EFAP) provider.

Implement new Sustainability Framework and approve new Sustainability Strategy.

- New Sustainability Strategy.
- Highlight York as Living Lab.
- SDG activities, research, programs (e.g., micro-lectures) links to other priorities and actions including the DEDI Strategy.
- Advance UN SDGs through communication and marketing plans.

2025 CANADA'S GREENEST EMPLOYERS

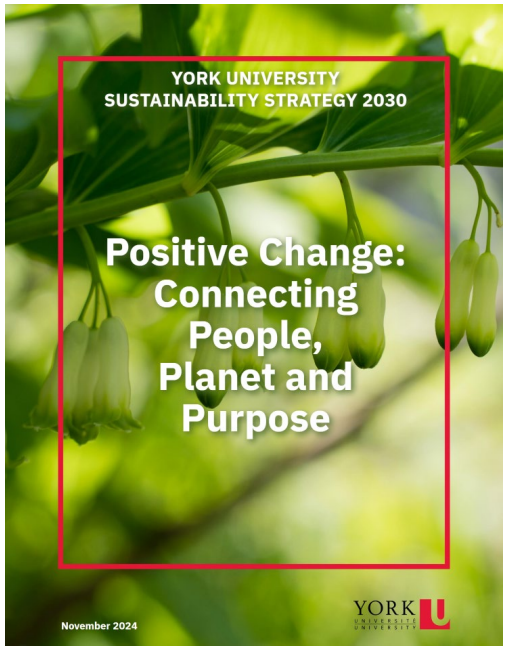
Positive Change: Connecting People, Planet and Purpose

- ✓ York University's New Sustainability Strategy (2024–2025) is compete; it establishes a holistic, whole-of-university sustainability framework and embeds sustainability in teaching, research, and campus life.
- ✓ Sustainability Strategy progress tracking system in development, with Taskforce review expected by Summer 2025.
- ✓ Working groups advancing short- and long-term actions from the Sustainability Strategy, to be completed by 2025.
- ✓ Sustainability research completed and shared with York International and Recruitment in Fall 2024.

2025 CANADA'S BEST DIVERSITY EMPLOYERS

Sustainability Events

- ✓ Campus Sustainability Month (Oct 2024) featured a Bioblitz, tree planting, Fair Trade Market, speaker event with Marshall Ganz, and Teaching Kitchen.
- ✓ Earth Month (April 2025) featured a Green Career Fair, campus clean-up, tree planting, World Wildlife Fund (WWF) certification workshop, and Climate Fresk workshop.
- ✓ SDG Month (March 2025) featured digital and in-person activities, including an awareness campaign, seed planting, SDG Jeopardy, Climate Café, and faculty engagement events.



Global Recognition SDG 17
Partnerships for the Goals
Top 35 globally in 2024 Times Higher Education Impact Rankings for advancing the UN SDGs

Fair Trade Silver Designation (2024)
recognizes YU's commitment to ethical procurement

UNAI SDG Hub Chair
selected to lead initiatives for SDG 10 - Reduced Inequalities (2025-2027)

45% emissions reduction
by 2030; net zero by 2040

82% carbon reduction
from investments

1000+ participants
in our Sustainable Living lecture series

785+ acres
of greenspace protected

Living Labs @ YU

SARIT EV Pilot
Micro-mobility electric vehicle testing on campus in partnership with Lassonde, involving real-world applications such as delivery and transport.

Full-Cycle Composting
Campus composting initiative led by students to divert organic waste and promote sustainable waste management.

Campus as a Living Classroom
Experiential learning embedded in campus sustainability operations, providing students with hands-on education tied to real projects.

Sustainability Innovation Fund Projects
Pilot projects advancing York's net-zero and climate goals, including green infrastructure and clean energy initiatives.

Circular Innovation Hub
Student-led research on circular economy, waste reduction, and sustainable design.