

# Senate President's Remarks COVID-19 Response

With support from Sarah Cantrell AVP Institutional  
Planning and Analysis  
April 24, 2020

# Agenda

- COVID-19 Response
- Reflection on our successes
  - Kudos Report
  - THE International Impact Rankings

- THANK YOU!!

# Our Approach to COVID-19

- Our approach to COVID-19 necessarily needs to incorporate:
  - *Responding to issues* (e.g., finishing off the winter term, multiple Senate Executive approved academic accommodations for students, the laptop loan program, shifting all but required services off campus, see posted communications for further details, [CORONAVIRUS.INFO.YORKU.CA](https://coronavirus.info.yorku.ca))
  - *Mitigating the risks* (e.g., planning for a robust summer, preparing courses for online/remote delivery)
  - *Stimulating early recovery* (e.g., planning for the Fall term, maintaining momentum re important priorities in the UAP)
  - *Visioning new post-recovery paradigms* (e.g., assessing what a new normal might entail)

# Broader Role

- We are also contributing to COVID-19 research including:
  - Faculty members with CIHR funding
  - Launching our own \$250k research fund for COVID-19 related projects
  - Dr Jianhong Wu who is part of national modelling team
- Our students are engaged in various ways e.g., Schulich students developed a new predictive dashboard
- We are supporting hospitals and other community partners e.g., donating PPE, potential use of our campus space
- We launched the Student Relief Fund – community members are donating

# York Context

- York's Strategic Plan:
  - ensures sustainable decision-making
  - Supports alignment of revenue with UAP priorities
- York's Enterprise Risk Management (ERM):
  - identifies top areas monitored by the senior administration as part of our accountability to Board that have the potential to significantly impact the University
- York University Emergency Policy (2005) and Framework (2006) as well as the Emergency Preparedness Plan (2013)

# York's Strategic Framework

## Priorities

Complement, deferred maintenance, classroom upgrades, bathroom upgrades, capital needs, SIS

## Timeline

Year 2019 2020 2021 2022 2023 etc

## Revenue Source

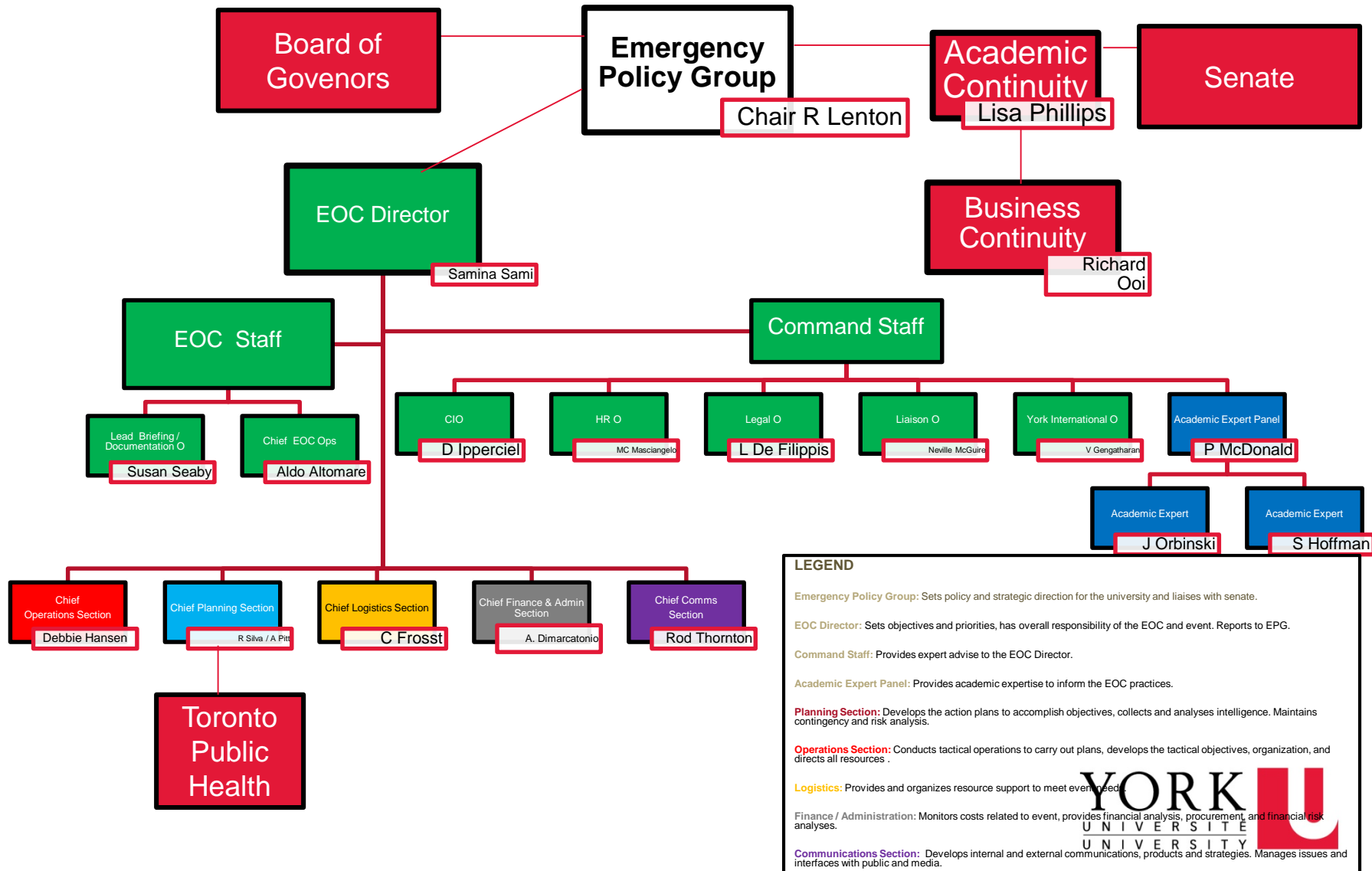
Tuition, grant, philanthropy, leases, etc

# Enterprise Risk Management

- 11 Risks are monitored – e.g., enrolment, financial sustainability, government, information security and management, academic quality
- Each risk is assessed and put through the lens of COVID-19
- Decision-making is supported by our Emergency Preparedness Program:
  - Bringing together academic and administrative considerations
  - Linking administration, Board and Senate



# Community Safety - Emergency Operations Committee Organization Chart



**LEGEND**

**Emergency Policy Group:** Sets policy and strategic direction for the university and liaises with senate.

**EOC Director:** Sets objectives and priorities, has overall responsibility of the EOC and event. Reports to EPG.

**Command Staff:** Provides expert advise to the EOC Director.

**Academic Expert Panel:** Provides academic expertise to inform the EOC practices.

**Planning Section:** Develops the action plans to accomplish objectives, collects and analyses intelligence. Maintains contingency and risk analysis.

**Operations Section:** Conducts tactical operations to carry out plans, develops the tactical objectives, organization, and directs all resources .

**Logistics:** Provides and organizes resource support to meet event needs.

**Finance / Administration:** Monitors costs related to event, provides financial analysis, procurement, and financial risk analyses.

**Communications Section:** Develops internal and external communications, products and strategies. Manages issues and interfaces with public and media.

**YORK UNIVERSITY**

# Enrolment as a Key Risk

- Initial focus was to complete winter
- Then plan for summer
- Our attention is now on longer term planning for 2020-2021
- Given the high level of uncertainty regarding the behaviour of the pandemic, we must necessarily model a few scenarios to support our ability to be agile
- The scenarios also provide a framework for assessing our ability to manage different circumstances

# Three Scenarios

## Scenario 1

- Summer 2020 online/remote learning
- In-person classes for Fall and Winter Terms 2020
- International travel starting in September 2020 with some restrictions

## Scenario 2

- Summer 2020 online/remote learning
- Online/remote learning with some access to in-person Fall 2020 (likely with social distancing measures)
- Winter 2021 normal operations (potential risk of a further interruption)
- Limited international travel in Fall 2020 / returning to normal level in Winter 2021

## Scenario 3

- Summer 2020 online/remote
- Fall 2020 online/remote
- Return to in-person January 2021 with robust winter intake
- International borders / travel significantly reduced until January 2021 with slow building trust impacting winter 2021

# Translating Scenarios into Enrolment Impact

The Enrolment Scenarios illustrate negative impact on FTEs and include consideration of:

- New incoming students and continuing students
- Domestic and international students
- Undergraduate and Graduate programs

**Important note:** Scenarios presented only take into consideration the enrolment impacts (focusing on 2020-21) and do not factor in any concomitant cost savings associated with reduced amount of courses, support and supervisory activities. The flow-through impacts beyond 2020-2021 must also be calculated.

# University Sector Impact Scenarios

# COU Estimated Sector Impact: Enrolment and Tuition Scenarios

## Estimated Sector Level FTE and Tuition Revenue Impacts for Domestic and International

SCENARIOS Decrease vs. Plan		Scenarios		
		1- Optimistic	2-Medium	3-Pessimistic
Intake	Domestic	-10%	-15%	-20%
	International	-50%	-75%	-100%
Continuing	Domestic	-5%	-10%	-15%
	International	-15%	-25%	-35%

ENROLMENT IMPACT (FTEs) Projected Decrease vs. Plan		Scenarios		
		1-Optimistic	2-Medium	3-Pessimistic
FTEs	Domestic	24,590	43,466	62,318
	International	19,694	30,651	41,596
	<b>Total</b>	<b>44,283</b>	<b>74,117</b>	<b>103,914</b>

TUITION REVENUE IMPACT Projected Decrease vs. Plan		Scenarios		
		1	2	3
\$	Domestic	196,577,396	349,555,154	502,346,370
	International	713,119,078	1,116,150,137	1,519,219,699
	<b>Total</b>	<b>909,696,473</b>	<b>1,465,705,291</b>	<b>2,021,566,070</b>

York's proportion of system scenarios 1, 2 and 3 is 11.4%, 9.7% and 9.4% respectively.

# York University Enrolment Impact Scenarios

# York COVID Enrolment Scenarios

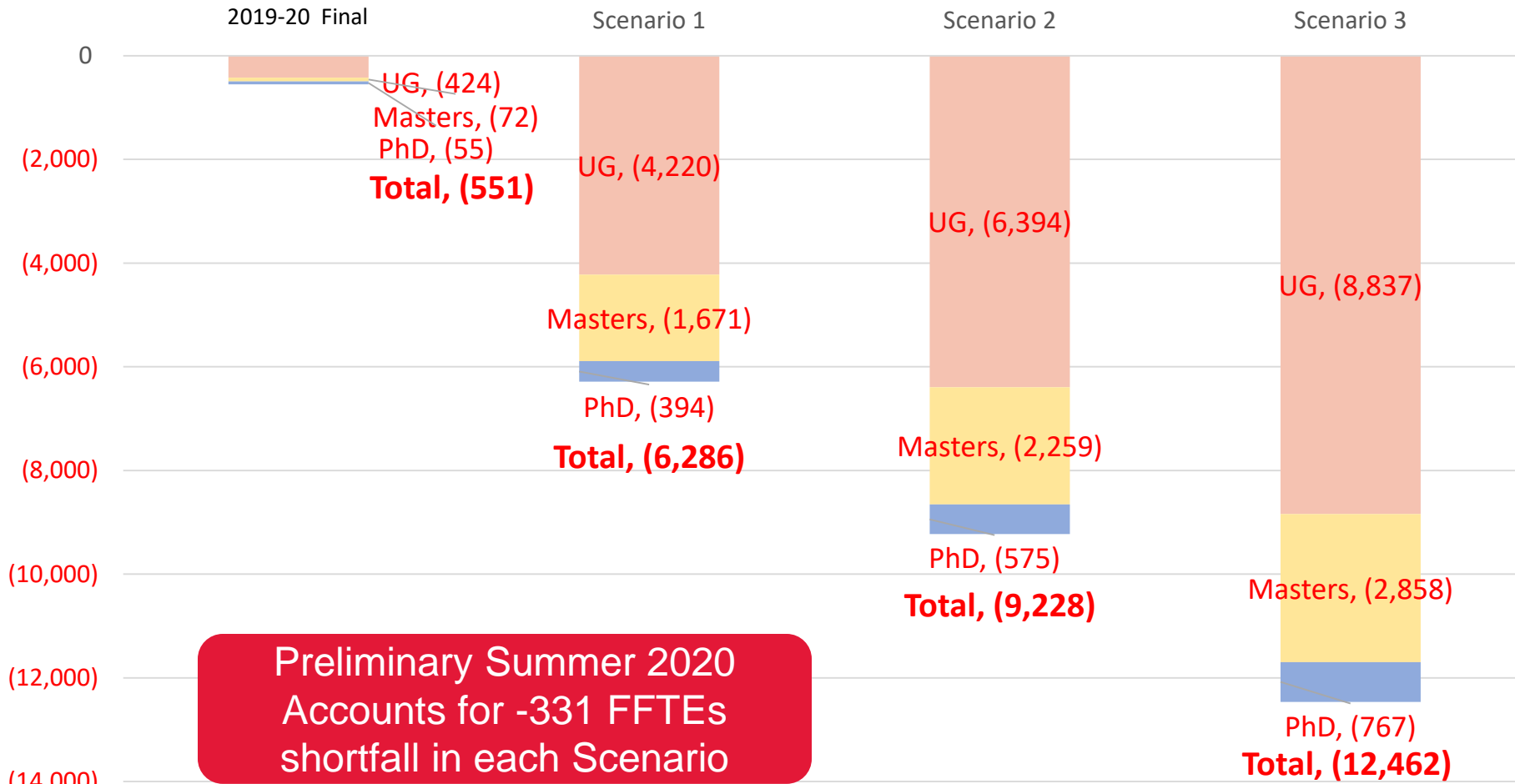
York Scenarios				
		Scenario 1	Scenario 2	Scenario 3
Intake New Students	<b>Domestic</b>	<b>-10%</b>	<b>-15%</b>	<b>-20%</b>
	<b>International</b>	<b>-50%</b>	<b>-75%</b>	<b>-100%</b>
Continuing	<b>Domestic</b>	<b>-5%</b>	<b>-10%</b>	<b>-20%</b>
	<b>International</b>	<b>-20%</b>	<b>-25%</b>	<b>-35%</b>

**Note:** York Scenarios mirror COU scenarios except for Scenario 1 where COU continuing international is 15% and York scenario is 20% decline



# Enrolment Scenarios – FFTE Impact

2020/21 Full Year FFTEs, relative to Contract by Degree Type



# Corridor Scenarios

DRAFT Grant Impact Illustrations

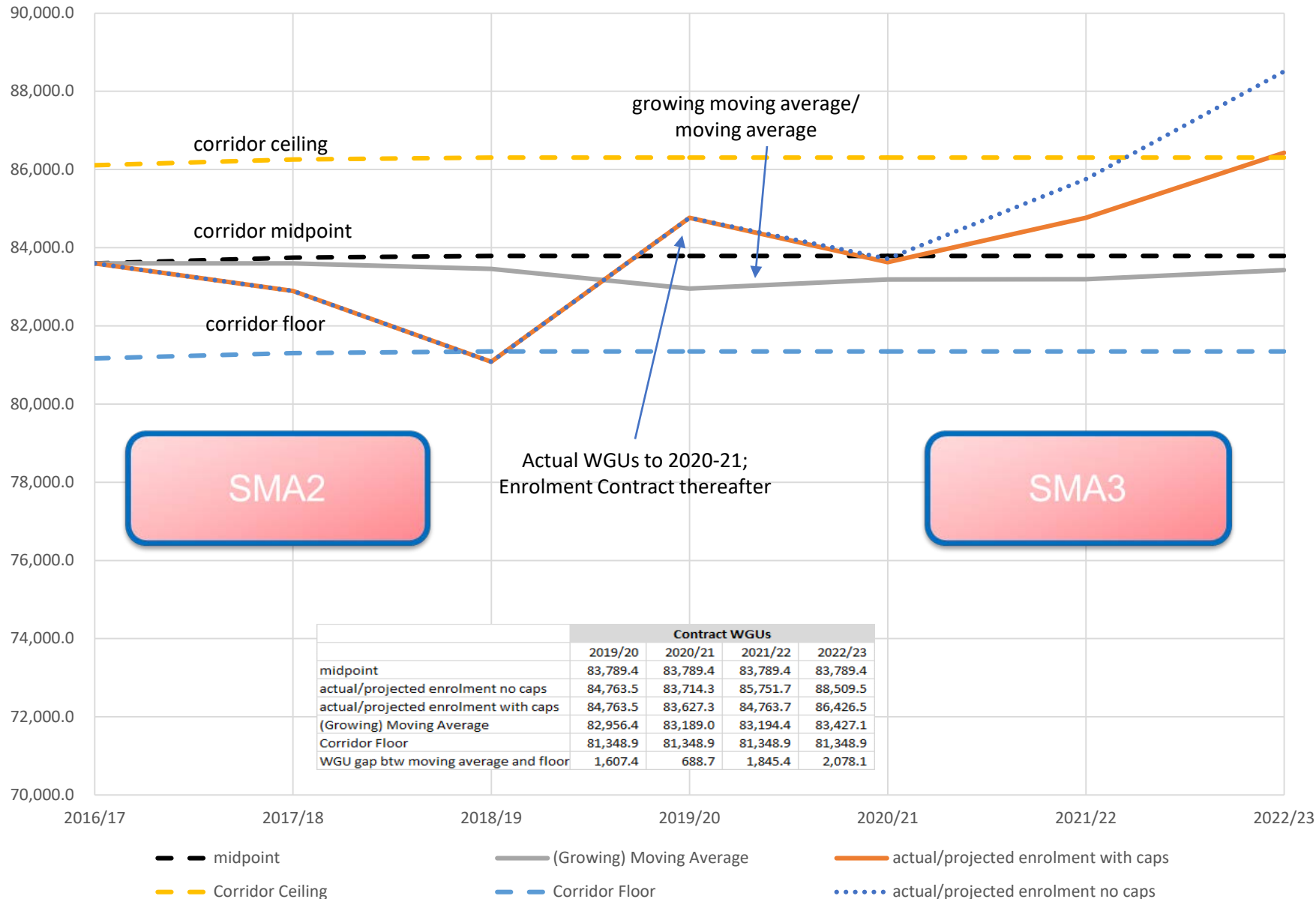
# Enrolment Grant Funding

York University receives funding for eligible (largely domestic) enrolments as long as we stay within the enrolment corridor:

- Funding is flowed at the midpoint level for the SMA period
- Enrolment must stay within +/- 3% of the midpoint
- If enrolment goes above the midpoint, no additional grant funding is provided
- If enrolment falls below the corridor floor (-3% of midpoint) funding is lost only when the 5 year moving average falls below the corridor floor.
- Funding lost is the amount of WGUs below the corridor floor (not the midpoint).

The following slides provide illustrations of York's corridor performance pre-COVID and the projected impact of Scenarios 1, 2 and 3 on grant funding.

# SMA Corridor Sensitivity – Enrolment Contracts Pre-COVID



# Enrolment Grant Funding - Scenarios

## Is York's Grant Funding At Risk?

### Scenario 1:

- For the first three years of SMA3, there is **no anticipated loss** of grant funding
- The moving average does not fall below the corridor floor

### Scenario 2:

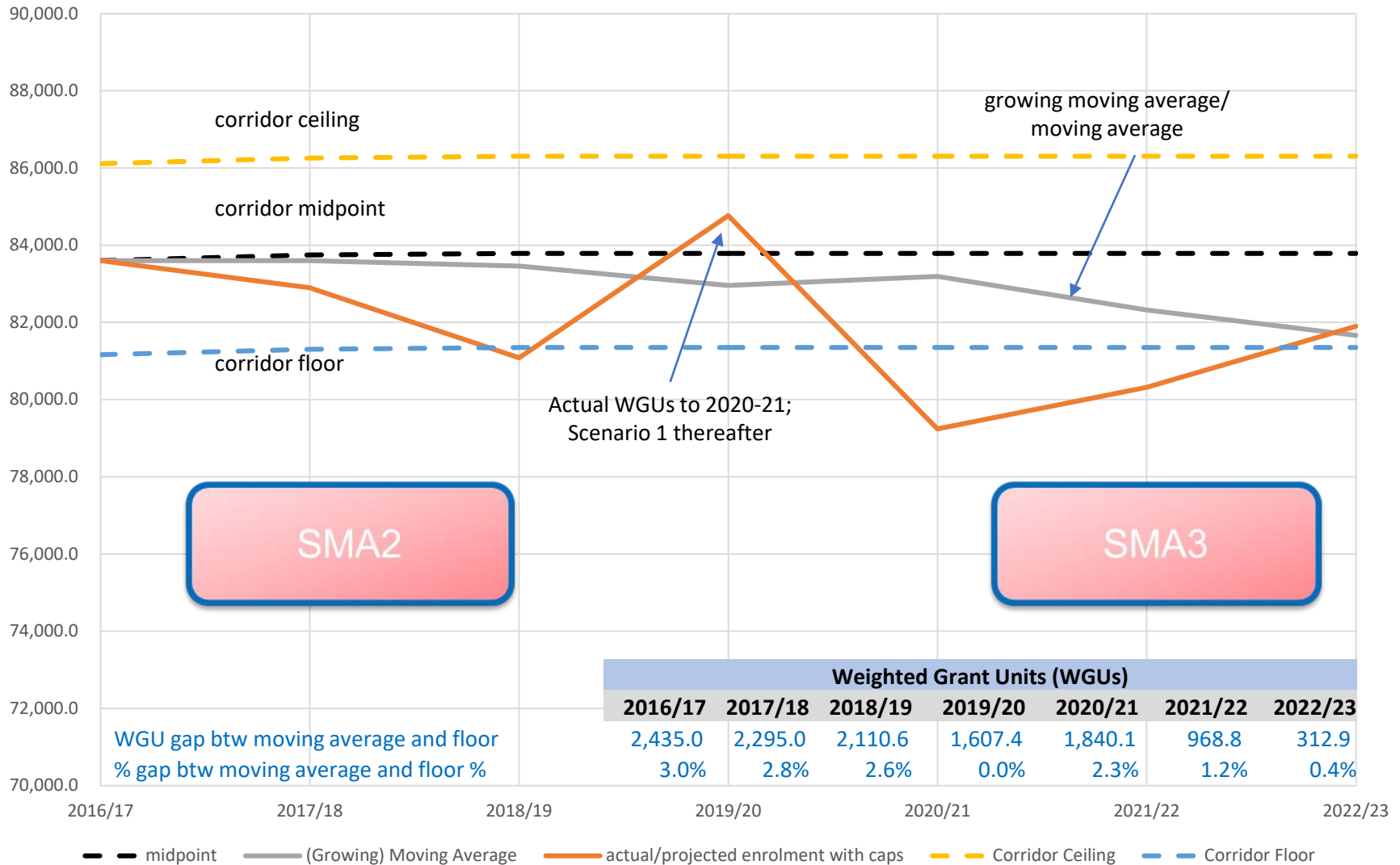
- In 2022-23 there is **an anticipated loss of grant funding of about \$4.45 million**
- The moving average falls below the corridor floor and will be below the floor for ~ 2 years

### Scenario 3:

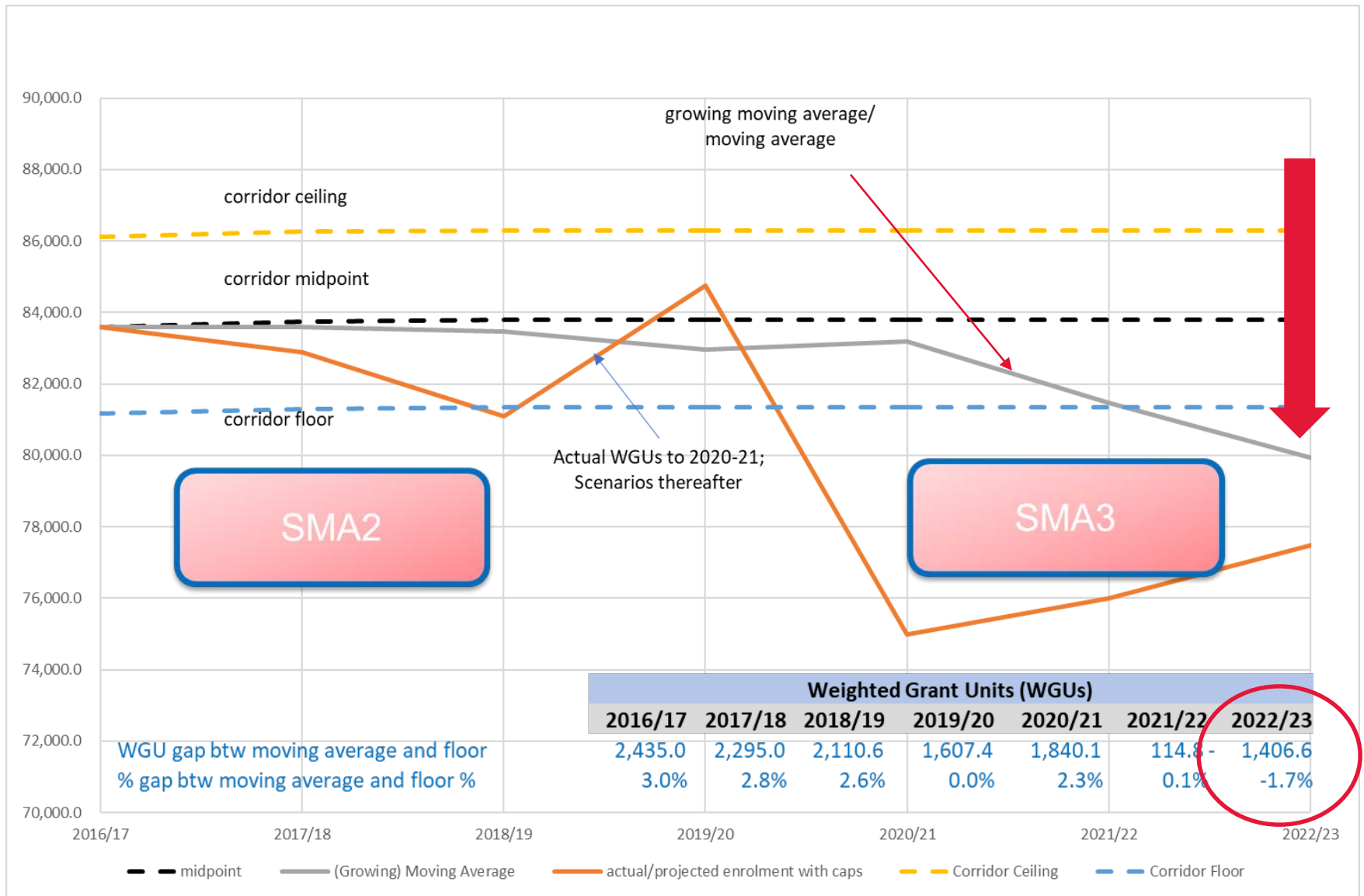
- There is **an anticipated multi-year loss of grant funding starting in 2021-22 at \$2.33 million and growing to \$9.87 million**
- The moving average falls below the corridor floor in 2021-22 and will be below the floor for ~3-4 years.

Scenarios emphasize the need to advocate to government to remove COVID year(s) from corridor calculations and/or reset the moving average calculation.

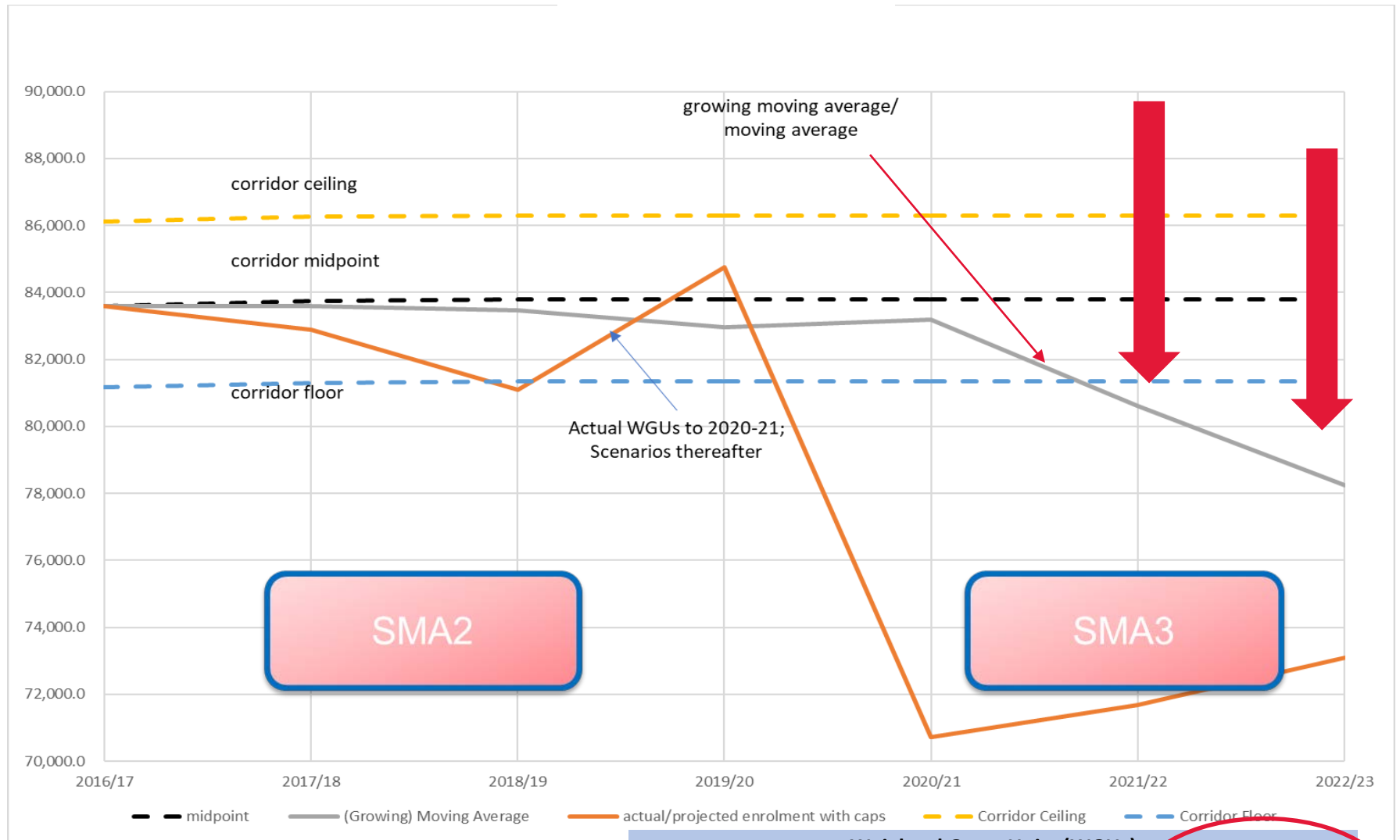
# SMA Corridor Sensitivity – Scenario 1



# SMA Corridor Sensitivity – Scenario 2



# SMA Corridor Sensitivity – Scenario 3



Weighted Grant Units (WGUs)						
2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2,435.0	2,295.0	2,110.6	1,607.4	1,840.1	736.0	3,119.9
3.0%	2.8%	2.6%	0.0%	2.3%	-0.9%	-3.8%



# Factors that Impact Enrolment Assumptions

- When international borders open and with what countries
- Ability of programs to pivot to on-line/remote delivery models and the quality of delivery
- Accessibility and appeal of on-line/remote delivery
  - Survey out to all students for summer session
- Impact of recession on student participation
- OSAP reform or other measures to create affordability given loss of summer / PT jobs
- Summer session enrolment
- Behaviour of international students
  - May want to delay international travel until January 2021
- Retention of students
  - COVID containment and impact on students and their families

# Next Steps

- Utilizing best available information from student surveys, government, sector and Canadian meetings, and our summer enrolment - *confirm most likely scenario*
- Estimate budget implications – loss of revenue, ability to reduce expenditures, any savings
- Continue advocacy with government for student support, stabilizing the PSE sector, supporting new costs e.g., investment in online/remote learning
- Calculate the remaining gap and develop further actions to address the gap
- We may choose to delay some priorities but we need to balance impact of our actions on all 11 risks as well as on early recovery and long-term realization of UAP priorities

# Some Successes

- MCU has delayed implementation of SMA3 until the COVID-19 pandemic is behind us
- MCU has invested \$25m in PSE to offset some costs – York's share was \$400k
- Advocacy with Federal government has resulted in the announcement today of a \$9B Canada Emergency Student Benefit

# Kudos

- Important to celebrate our successes
- Just yesterday, York University was recognized for second year in a row by the Times Higher Education International Impact Rankings which measure our contributions to the 17 UN Sustainable Development Goals
- Ranked 33/767 universities
- Performed especially well on the Inclusive and Equitable Communities, Sustainable Communities and Partnerships SDGs