Measuring Success 2020-2025
Annual Evaluation 2021-2022
Measuring Success 2020-2025

The President and Vice-Presidents Integrated Resource Plan (PVP IRP) outlines the following 13 objectives being led by PVP.

21st Century Learning:
1. Continue to enhance the student learning experience / what and who we teach

Knowledge for the Future:
2. Continue to strengthen research excellence
3. Expand impact of research through knowledge mobilization, innovation, entrepreneurship

From Access to Success:
4. Continue to enhance coordinated and seamless SEM

Advancing Global Engagement:
5. Continue to advance York’s global engagement and Internationalization Plan

Working in Partnership:
6. Strengthen York’s sense of community engagement
7. Enhance stakeholder engagement - continue to build network of external partners

Living Well Together:
8. Enhance Mino Bimaaddiziwin/The Good Life
9. Renew HR, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities
10. Establish a Culture of Service Excellence
11. Establish York’s differentiated identity
12. Continue to consolidate Strategic Plan, including sustainability plan

Answering the Call:

Assessment of these objectives is outlined in York’s institutional dashboard (Measuring Success).
Measuring Success 2020-2025

The Institutional Dashboard (Measuring Success) is used as an assessment tool to help measure York’s performance over the five years of the UAP 2020-25 by including key quantitative and qualitative measures that demonstrate progress towards academic and strategic goals.

The dashboard supports and facilitates institutional effectiveness and continuous improvement.

The dashboard is organized by UAP 2020-25 Priorities and PVP IRP Objectives:

- Each PVP IRP objective includes at least one quantitative or qualitative measure
- Outcomes are expressed using numbers or qualitative descriptions
- Each measure includes a status update to indicate performance above or below the previous years’ results

On Track = ▲
Progressing = ▼
No Change = □
Measuring Success 2020-2025

13 Key Objectives
1. **Leader in 21st Century Learning**

   **1.1 Continuing to enhance the student learning experience /what and who we teach**

   **METRICS**
   
   1.1.1 Employment rates - Undergraduate: 2 years and 6 months
   1.1.2 OSAP Micro-Credentials
   1.1.3 Percentage (%) of undergraduate students taking advantage of flexible credential combinations
   1.1.4 Experiential Education (EE) Courses
   1.1.4 Experiential Education (EE) Enrolments
   1.1.4 MITACS - Graduate Student EE
   1.1.4 NSSE: Academic Challenge: Higher-Order Learning-First Year
   1.1.4 NSSE: Academic Challenge: Higher-Order Learning-Senior Year
   1.1.5 Number of Globally Networked Learning (GNL) Courses
   1.1.7 Blended and Online Courses
   1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives-First Year
   1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives-Senior Year
   1.1.7 Number of full-time tenure/tenure track faculty who attend professional development activities related to teaching and Learning

   **QUALITATIVE UPDATE**
   
   1.1.1 Continue to develop and approve strategic programs including those required for the Markham Campus
   1.1.1 Professional Master’s
   1.1.2 Growth and innovation in non-degree/non-credit programs
   1.1.3 Continue to consolidate York as a provincial leader for micro credentials with highest number of credentials recognized by MCU
   1.1.6 Enhance EDI Curriculum
   1.1.7 Capture lessons learned since March 2020 to develop longer-term online / TEL strategy

2. **Knowledge for the Future**

   **2.1 Continue to strengthen research excellence**

   **METRICS**
   
   2.1.1 Number of Funding Applications
   2.1.2 York Publications
   2.1.2 Field-Weighted Citation
   2.1.2 Tri-council income (all external grant and contract income)
   2.1.2 Sponsored Research Income
   2.1.3 Number of Large-Scale Applications and Dollars Awarded

   **QUALITATIVE UPDATE**
   
   2.1.1 Faculty Complement Renewal Strategy finalized to guide 5 -10 year planning
   2.1.2 Continue to build on largest success in CFI Innovation Fund
   2.1.3 Advance strategy for identifying opportunities, mobilizing faculty and applying for /securing large scale research applications
   2.1.4 Advance the research plan for the Vaughan Healthcare Precinct Strategy Implement MOU with Mackenzie Healthcare, SouthLake and Oak Valley
   2.1.4 Identify and advance areas of opportunities for leadership as identified in SRP including DEM ORU, CIFAL York activities in 2021-2022
   2.1.4 Markham Research Plan – The Future of Research Excellence
2. Knowledge for the Future

2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

METRICS
2.2.1 Number of Entrepreneurs Applied
2.2.1 Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements
2.2.1 Number of Industry Agreements
2.2.1 Funding Raised by Start-ups
2.2.1 Number of Invention Disclosures
2.2.1 Commercialization Value of Grants Supported

QUALITATIVE UPDATE
2.2.1 Expand YSpace Innovation Ecosystem with the launch of YSpace Digital and YSpace Georgina, and planning for YSpace Vaughan
2.2.1 Roll-out of Entrepreneurship Strategy

3. From Access to Success

3.1 Continue to enhance coordinated and seamless SEM

METRICS
3.1.1 Full-Year FTE/FFTE Actual and Enrolment Contract Targets - Gap to Target (Undergraduate, Masters, and Doctoral)
3.1.1 Graduation Rate 4YR, 5YR, 6YR
3.1.1 Year 1 to Year 2 Retention Rate
3.1.1 101 Application Market Share
3.1.1 101 Confirmation Market Share
3.1.2 International Student Retention
3.1.2 Undergraduate Scholarships and Bursaries
3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors-First Year
3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors-Senior Year

QUALITATIVE UPDATE
3.1.2 Complete recruitment strategy to diversify students by country (part of Internationalization and Global Engagement Plan)
3.1.3 Increase in recruitment efforts and student supports to strengthen representation of Indigenous and Black students
3.1.4 Advance Mental Health Strategy
3.1.4 Anti-oppressive training / unconscious bias training for staff / EDI training for students / implementation of recommendations from Open and Inclusive Dialogue Report / Athletics Review and Implementation of Recommendations
3.1.4 Enhance remote and one-stop services supported by new technologies
4. Advancing Global Engagement

4.1 Continue to advance York’s global engagement and internationalization plan

METRICS
4.1.2 Diversification of Student Body
4.1.2 UG and G (domestic & international) Headcount
4.1.2 Percentage (%) of International Student Population
4.1.5 International faculty / faculty completing their degrees from abroad
4.1.5 Percentage (%) of York’s collaborative publications that include an international co-author

QUALITATIVE UPDATE
4.1.1 New GE/Internationalization Strategy
4.1.2 Increase in internationalization in curriculum including GNL courses, enrolment #s (see metric 1.1.5)
4.1.3 5-year Las Nubes Plan
4.1.4 Plan for outward mobility advanced successful application for Federal Outbound Mobility Program increases starting post-pandemic
4.1.6 Continue to advance strategic international collaboration with north-south consortia

5. Working in Partnership

5.1 Strengthen York’s sense of community engagement

QUALITATIVE UPDATE
5.1.1 Collegial development of new Campus Vision and Strategy Initiative
5.1.1 Enhance consultations including Town Halls, Budget Consultations, develop post-pandemic cadence
5.1.2 Launch University Academic Forum for Academic Leaders meetings being regularly held on key initiatives aiming towards improved Employee Engagement (EE) over the UAP
5.1.3 Continue to advance PVP Retreat/team building, Birkman, complete strategic hires
5.1.3 Continue to consolidate Division EPC to set and advance priorities
5.1.4 Advance evolution of EPC Division including LR positions, AVP Indigenous Initiatives, AVP Faculty Affairs and assess CHREI org structure in 2021-2022
5.1.5 Complete Freedom of Speech Committee process
5.1.5 Design and implement new comprehensive policy framework and review Senate Policies
5.1.5 Design Markham Campus (MC) governance structure
5.1.5 Develop Governance Training for Senate, Board and Management

5.2 Enhancing stakeholder engagement – continue to build network of external partners

METRICS
5.2.4 Active Alumni
5.2.4 IMPACT Campaign
5.2.4 Annual Funds Raised
5. Working in Partnership

5.2 Enhancing stakeholder engagement – continue to build network of external partners (cont’d)

QUALITATIVE UPDATE
5.2.1 Develop a stakeholder relations strategy for York Region to support the Markham campus as a pilot for Stakeholder Relations
5.2.2 Carnegie Pilot – Actively contribute to the co-creation with the Canadian cohort to a made in Canada Carnegie Classification for Community Engagement by Spring 2022
5.2.3 Advance Vaughan Healthcare Precinct
5.2.4 Develop and submit to government a distinct School of Medicine (SoM) proposal in 2021-2022

6. Living Well Together

6.1 Enhance Mino Bimaaddiziiwin/The Good Life

METRICS
6.1.1 Employment Equity Statistics
6.1.2 Affirmative Action Education
6.1.3 Equity, Diversity and Inclusion (EDI) Training

QUALITATIVE UPDATE
6.1.1 Develop the Equity Strategy by 2021-2022 with a 5-year implementation plan
6.1.2 Continue to advance reconciliation in the curriculum and our research guided by the Decolonizing Research Report
6.1.3 Develop an ABR Framework and Action Plan in consultation with Black students, staff, faculty and alumni, and other stakeholders
6.1.4 Implement the Open and Respectful Dialogue recommendations on track (from Cromwell Review)
6.1.5 Convene and complete President’s Working Group on Free Speech process
6.1.6 Advance Glendon Strategy
6.1.7 Align Divisional/Faculty Plans and Performance with UAP 2020-2025 to encourage cohesiveness and connectedness across
6.1.8 Enhance Mental Health Strategy
6.1.9 Advance on-time AODA requirements

6.2 Living Together: Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities

METRICS
6.2.1 Renewal of Research, Teaching and Learning Spaces
6.2.2 Markham Campus
6.2.3 Service Excellence
6. Living Well Together

6.2 Living Together: Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities (cont’d)

QUALITATIVE UPDATE

6.2.1 Housing and Food Strategies
6.2.2 HR renewal strategy aligned with service culture transformation
6.2.3 Major capital projects on track based on benchmarks including Sherman, Goldfarb Gallery York University (GGYU), Markham Campus (MC), School of Continuing Studies (SCS)
6.2.4 Update Capital Priorities Process including PVP, UEC, Board
6.2.5 Continue to enhance safety including METRAC recommendations complete review of security model in 2021-2022 and explore alternative security models for implementation in 2022-2023
6.2.6 Develop clear procedures for consultation with Indigenous communities regarding capital development
6.2.7 Advance discussions with City of Vaughan regarding Healthcare Precinct lands
6.2.8 Continue to enhance Enterprise Architecture / strengthen UIT supports

6.3 Establish Culture of Service Excellence

QUALITATIVE UPDATE

6.3.1 Service Excellence Program – design target organization for end-to-end restructuring of all functions in Phase 1 (Finance, HR and IT)
6.3.2 FGS Service Level Agreements
6.3.3 See SSRP Release Strategy (October 2021)

6.4 Establish York’s differentiated identity

METRICS

6.4.1 THE Impact Rank
6.4.1 QS Subject Rank
6.4.1 THE Subject Rank
6.4.1 Maclean’s Comprehensive Category
6.4.1 Brand Health (Net Promoter Score)
6.4.1 Stakeholder Perceptions of York as good/excellent (1st Choice, 2nd Choice and Non-applicants)
6.4.1 Stakeholder Perceptions of York as good/excellent (Influencers and Parents)
6.4.2 Percentage (%) describing news as positive or neutral
6.4.2 Percentage (%) describing social media as positive or neutral

QUALITATIVE UPDATE

6.4.2 Refine the reputation brand campaign to strengthen focus on Right the Future, extend to Markham Campus and embed in institutional materials and publications
6.4.2 Integrate brand in Employment Engagement Survey process
6.4.2 Signature e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards
6.4.2 Update Communication Plan Framework
6. Living Well Together

6.5 Continue to consolidate Strategic Plan, including sustainability plan

QUALITATIVE UPDATE
6.5.1 Implement SHARP 2 budget model transition away from Hold Harmless and SHARP tax
6.5.2 Complete Campus Vision and Strategy (for edge lands, Commons, governance) for Board approval and begin execution
6.5.3 Implement new ERM
6.5.4 Monitor and successfully manage COVID-19 including: gradual re-opening of campuses and in-person activities throughout 2021-2022
6.5.5 Evolve the Asset Management Strategy

7. Strengthening our Impact on the UN SDG

7.1 United Nations Sustainable Development Goals (UN SDG) Challenge

QUALITATIVE UPDATE
7.1.1 Advance plans for an Organized Research Unit (ORU) and Centre of Excellence in Disaster and Emergency Management (DEM)
7.1.2 Develop an organizational structure to support York University as Living Lab to strengthen our impact on SDGs
7.1.3 Enhance visibility of our SDG activities
7.1.3 Establish and launch CIFAL York

Financial Indicators
- Net Income/Loss Ratio
- Net Operating Revenue Ratio
- Interest Burden Ratio
- Primary Reserve Ratio
- Viability Ratio
Measuring Success 2020-2025
Board of Governors
June 2022 Year End Report
1.1 Continuing to enhance the student learning experience / what and who we teach

1.1.1 Graduate Employment rates – Undergraduate: 2 years and 6 months

**Narrative:**
Employment after 2 years and 6 months has increased for the 2017 student cohort. Employment rate after 2 years has increased by 1.6%, and employment rate after 6 months has increased by 2%.

**Status:** ▲

**Definition:**
Percentage of undergraduate students taking advantage of flexible program options (e.g., part-time study, online)

**Note:** 2019 student cohort data available in July 2022

1.1.2 OSAP Micro-Credentials

**Number of OSAP-eligible micro-credential programs as listed by MCU**
For the previous OSAP academic year (2020-2021) we had 259 OSAP approved MC programs and for the current academic year, we have 321 OSAP approved micro-credential programs.

**Number of OSAP-receiving students enrolled in non-credit micro-credential programs**
For the 2020-2021 OSAP academic year we issued OSAP for micro-credential programs for 26 applications. This is for the period March 2021 (when OSAP was first available for micro-credential programs) through July 2021 (the end of the academic year). For the current 2021-2022 OSAP academic year (YTD) we have 151 OSAP for micro-credential applicants.

**Status:** ▲

**Definition:**
A micro-credential may be considered eligible for OSAP if it is:
- One period of study less than 12 weeks long; within the minimum of five hours long and the maximum of 300 hours long; quality-assured through institutional processes; and labour market relevant, as indicated by at least one of the following: a Classification of Instructional Programs (CIP) code, a National Occupational Classification (NOC) code, or partnership with specific industry partner(s) or employer(s).

1.1.3 Percentage (%) of undergraduates taking advantage of flexible program options

**Narrative:**
York’s flexible approach to teaching and learning continues to support student access to university education.

76% of students are taking advantage of flexible program options

**Status:** ▼

**Definition:**
Percentage of undergraduate students taking advantage of flexible program options (e.g., part-time study, online)

1.1.4 Experiential Education (EE) Courses

**Narrative:**
York is seeing an improvement in EE course enrolments and offerings. Note: 2021 values are preliminary and exclude summer 2022 results.

8% of courses are EE courses

**Status:** ▲

**Definition:**
Total course sections compared to EE course sections
1.21st Century Learning
1.1 Continuing to enhance the student learning experience / what and who we teach

1.1.4 Experiential Education (EE) enrolments

- York is seeing an increase in EE course enrolments and offerings. Note: 2021 values are preliminary and exclude summer 2022 results.
- 20% of students are enrolled in EE courses
- Total undergraduate and graduate students (unique students) enrolled in EE courses. (2020 results do not include the summer term)

2017 2018 2019 2020 2021
53,371 55,639 55,657 55,825 54,722
9,959 11,206 8,258 10,473 10,776

1.1.4 NSSE: Academic Challenge: Higher-Order Learning

- Mean score for section. York’s first year student average continues to improve.
- This Engagement Indicator captures the extent to which students’ coursework emphasizes challenging cognitive tasks such as application, analysis, judgment, and synthesis

Ontario - First Year York - First Year
2014 36.90 37.70
2017 36.40 36.90
2020 37.00 37.00

1.1.4 Mitacs - Graduate Student EE

- Mitacs FY 2020-2021
- Accelerate submissions
- York University is one of the 30 universities with the highest number of internship unit submissions.
- York University is number 34 out of the 72 universities of internship unit submissions with Mitacs for its flagship program Accelerate. 88 approved valued at $1,368,306.

- Accelerate submissions per full-time graduate student
- York University is one of the 30 universities with the highest ratio of Accelerate internship unit submissions relative to their full-time graduate student enrolment.
- York University is number 58 out of a total of 72 universities.

1.1.4 NSSE: Academic Challenge: Higher-Order Learning

- Mean score for section. York’s senior year student average is significantly higher compared with Ontario.
- This Engagement Indicator captures the extent to which students’ coursework emphasizes challenging cognitive tasks such as application, analysis, judgment, and synthesis

Ontario - Senior Year York - Senior Year
2014 37.80 39.90
2017 37.20 39.00
2020 39.70 39.70

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1.21st Century Learning
1.1 Continuing to enhance the student learning experience / what and who we teach

1.1.5 Number of Globally Networked Learning (GNL) courses

York International held 36 GNL Workshops. 5 GNL Courses engaged students and partners in 8 Countries. Secured $500k federal Global Skills Opportunity funding to support virtual exchanges for Black, Indigenous, and People of Colour (BIPOC) students.

900+ students have participated in GNL courses (434 York students, 514 students from partner institutions)

1.1.7 Blended and Online Courses

Narrative: Online and blended learning has been increasing steadily over the last three years. These include courses initially designed and approved as online or blended. With widespread adoption of remote delivery methods during the pandemic, we expect this trend to continue.

17% increase in online since 2020
22% increase in blended since 2020

1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives

Definition: Mean Score (out of 4) Question: Included diverse perspectives (political, religious, racial/ethnic, gender, etc.) in course discussions or assignments

Narrative: York’s students’ average (senior-year students) continues to be higher compared with Ontario.

Status: ▲

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Status: ▲

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Status: ▲
1.21st Century Learning
1.1 Continuing to enhance the student learning experience /what and who we teach

1.1.7 Number of full-time tenure/tenure track faculty who attend professional development activities related to teaching and learning

<table>
<thead>
<tr>
<th>Year</th>
<th># of FT tenure/tenure track faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>358</td>
</tr>
<tr>
<td>2018</td>
<td>835</td>
</tr>
<tr>
<td>2019</td>
<td>281</td>
</tr>
<tr>
<td>2020</td>
<td>495</td>
</tr>
<tr>
<td>2021</td>
<td>827</td>
</tr>
</tbody>
</table>

**Narrative:**
York has seen a continuous increase in the number of full-time tenure/tenure track faculty who attend professional development activities offered by the Teaching Commons.

**Status:** ▲

**Definition:**
Inclusions: Teaching Commons webinars, workshops, courses, programs, TiF, NFO

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1.1.1 Professional Master’s

7 Professional Master’s programs are under development and 2 are NOI-approved. The Master’s in Biotech Mgmt (for Markham) has been approved by Senate.

1.1.2 Growth and innovation in non-degree/non-credit programs

In 2020-2021, 26,000 students enrolled in non-credit lifelong learning opportunities. The School of Continuing Studies soft launched Phase I of CareerBrain, an AI-powered career navigator platform that points potential students to skills and jobs in high demand. In June 2022, the Phase 2 launch and will be supported by a national marketing and public relations campaign.

1.1.6 Enhance EDI Curriculum
New resource hired in Teaching Commons to support EDI in curriculum development. The University Academic Leadership Forum included a session on Equity Strategy and decolonizing curriculum. BA in Black Studies is under development.

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1.1.3 Continue to consolidate York as a provincial leader for micro-credentials with highest number of credentials recognized by MCU

York continues to lead province with OSAP-eligible non-credit upskilling micro-credentials. In 2021-2022, York increased its offerings by 24% (from 252 to 321).

1.1.7 Capture lessons learned since March 2020 to develop longer-term online / TEL strategy

York has aggressively pursued external funding for academic innovation projects. 14 applications were submitted to eCampus Ontario. Two examples of external funding received: Central Virtual Learning Platform (CVLP) funding from eCampus Ontario totalling $75,000 to support academic innovation; Training Equipment & Renewal Fund (TE&RF) from the Ministry totalling $823,807 to bring cutting-edge technology into the classroom.
2. Knowledge for the Future
2.1 Continue to strengthen research excellence

### 2.1.1 Number of Funding Applications

**Narrative:**
York’s successful research grant applications have increased 72% since 2020.

**Status:** ▲

**Definition:**
Number of successful research grant applications.

### 2.1.2 York Publications

**Narrative:**
York continues to increase its research publication outputs.

**Status:** ▲

**Definition:**
Total number of publications in the calendar year. Includes all publications types-articles, conference papers, reviews, books and book chapters.

Source: SciVal

### 2.1.2 Field-Weighted Citation

**Narrative:**
York’s field-weighted citation is above the global average of 1.00 for similar publications. More than 1.00 indicates that a university’s publications have been cited more than would be expected based on the global average for similar publications.

**Status:** ▼

**Definition:**
York’s publication citations received compared to the average number of citations received by all other similar publications in the world.

### 2.1.2 Tri-council income (All external grant and contract income)

**Narrative:**
Increases in Tri-council income in all three councils. Note: Tri-Council funding drop in 2020 due to changes in COFO Tri-Council reporting where NCE and CFREF funds were excluded.

**Status:** ▲

**Definition:**
All external research grant and contract income. Source: Council of Ontario Finance Officers (COFO)
2. Knowledge for the Future

2.1 Continue to strengthen research excellence

2.1.2 Sponsored Research Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$96,030,000</td>
</tr>
<tr>
<td>2018</td>
<td>$100,304,000</td>
</tr>
<tr>
<td>2019</td>
<td>$100,416,000</td>
</tr>
<tr>
<td>2020</td>
<td>$105,168,000</td>
</tr>
</tbody>
</table>

Narrative:
York continues to exceed the 100M threshold

22nd among 50 Top research universities in Canada

Status: ▲

Definition:
Sponsored research income includes all funds to support research received in the form of a grant, contribution or contract from all sources external to the institution. Update to data expected November 2022

Source: Research Infosource

2.1.2 Continue to build on largest success in CFI Innovation Fund

York received 3 projects funded with a total of $14.55M (with Ontario match), the most Canadian Foundation for Innovation (CFI) Fund funding and successful awards ever received by York in one competition.

2.1.3 Number of Large-Scale Applications and Dollars Awarded

In 2021-2022 there were 40 large-scale applications, with $20,876,255 in awarded funds.

Going forward York will strive for an increase of 5% in the research funding associated with large-scale projects (on a 3-year rolling basis).

This measure includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CF1 IF, CRC, ORF RE, and ORF LIF.

2.1.4 Advance the research plan for the Vaughan Healthcare Precinct Strategy

Implement MOU with Mackenzie Healthcare, Southlake and Oak Valley

Mackenzie Health has requested a temporary pause on starting new research collaborations given COVID. York is identifying projects for potential research collaborations with Southlake Regional Health Centre in Newmarket, William Osler, Humber River Regional Hospital, and North York General.

2.1.4 Markham Research Plan - The Future of Research Excellence

Finalized the research vison document (York University Markham Campus: The Future of Research Excellence). Launched search for three Ontario Research Chairs focused on public policy aspects of research clusters at Markham Campus.

2.1.1 Faculty Complement Renewal Strategy finalized to guide 5-10 year planning

VPR1 and the Provost supported the 2022 complement call. Complement call invites proposals for up to 40 professorial stream Strategic Research Hires, each of which will be supported with central funding to attract exceptional candidates.

2.1.3 Advance strategy for identifying opportunities, mobilizing faculty and applying for /securing large scale research applications

The Catalyzing Interdisciplinary Research Clusters (CIRC) initiative was created to strengthen globally leading interdisciplinary research excellence in areas of strategic importance. In 2021-2022, York invested more than $3.5M in the initiative.

2.1.4 Identify and advance areas of opportunities for leadership as identified in SRP including DEM ORU, CIFAL York activities in 2021-2022

Identified areas of opportunities for leadership through the completion of the AI & Society Task Force report “Fostering the Future of Artificial Intelligence.” Initiatives arising out the report include: AI and Society identified as one of the Markham Campus research clusters for research intensification; a CIRC grant; an ORU Charter proposal for an AI & Society ORU; and meetings with Vector Institute.

2.1.4 Markham Research Plan - The Future of Research Excellence

Finalized the research vison document (York University Markham Campus: The Future of Research Excellence). Launched search for three Ontario Research Chairs focused on public policy aspects of research clusters at Markham Campus.

QUALITATIVE UPDATE

2.1.3 Number of Large-Scale Applications and Dollars Awarded

In 2021-2022 there were 40 large-scale applications, with $20,876,255 in awarded funds.

Going forward York will strive for an increase of 5% in the research funding associated with large-scale projects (on a 3-year rolling basis).

This measure includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CF1 IF, CRC, ORF RE, and ORF LIF.
2. Knowledge for the Future
2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

2.2.1 Number of Entrepreneurs Applied
Narrative: There has been a significant increase in the number of entrepreneurs applying to York programming with a 54% increase since 2021.
Status: ▲
Definition: The number of unique founders supported through entrepreneurship programming. A founder may only be recorded once annually. This metric does not include all employees of the start-up venture.

2.2.1 Number of Industry Agreements
Narrative: Number of industry agreements continue to increase. York has seen a 19% increase since 2020.
Status: ▲
Definition: Agreements relating to incoming or outgoing funds for research, including but not limited to sponsored research agreements, collaboration agreements, service agreements and subgrants. An agreement may only be counted once and is counted during the reporting period when it is fully signed.

2.2.1 Funding Raised by Start-ups
Narrative: The funding raised by start-ups supported by the Innovation York team has increased by 47% since 2020.
Status: ▲
Definition: The amount of funding received by start-up ventures which includes but is not limited to grants, loans, and investment in the reporting period. Start-up ventures will fall under the total start-up ventures supported metric.

METRICS
Enabling York to be the first of a kind entrepreneurship hub in delivering unique programs that are first for industry in the Region.
Establishing York as a recognized leader in Entrepreneurial programming
2.2.1 Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements
Narrative: Engagement in entrepreneurial activities including workshops, presentations and speaking engagements has increased by 22% since 2021.
Status: ▲
Definition: Number of workshops, presentations, and speaking engagements delivered by the Innovation York entrepreneurship unit. Workshops, events, and speaking engagements are counted in the reporting period in which they occurred.

2.2.1 Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements
Narrative: Engage in entrepreneurial activities including workshops, presentations and speaking engagements has increased by 22% since 2021.
Status: ▲
Definition: Number of workshops, presentations, and speaking engagements delivered by the Innovation York entrepreneurship unit. Workshops, events, and speaking engagements are counted in the reporting period in which they occurred.
2. Knowledge for the Future
2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

2.2.1 Number of Invention Disclosures

**Narrative:**
The number of invention disclosures dropped by 11% since 2020, but overall has continued upward, with an increase of 67% since 2019.

**Status:**

**Definition:**
Number of invention disclosures formally submitted to the Innovation York commercialization unit. An invention disclosure is counted in the reporting period in which it is formally submitted.

---

2.2.1 Commercialization Value of Grants Supported

**Narrative:**
The value of commercialization grants supported has decreased by 17% since 2020.

**Status:**

**Definition:**
The amount of money applied for in the grants supported metric.

---

2.2.1 Expand YSpace Innovation Ecosystem with the launch of YSpace Digital and YSpace Georgina, and planning for YSpace Vaughan

Expanded YSpace Innovation Ecosystem with the launch of YSpace Digital and YSpace. Secured a Ministry of Agriculture, Food and Rural Affairs (OMAFRA) grant to build YSpace Georgina on a 2-year pilot project (opening June 2022).

---

2.2.1 Roll-out of Entrepreneurship Strategy

Consulted with equity, diversity, inclusion and decolonization groups, Black, Indigenous, and people of color (BIOPIC) community, and Centre for Human Rights. Entrepreneurship Strategy was approved in June 2021. Implementation is ongoing.
York comes very close to meeting its enrolment targets each year. In 2021, master’s student enrolment targets were missed by 5%. Doctoral enrolments exceeded expectations. Within the midst of COVID, enrolment uncertainty continues.

### Notes:
1. FFTEs exclude masters and doctoral that are passed their graduate funding limit.
2. For 2017 there were no contract targets for graduate (masters and doctoral) ineligible visa students in the enrolment contracts.

**Definition:**
- Undergraduate Full-Year FFTE Masters Full-Year FFTE
- Doctoral Full-Year FFTE (FFTE=Fiscal Full-Time Equivalent)

#### Narrative:
First-to-second year retention trend continues.

#### Definition:
Percentage of first-time, full-time undergraduate university students who commenced their study in a given Fall term and have continued to study at the same institution in the next Fall term.
3. From Access to Success

3.1 Continue to enhance coordinated and seamless SEM

3.1.1 101 Application Market Share

**Narrative:**
101 market share applications have been consistent for the last 2 years

**Status:** ▲

**Definition:**
First Choice Applications: Direct entry from an Ontario high school

3.1.1 101 Confirmation Market Share

**Narrative:**
101 market share confirmations have increased 1.4% since last year.

**Status:** ▲

**Definition:**
101 Confirmations. Direct entry from an Ontario high school. Total first choice, second choice, third choice and > third choice confirmation market share

3.1.2 International Student Retention

**Narrative:**
International student retention rates decreased 1.4% since 2020.

**Status:** ▼

**Definition:**
The retention rate is defined as the percentage of international students in a given fall term who returned to the institution in the next fall term.

3.1.2 Undergraduate Scholarships and Bursaries

**Narrative:**
The significant increase in funding is attributed to the launch of three awards to offset the 10% international undergraduate tuition fee increase for Summer 2020 and Fall/Winter 2020-2021. The three awards were tied to academic achievement and were named the York University International Scholarship of Merit, the York University International Award of Merit, and the York University International Grant. These awards resulted in a total disbursement of $23.6M to 10,269 students.

**Status:** ▲

**Definition:**
Undergraduate scholarships and bursaries
3. From Access to Success

3.1 Continue to enhance coordinated and seamless SEM

### 3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors

**Narrative:**
NSSE 2020: York’s first year students’ average are comparable to the Ontario average. Results demonstrate that York’s broader initiatives, aimed at improving academic advising services, are starting to make a meaningful difference.

**Definition:**
Mean Score (out of 7) Question: Quality of interactions with academic advisors

<table>
<thead>
<tr>
<th>Year</th>
<th>Ontario - First Year</th>
<th>York - First Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4.12</td>
<td>4.66</td>
</tr>
<tr>
<td>2017</td>
<td>4.30</td>
<td>4.63</td>
</tr>
<tr>
<td>2020</td>
<td>4.68</td>
<td>4.84</td>
</tr>
</tbody>
</table>

**Status:**

### 3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors

**Narrative:**
NSSE 2020: York’s senior year students’ average have exceeded the Ontario average. Results demonstrate that York’s broader initiatives, aimed at improving academic advising services, are starting to make a meaningful difference.

**Definition:**
Mean Score (out of 7) Question: Quality of interactions with academic advisors

<table>
<thead>
<tr>
<th>Year</th>
<th>Ontario - Senior Year</th>
<th>York - Senior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4.15</td>
<td>4.69</td>
</tr>
<tr>
<td>2017</td>
<td>4.38</td>
<td>4.55</td>
</tr>
<tr>
<td>2020</td>
<td>4.67</td>
<td>4.84</td>
</tr>
</tbody>
</table>

**Status:**

### Qualitative Update

3.1.2 Complete the recruitment strategy to diversify students by country (part of Internationalization and Global Engagement Plan)

Expanded International Recruitment Strategy including 13 new partnerships with Chinese Universities. Extensive digital marketing underway (20 countries, 68 programs). Significant growth in interest from emerging international markets including Bangladesh, India, Iran, South Korea, Turkey, Vietnam, and several African countries.

3.1.3 Increase in recruitment efforts and student supports to strengthen representation of Indigenous and Black students

Black Excellence Program (BE YU) includes partnerships (pending) with school boards (Toronto District School Board) for outreach to Black-identified students enabling targeted recruitment and preadmission programing. Student Recruitment & Admissions has initiated an Indigenous Admissions Working group to review policies and practices during the admission cycle that may be negatively impacting Indigenous enrolments.

3.1.4 Enhance remote and one-stop services supported by new technologies

Remote and one-stop services, supported by new technologies (e.g. Civitas-Inspire; SAVY; OWL, MoveOn) to meet student expectations. Civitas Inspire technology continues to expand and support advising efforts. Civitas Inspire was launched days before the change to remote delivery in March 2020. 117,587 notes are now in Inspire, capturing every interaction, eliminating the need for students to repeat/recall previous interactions.
4. Advancing Global Engagement
4.1 Continue to advance York’s global engagement and internationalization plan

4.1.2 Diversification of Student Body

**15,926** students representing **29.1%** of our student population from **171** countries

**Definition:** Students who are citizens of other countries and/or non-Canadians. This includes domestic and visa students.

**Note:** Growth in other major markets like India, Bangladesh, Nigeria, Iran and smaller markets will continue to make it so that the international undergraduate student body will continue to diversify.

4.1.2 Percentage (%) of international student population

**Narrative:**
International Student Recruitment Recovery Plan (2021-2024) underway (focused on increasing conversion rates; recovering recruitment levels in leading markets; diversifying enrolment from growth and emerging markets (countries and programs); providing additional supports in-country to applicants in priority markets.

**Status:** ▲

**Definition:**
Undergraduate + graduate headcount as of Nov 1, 2021

4.1.5 International faculty / faculty completing their degrees from abroad

**1,693** full-time faculty with doctoral or equivalent degrees **35.7%** have completed their degrees from abroad

**Definition:**
Undergraduate + graduate headcount as of Nov 1, 2021. Excludes Canadian and permanent residents.
4. Advancing Global Engagement

4.1 Continue to advance York’s global engagement and internationalization plan

4.1.1 New GE/Internationalization Strategy

New GE/Internationalization Strategy completed and implementation is on track. Provost’s office led development of coordinated international rankings strategy involving Deans, Libraries, OIPA, YI, VPRI, C&PA. Secured new staff analyst, consulting services, and digital resources to increase institutional efforts to present best possible evidence to rankings agencies and to project our successes, especially Impact Rankings. Fall 2021 York received $500k from federal Global Skills Opportunity Program for SDG-related education.

4.1.2 Increase in internationalization in curriculum including GNL courses, enrolment #s (see metric 1.1.5)

York International held 36 Globally Networked Learning Workshops. 5 Globally Networked Learning (GNL) Courses engaged 900+ students and partners in 8 Countries. Secured $500k federal Global Skills Opportunity funding to support virtual exchanges for Black, Indigenous, and people of color (BIPOC) students (as noted in metric 1.1.5).

4.1.3 5-year Las Nubes Plan

Las Nubes Plan completed in 2020-2021. Implementation is on track. The Faculty of Environmental & Urban Change (EUC) has reopened course offerings as of summer 2022.

4.1.4 Plan for outward mobility advanced successful application for Federal Outbound Mobility Program increases starting post-pandemic

York International secured renewal of Ministry funding for study abroad scholarship. Exchange partnerships renewed and expanded in preparation for resumption of travel opportunities. Through Ontario Council of Academic Vice-Presidents (OCAV), York assumed leadership of Ontario Universities International (OUI) and mounted successful advocacy campaign with province to renew funding for study abroad scholarships.

4.1.6 Continue to advance strategic international collaboration with north-south consortia

Engaged Hemispheric University Consortium (HUC) in virtual conferences, student exchange, and Globally Networked Learning (GNL) courses. Early planning underway for symposium on Climate Resiliency with HUC partners at Las Nubes campus.

Narrative:
International scholarly output is steady.

4.1.5 Percentage (%) of York’s collaborative publications that include an international co-author

<table>
<thead>
<tr>
<th>Year</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>54%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>56%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>59%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>60%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>59%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Status: 

Definition:
Benchmarking Module - Collaboration Metric. Measure taken May 2022 Source: SciVal

QUALITATIVE UPDATE

METRICS

Building a Better Future
### 5. Working in Partnership

#### 5.1 Strengthen York’s sense of community engagement

<table>
<thead>
<tr>
<th>5.1.1 Collegial development of new Campus Vision and Strategy Initiative</th>
<th>5.1.1 Enhance consultations including Town Halls, Budget Consultations, develop post-pandemic cadence</th>
</tr>
</thead>
<tbody>
<tr>
<td>A comprehensive communication strategy and plan was developed and executed to support the launch of the Campus Vision in Fall 2021.</td>
<td>Hosted monthly virtual Town Halls to engage the community in COVID planning and related outcomes with 17,386 participants and 93% satisfaction rate. Integrated Resource Planning is a campus-wide process that involves careful preparation and broad community engagement. Completed 16 Budget Consultations across all divisions and faculties. Broad engagement on the School of Medicine and Vaughan Healthcare Centre Precinct (VHCP) with the entire university community.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.1.2 Launch University Academic Forum for Academic Leaders meetings being regularly held on key initiatives aiming towards improved Employee Engagement (EE) over the UAP</th>
<th>5.1.3 Continue to advance PVP Retreat/team building, Birkman, complete strategic hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launched University Academic Leaders Forum.</td>
<td>Strategic hires complete (Chief Information Officer, VP, Advancement, AVP, Institutional Planning and Chief Data Officer). Team building is ongoing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.1.3 Continue to consolidate Division EPC to set and advance priorities</th>
<th>5.1.4 Advance evolution of EPC Division including LR positions, AVP Indigenous Initiatives, AVP Faculty Affairs and assess CHREI org structure in 2021-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVP, Indigenous Initiatives and AVP Faculty Affairs hired. Talent Acquisition &amp; Development (TAD) expanded its manager development opportunities and includes: 22 Onboarding and Elective courses 5 Leader U Program courses 5 Executive U Program Courses.</td>
<td>Successful hire of AVP, Indigenous Initiatives and AVP, Faculty Affairs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.1.5 Complete Freedom of Speech Committee process</th>
<th>5.1.5 Design and implement new comprehensive policy framework and review Senate Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report of Free Speech Working Group submitted last year (as noted in 6.1.5).</td>
<td>Draft policy framework complete. Hired Senior Policy Advisor. 12 policies reviewed, 4 new policies completed and 10 ongoing reviews are underway.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.1.5 Design Markham Campus (MC) governance structure</th>
<th>5.1.5 Develop Governance Training for Senate, Board and Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Provost Markham appointed. Markham Collegial Governance Proposals shared with internal community for input, and academic and administrative governance model clarified for start-up phase of Campus.</td>
<td>Defined the new position of Senior Policy Advisor. Process to develop a Comprehensive Governance Training Program defined and implementation plan approved by Senate, Board and PVP. Assessment of Governance Training Needs launched.</td>
</tr>
</tbody>
</table>
5. Working in Partnership

5.2 Enhancing stakeholder engagement – continue to build network of external partners

5.2.4 Active Alumni

350,000 +
active alumni worldwide

While the pandemic continues to impact alumni engagement activity, new programs and specialized “salon-style” activities were introduced and resulted in meaningful engagement and follow-up. Innovative programs such as the President’s Salons engaged industry and thought leaders with York’s priorities and Mid-Career Conversations engaged a targeted group of alumni. An alumni market research survey was conducted to better engage York’s alumni, and results expected later this summer will be acted on. A new digital alumni card was introduced, enabling alumni to take advantage of dozens of alumni perks from the convenience of their smartphone. Convocation will be in person this spring, including 12 ceremonies for our alumni who had virtual convocations in the last two years. Alumni, students, staff, and friends were brought together virtually for the York U Alumni Awards, an evening of entertainment, networking and celebration honouring the outstanding accomplishments of alumni award recipients. And to build on the success of the Top 30 Under 30 Changemakers program launched in 2021, the second Top 30 is being celebrated. In total, Advancement engaged 7.6% of its legally contactable alumni in FY22, an increase from 6.15% in FY21.

5.2.4 IMPACT Campaign

$523,671,585
raised for Impact: The Campaign for York University

As York continues to surpass the original campaign goal of $500M, now at $524,090,362, the Impact Campaign will be extended to continue the positive momentum to support the University’s robust priorities. Advancement strategies are in their final draft stage, and inventory is being taken of pan-University priorities (e.g., Markham Campus, School of Medicine, Vaughan Healthcare Precinct). The goal is to create a campaign extension plan and relaunch for fall 2022. Advancement is excited for this next phase of fundraising and engagement at York.

5.2.4 Annual Funds Raised

$26,272,455
raised

This was a year of transition in Advancement; the Vice-President leadership change, staff vacancies, as well as a lack of transformational gifts have impacted totals. Despite these factors, Advancement accelerated its philanthropic gifts from individuals and its faculty-based call activity. In FY22, the number of gifts increased by 8% (4,135) and the number of individual donors increased by 9% (3,560) compared to FY21. Advancement raised a total of $26,272,455, which is lower than its usual $40M-$50M. Best practices for tracking core fundraising activity is done by excluding transformational gifts in totals. When this methodology is applied, there is an increase of 26% in total dollars raised compared to FY21. This indicates that Advancement is on the right path to a sustainable increase of philanthropy at York. As Advancement moves to phase 2 of the campaign, it will build the donor pipeline for transformational gifts to support York’s existing and emerging strategic priorities. For example, a Markham Campus Campaign Committee was established and $10.4M of a $50M goal was raised, and a Goldfarb Gallery York University (GGYU) fundraising plan was activated and more than half of the $10M goal was raised, and there is a robust prospect pipeline for both projects.
### 5. Working in Partnership

#### 5.2 Enhancing stakeholder engagement – continue to build network of external partners

<table>
<thead>
<tr>
<th><strong>5.2.1 Develop a stakeholder relations strategy for York Region in support for the Markham campus as a pilot for Stakeholder Relations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tracking progress to plan with entrepreneurship, Work Integrated Learning (WIL), curriculum design as foci in 2021-2022. Strategic advice and support provided to advance Institutional relationships with key stakeholders in Markham including YMCA, IBM, United Way, RBC and Qualcomm.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5.2.2 Carnegie Pilot – Actively contribute to the co-creation with the Canadian cohort to a made in Canada Carnegie Classification for Community Engagement by Spring 2022</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>The governance working group created the Framework documents for the Canadian Classification model, and developed the Request for Proposal (RFP) for the hosting organization.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5.2.3 Advance Vaughan Healthcare Precinct</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Feasibility Study completed, and Vaughan Council Task Force created for partners to explore how to realize the Vaughan Healthcare Precinct (VHCP). Signed letter of intent to advance our partnership in the Vaughan Healthcare Precinct (Fall 2021) leading to a renewed MOU with the City (Winter 2022). MOUs with Mackenzie Health and Oak Valley Health signed. MOU with Southlake Regional Health Centre underway.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5.2.4 Strengthen supports for York's Campaign</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeline for the Campaign refresh is established. Campaign will be relaunched in Fall 2022.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5.2.2 Continue to enhance GR and CR relationships/strategy at all levels</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed and implemented a Federal Election strategy. This spring the Government Relations team began to implement York’s strategy for the Provincial election and has developed an election strategy for the municipal election.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5.2.3 Develop and submit to government a distinct School of Medicine (SoM) proposal in 2021-2022</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced the School of Medicine (SoM) advocacy strategy.</td>
</tr>
</tbody>
</table>
6.1.1 Employment Equity Statistics

- **All Employees**
  - Women: 56.2%
  - Racialized Groups: 25.3%
  - Persons With Disabilities: 5.0%
  - Indigenous: 0.8%
  - 2SLGBTQ+: 6.2%

- **All Academic**
  - Women: 56.0%
  - Racialized Groups: 24.5%
  - Persons With Disabilities: 5.0%
  - Indigenous: 0.9%
  - 2SLGBTQ+: 6.2%

- **All Non-Academic**
  - Women: 55.2%
  - Racialized Groups: 19.8%
  - Persons With Disabilities: 4.0%
  - Indigenous: 0.8%
  - 2SLGBTQ+: 3.8%

- **Women**
  - 2021: 56.2%
  - 2020: 56.0%
  - 2019: 55.2%
  - 2018: 56.7%

- **Racialized Groups**
  - 2021: 25.3%
  - 2020: 24.5%
  - 2019: 19.8%
  - 2018: 25.8%

- **Persons With Disabilities**
  - 2021: 5.0%
  - 2020: 5.0%
  - 2019: 4.0%
  - 2018: 4.4%

- **Indigenous**
  - 2021: 0.8%
  - 2020: 0.9%
  - 2019: 0.8%
  - 2018: 0.8%

- **2SLGBTQ+**
  - 2021: 6.2%
  - 2020: 7.4%
  - 2019: 3.8%
  - 2018: 3.5%

**Narrative:**

From May 2021 – April 2022, the Division of Equity, People & Culture, in partnership with YUFA, co-facilitated 19 Unconscious Bias/Affirmative Action workshops. There were approximately 10-15 participants per workshop.

**6.1.1 Equity, Diversity and Inclusion (EDI) Training**

3,765 participants in 33 Respect, Equity, Diversity and Inclusion (REDI) workshops & 58 custom sessions.

**Narrative:**

Between May 2021 and April 2022, the Centre for Human Rights, Equity and Inclusion provided training to 3,765 Faculty, Staff and Students over 91 standardized (REDI Series and Anti-Racism Workshop Series) and customized (strategic, responsive sessions based on community requests) sessions.
6. Living Well Together
6.1 Enhance Mino Bimaaddiziwin/The Good Life

6.1.1 Develop the Equity Strategy by 2021-2022 with a 5-year implementation plan
A draft Equity Strategy has been prepared and university-wide consultations are underway, including with the President’s Advisory Council.

6.1.2 Continue to advance reconciliation in the curriculum and our research guided by the Decolonizing Research Report
Implementation Plan was presented to Indigenous Council in Spring 2021. Seed grant fund established to support researchers/ scholarship and community engagement and knowledge mobilization. Funding was also directed to support the launch of the Centre for Indigenous Knowledges and Languages (CIKL) Organized Research Units (ORU). CIKL ORU is up and running. The AVP Indigenous Initiatives was appointed.

6.1.3 Develop an ABR Framework and Action Plan in consultation with Black students, staff, faculty and alumni, and other stakeholders
The Action Plan was finalized and shared with the community in Fall 2021. Dedicated hiring programs resulted in 12 Black and 5 Indigenous scholars hired. Developed postdoc program dedicated to Black and Indigenous scholars, 4 hired in 2021-2022. Established the inaugural Black Advisory Council.

6.1.4 Implement the Open and Respectful Dialogue recommendations on track (from Cromwell Review)
Implementation of the recommendations is ongoing. Human Rights Policy was approved in June 2021. Postering policy and procedures were approved in Fall 2021.

6.1.5 Convene and complete President’s Working Group on Free Speech process

6.1.6 Advance Glendon Strategy
Principal’s Advisory Committee undertook a strategic review of Glendon’s identity, offerings, student recruitment, reputation; analysis of market research data on current strengths, challenges, and future opportunities is underway.

6.1.7 Align Divisional/Faculty Plans and Performance with UAP 2020-2025 to encourage cohesiveness and connectedness across University
Fully implemented the Confidential Professional & Managerial (CPM) compensation Framework in Spring-Summer 2021.

6.1.8 Develop and roll out of the Transitional Remote Work Policy including evaluation to be undertaken for consideration of longer term implications for work
The Transitional Remote Work Policy was rolled out and runs to August 31, 2022. 2022 Survey results will inform the Hybrid Work Policy for approval by the President in June 2022.

6.1.8 Enhance Mental Health Strategy
The Transitional Remote Work Policy was rolled out and runs to August 31, 2022. A Survey of employees on the topic of the Transitional Remote Work experiences was developed and run in early 2022. Results have been presented to senior leadership and, along with promising practices, research and trends will form the basis for a Hybrid Work Policy for approval by the President in June 2022. Wellbeing Strategy being developed between VPEPC/VPS. Committee structure, terms of reference and meetings are in progress. Expected date of completion April 2023.

6.1.9 Advance on-time AODA requirements
Accessibility for Ontarians with Disabilities Act (AODA) compliance activities advanced and completed for the year.
6.2 Renewal of Research, Teaching and Learning Spaces

Space Renewal

Renovation of 57/282 Registrar Controlled Classrooms (various sizes) will be completed by summer 2022. An additional 75 classroom renovations are planned for 2024-2029.

$6M allocated for classroom technology updates. Completed 245/298 updates as part of the Classroom Evergreening Program. An additional 53 classroom technology updates are planned for 2022.

65 Hyflex classroom retrofits completed. An additional 5 classroom retrofits are planned for 2022.

6.2.3 Markham Campus

Opening Spring 2024

It is anticipated that the Markham Campus project will reach substantial completion by late spring 2024. A detailed review is underway to fully assess and quantify the impact on project schedule and budget.

6.2.3 Service Excellence

6 High Volume Lifted And Shifted

6 high volume administrative functions in Central units have been 'lifted and shifted' into the University Services Centre (USC): Central HR Units: Pension & Benefits, Payroll & Records; Central Finance Units: General Accounting; Accounts Payable; Accounts Receivable; Expense Reporting; and Procurement Operations.
### 6. Living Well Together

#### 6.2 Renew HR, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities

<table>
<thead>
<tr>
<th>QUALITATIVE UPDATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.2.1 Housing and Food Strategies</strong></td>
</tr>
<tr>
<td><strong>6.2.2 HR renewal strategy aligned with service culture transformation</strong></td>
</tr>
<tr>
<td><strong>6.2.3 Major capital projects on track based on benchmarks including Sherman, Goldfarb Gallery York University (GGYU), Markham Campus (MC), School of Continuing Studies (SCS)</strong></td>
</tr>
<tr>
<td><strong>6.2.4 Update Capital Priorities Process including PVP, UEC, Board</strong></td>
</tr>
<tr>
<td><strong>6.2.5 Continue to enhance safety including METRAC recommendations complete review of security model in 2021-2022 and explore alternative security models for implementation in 2022-2023</strong></td>
</tr>
<tr>
<td><strong>6.2.6 Develop clear procedures for consultation with Indigenous communities regarding capital development</strong></td>
</tr>
<tr>
<td><strong>6.2.7 Advance discussions with City of Vaughan regarding Healthcare Precinct lands</strong></td>
</tr>
<tr>
<td><strong>6.2.8 Continue to enhance Enterprise Architecture / strengthen UIT supports</strong></td>
</tr>
</tbody>
</table>

### 6.3 Establish Culture of Service Excellence

<table>
<thead>
<tr>
<th>QUALITATIVE UPDATE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6.3.1 Service Excellence Program – design target organization for end-to-end restructuring of all functions in Phase 1 (Finance, HR and IT)</strong></td>
</tr>
<tr>
<td><strong>6.3.2 FGS service level agreements</strong></td>
</tr>
</tbody>
</table>
6. Living Well Together
6.3 Establish Culture of Service Excellence

6.3.3 See SSRP Release Strategy

▶ IAM: Completed two out of three IAM foundational projects. Privileged Access Management (PAM) and Access Management (AM). Identity Governance Administration (IGA) will start in July 2022.

▶ CRM: Completed Fit Gap. Completed second Negotiated Request for Proposal (NRFP). Master Services Master Service Agreement, SOW and license negotiations are underway with a target to begin the project in July 2022.


▶ Enterprise Integration Platform Proof of Concept (POC): 90% complete. Targeting to finish end of July 2022.

▶ Data Management and Reporting:
  Configured and implemented Data Cookbook. Defined ~1500 Data Definitions for SSRP solutions. Completed inventory of reports within key solutions that will be transformed within the SSRP. Completed Data Management Framework which includes Data Quality Proof of Concept (POC).

▶ Mobile/Portal: Not started yet.
6. Living Well Together
6.4 Establish York University’s differentiated identity (brand)

6.4.1 THE Impact Rank - 2022

97th Percentile
33rd out of 1406 in the THE World Impact Ranking

York remains one of the highest ranking institutions in the world for its impact on achieving the United Nations Sustainable Development Goals.

6.4.1 THE Subject Rank - 2022

Top 50
in the THE World University Subject Ranking for Law

Top 200
in the THE World University Subject Ranking for Arts & Humanities, Psychology, Computer Science, Business & Economics and Education

Top 300
in the THE World University Subject Ranking for Social Science

6.4.1 QS Subject Rank - 2022

Top 100
in the QS World University Subject Ranking for English language and literature, History, and Philosophy

Top 200
in the QS World University Ranking for 13 Subjects

38.0% percentile in the QS World University Rankings

2023 Results: TOP 32% of all institutions ranked in QS World Universities ranking. An improvement of 6 percentage points from last year and an improvement of 15.7 percentage points since 2020.

6.4.1 Maclean’s Comprehensive Category

Overall Rank
6th out of 15 institutions in the Maclean’s comprehensive category. The overall rank in a category is determined by the sum of 13 weighted indicators relating to students, faculty, student support and reputation. York is trending up in the overall rank.

Overall Reputation
18th out of 49 Canadian institutions in Maclean’s reputational category. York has improved its reputation and has gone up two from 20th to 18th position since last year.

Status: —

Status: ▲
6. Living Well Together
6.4 Establish York University’s differentiated identity (brand)

6.4.1 Brand Health (Net Promoter Score)

**Likelihood to Recommend York**

**Narrative:** Baseline score was established in 2019 and measured again in 2021-2022 for select audiences based on best practice. The NPS score for both current domestic students and current international students has decreased since 2019.

**Net Promoter Score (NPS)** is the measure of the percentage of promoters minus detractors. A NPS score between 0 and 30 is a good range.

**Definition:** Students were asked, “How likely are you to recommend York University to a friend or family member?”

<table>
<thead>
<tr>
<th>Audience</th>
<th>Promoters</th>
<th>Passives</th>
<th>Detractors</th>
<th>Current Students - All (n=1,754)</th>
<th>NPS = -23</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14%</td>
<td>6%</td>
<td>18%</td>
<td>20%</td>
<td>10%</td>
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<thead>
<tr>
<th>Audience</th>
<th>Promoters</th>
<th>Passives</th>
<th>Detractors</th>
<th>Current Students - Domestic (n=1,283)</th>
<th>NPS = -26</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14%</td>
<td>6%</td>
<td>18%</td>
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<th>Audience</th>
<th>Promoters</th>
<th>Passives</th>
<th>Detractors</th>
<th>Current Students - International (n=471)</th>
<th>NPS = -11</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14%</td>
<td>6%</td>
<td>18%</td>
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**Definition:** Students were asked, “How likely are you to recommend York University to a friend or family member?”
6. Living Well Together
6.4 Establish York University’s differentiated identity (brand)

6.4.1 Stakeholder Perceptions of York as good/excellent

**Narrative:**
1% decrease in York’s reputation rating among York 1st choice applicants in 2022 compared to previous years. Among York 2nd+ choice applicants, York’s reputation remains the same as in 2021.

**Status (1st Choice York):** ▼

**Definition:** Stakeholders were asked, “To the best of your knowledge, how would you personally rate each of the following universities in terms of overall reputation?”

---

6.4.1 Stakeholder Perceptions of York as good/excellent

**Narrative:**
York is seeing a decline in Parents’ perceptions of York’s reputation in 2022.

**Status:** ▼

**Definition:** Stakeholders were asked, “To the best of your knowledge, how would you personally rate each of the following universities in terms of overall reputation?”

---

6.4.2 Percentage (%) describing news as positive or neutral

**Narrative:**
Recall of positive or neutral news stories is stable with all audiences except parents and non-applicants

**Status (1st Choice York):** ▲

**Definition:** Percent describing what they saw/read or heard in about York University in the news in the last few months as mostly positive or neutral (not advertising)

---

6.4.2 Percentage (%) describing social media as positive or neutral

**Narrative:**
Recall of positive or neutral news stories is stable with all audiences except parents and non-applicants

**Status (1st Choice York):** —

**Definition:** Percent describing what they saw/read or heard in about York University in the news in the last few months as mostly positive or neutral (not advertising)
6. Living Well Together
6.4 Establish York’s differentiated identity

6.4.1 Refine the reputation brand campaign to strengthen focus on Right the Future, extend to Markham Campus and embed in institutional materials and publications
Further refined the brand campaign and materials to strengthen focus on Right the Future, and implemented a multi-layered brand advertising campaign. The advertising campaign is positively enhancing York’s reputation.

6.4.2 Signatures e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards
The 20 Years of Bryden celebration was in 2020. Brought alumni, students, staff, and friends together virtually for the York U Alumni Awards.

6.4.2 Integrate brand in Employment Engagement Survey process
Executed an organization learning program to educate the community on the new Brand and how to use the brand training tools. A Net Promoter Score survey was conducted and tracked to inform the HR strategy.

6.4.2 Update Communication Plan Framework
Complete. In addition, an organization learning program was implemented to educate the community on the new brand and how to use the brand training tools. Highlights include Brand Leadership for Managers and brand assessment work in collaboration with the Integrated Communications and Marketing Council (ICMC) working group. The initial results provide a baseline of activities and support continual learning. Phase 1 revealed 77% of high-profile websites are brand aligned; 68% of publications are brand aligned; 83% of high-profile advertising campaigns are brand aligned.

6.4.2 Establish York’s differentiated identity

6.5 Continue to consolidate Strategic Plan, including sustainability plan

6.5.1 Implement SHARP 2 budget model transition away from Hold Harmless and SHARP tax
Successfully completed the design of SHARP 2.0 and integrated it into the rolling budget 2022-23; model provides for a more robust University Fund to drive institutional priorities, and replaces Hold Harmless with a tailored approach to operating support for Faculties with financial challenges to implement new business plans.

6.5.2 Complete Campus Vision and Strategy (for edge lands, Commons, governance) for Board approval and begin execution
A comprehensive communication strategy and plan was developed and executed to support the launch of the Campus Vision in Fall 2021. The Campus Vision and Strategy was approved by Board in December 2021.

6.5.3 Implement new ERM
New Enterprise Risk Management (ERM) administrative work complete. Normal ERM cycle maintained through 2022-23 using newly identified high risks. Continuing to evolve metrics.

6.5.4 Monitor and successfully manage COVID-19 including: gradual re-opening of campuses and in-person activities throughout 2021-2022
Progressive return to in-person teaching as primary mode of instruction by Winter 2022, while maintaining flexibility for remote learning. Technology Enabled Learning (TEL) plan under development.

6.5.5 Evolve the Asset Management Strategy
Various elements of the Asset Management Strategy are coming together. Process underway with the Office of Budgets and Asset Management to identify the funding options, model scenarios, and incorporate into the University’s long-term asset plan.
7. Strengthening our impact on the United Nations Sustainable Development Goals (UN SDGs)

7.1 UN SDG Challenge

THE IMPACT Rankings

The Times Higher Education (THE) IMPACT Rankings are the major international rankings that York uses to benchmark its performance in the SDGs against other institutions globally.

It is a significant success that our overall rank has jumped to 33rd worldwide from 67th in 2022.

This positions York at the 7th highest ranked Canadian institution (up from 11th). This occurred despite increasing competition as there were 1406 participating institutions in 2022 compared to 1117 in 2021.

In the IMPACT rankings we have been consistently ranked in the top 25 for SDG 11 and in the top 75 for SDGs 5, 6, 10, 12, 16, and 17.

York Consistently Ranks HIGH

To gain reputational benefit from our strong performance a multi-faceted communication plan was implemented. The strategy was to focus on York’s overall rankings and consistent top performers SDG 11, 16, SDG 5 (top in Canada) to create a narrative that demonstrates how we are advancing the SDGs.

Specific to 2022:

In sustainable cities and communities (SDG 11), York ranks in the top 10 globally.
In peace, justice, and strong institutions (SDG 16), York also ranks in the top 10 globally.
In gender equality (SDG 5), York ranks No. 1 in Canada, and 21 globally.

7.1.1 Advance plans for an Organized Research Unit (ORU) and Centre of Excellence in Disaster and Emergency Management (DEM)

Developed the research vision for DEM including a proposal for an ORU. Finalized a proposal for the establishment of a Network of Disaster and Emergency Management Excellence (NODE) with Government Relations.

7.1.2 Develop an organizational structure to support York University as Living Lab to strengthen our impact on SDGs

The development of York University Sustainability Framework is underway. York’s living lab on Climate Change is one of the key strategic initiatives under the York University Sustainability Framework that encompasses several other sustainability activities.

7.1.3 Establish and launch CIFAL York

CIFAL York established and launched in 2020. CIFAL is a French acronym for International Training Centres for Local Authorities and Local Actors. CIFAL York is part of UNITAR’s global network of training centers across Asia, Africa, Australia, Europe, the Americas and the Caribbean, for knowledge-sharing, training, and capacity-building for public and private leaders, local authorities, and civil society.

7.1.2 Enhance visibility of our SDG activities

As part of the university’s commitment to the UN SDGs, a new website focused on York’s contributions to the SDGs was launched in late 2021, early 2022. This includes a listing of all SDG related stories starting from late 2021. Additionally, York published the first UN SDG report in 2021. This report will be an annual occurrence to update community stakeholders on SDG initiatives being conducted by York community members.