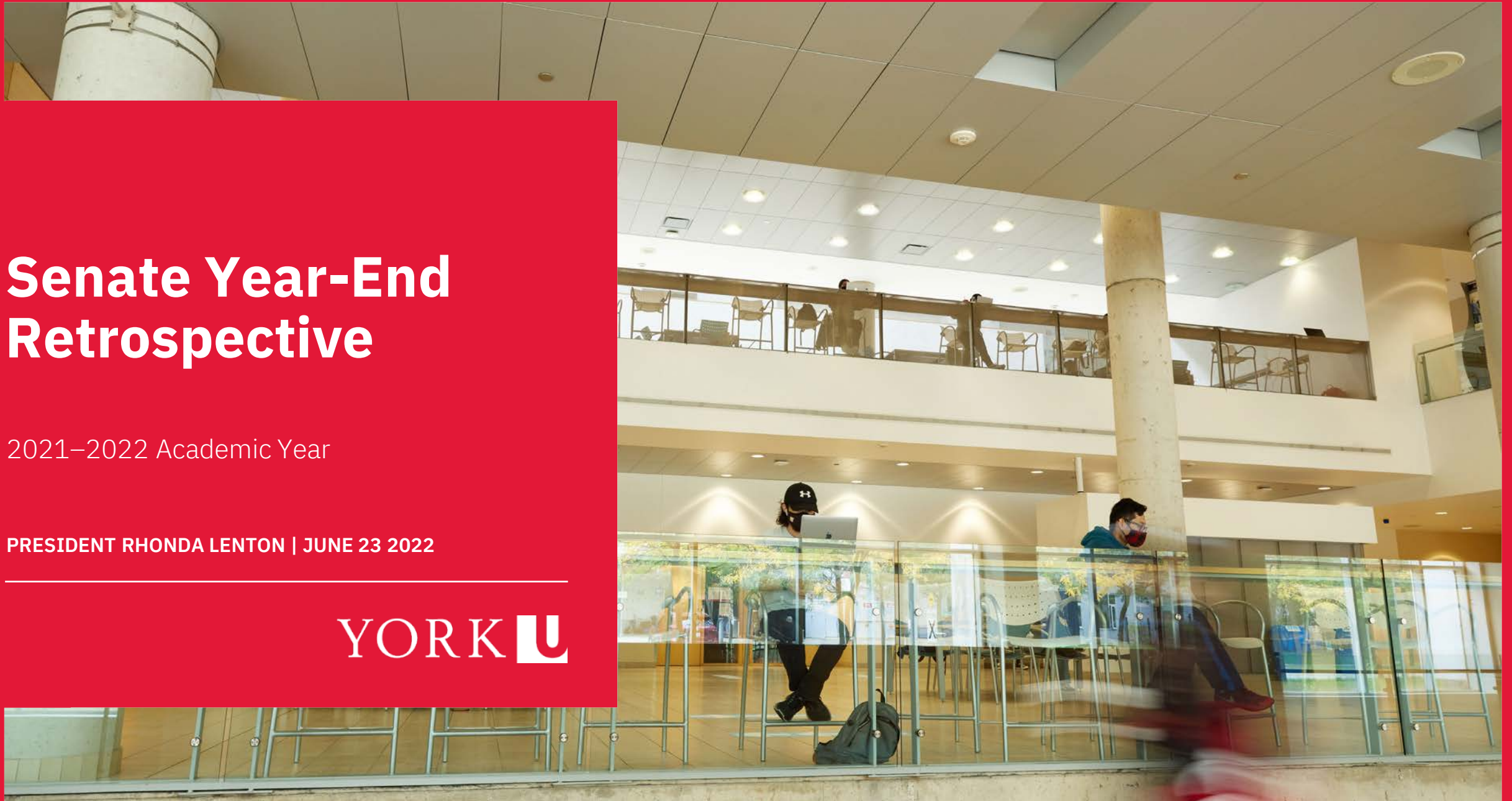


Senate Year-End Retrospective

2021–2022 Academic Year

PRESIDENT RHONDA LENTON | JUNE 23 2022

YORK 



Contents

- Strategic Planning
 - 1. Current Context
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 - 5. Working in Partnership
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Strategic Planning



Current Context



York's Strategic Plan

University Academic Plan 2020-2025



YORK UNIVERSITY
2020-2025 UAP PRIORITIES



“ York’s vision is to provide a broad sociodemographic of students with access to a high-quality education in a research-intensive university that is committed to enhancing the well-being of the communities we serve.

”

Strategic Mandate Agreement 3

- York's overall target achievement for performance metrics in Year 2 (2021-22) was 99.89%.
- Missed only one SMA 3 target – graduation rate of FT undergraduate and professional students in year 1 of program who graduate within 7 years – 98.71% of target with a potential impact of \$66,591.
- York achieved its remaining 9 performance targets.
- Graduation rate is being addressed through Strategic Enrolment Management.



Supporting Pandemic Response and Recovery



Mitigation - Successfully Navigating the Pandemic

- Swift integration of public health requirements for on-campus and off-campus activity
- A full suite of academic offerings were delivered throughout the pandemic with an increased % of in-person offerings in each successive term
- Student and faculty support provided through technology, training and professional development to maximize learning and engagement
- We ended the Winter Term 2022 with a 97% vaccination rate amongst our students, staff, faculty, and instructors



Response Highlights

- 7 town halls engaged thousands of community members and provided timely information exchange
- \$20 million dollar increase in undergraduate bursaries and scholarships
- 26 in-person convocation ceremonies in June 2022 with over 9,000 RSVPs



Enhancing International Student Experience - Pandemic & Global Crisis Response

- › University-paid quarantine accommodations: **3,112** students
- › **\$3.9M** in bursaries reserved for 2022-23
- › **\$150,000** in Emergency Bursary reached **104** international students (**42 Ukrainian students**)
- › Wellness Checks for students in self-arranged quarantine: **875**
- › **20** President's International Scholarship of Excellence Recipients (\$45K/yr for 4 years)



Recovery Highlights

- Progressive return to in-person teaching as primary mode of instruction by Winter 2022, while maintaining flexibility for remote learning
- Pandemic research – strengthening impact on UN SDGs
- Development of Hybrid Work Policy – to be followed by space utilization assessment
- New 5-year Strategic Enrolment Management Plan
- New Global Engagement and Internationalization Strategy circulated for input





Advancing the University Academic Plan 2020–25

21st Century Learning

The image shows a hand holding a tablet. The screen displays a futuristic, blue-toned interface. At the top, there are several icons: a bar chart with an upward arrow, a person with a question mark, a person with a gear, a handshake, and a person with a laptop. Below these icons is a timeline with years from 2023 to 2032. The text '21st Century Learning' is overlaid on the left side of the screen in a large, white, sans-serif font. The entire image is framed by a thick red border.

21st Century Learning

- 25 new programs under development and/or approved including programs for Markham Campus
- 4 new School of Continuing Studies Certificates
- Continuing innovation in teaching e.g., Hyflex pilot, increase in virtual experiential education, new SDG Toolkit for the Classroom
- Online and blended learning increasing and enhanced over last 3 years
- In Fall 2022, faculty members can code courses as 'hyflex' mode of delivery
- Continuous increase in the number of full-time tenure/tenure track faculty who attend professional development activities offered by the Teaching Commons
- York leads province with OSAP-eligible non-credit upskilling microcredentials. In 2021-2022, offerings increased by 24% (from 252 to 321).



York researcher Lora Appel (right) demonstrates a VR headset during a gathering of health care professionals. Image courtesy of HealthTO.

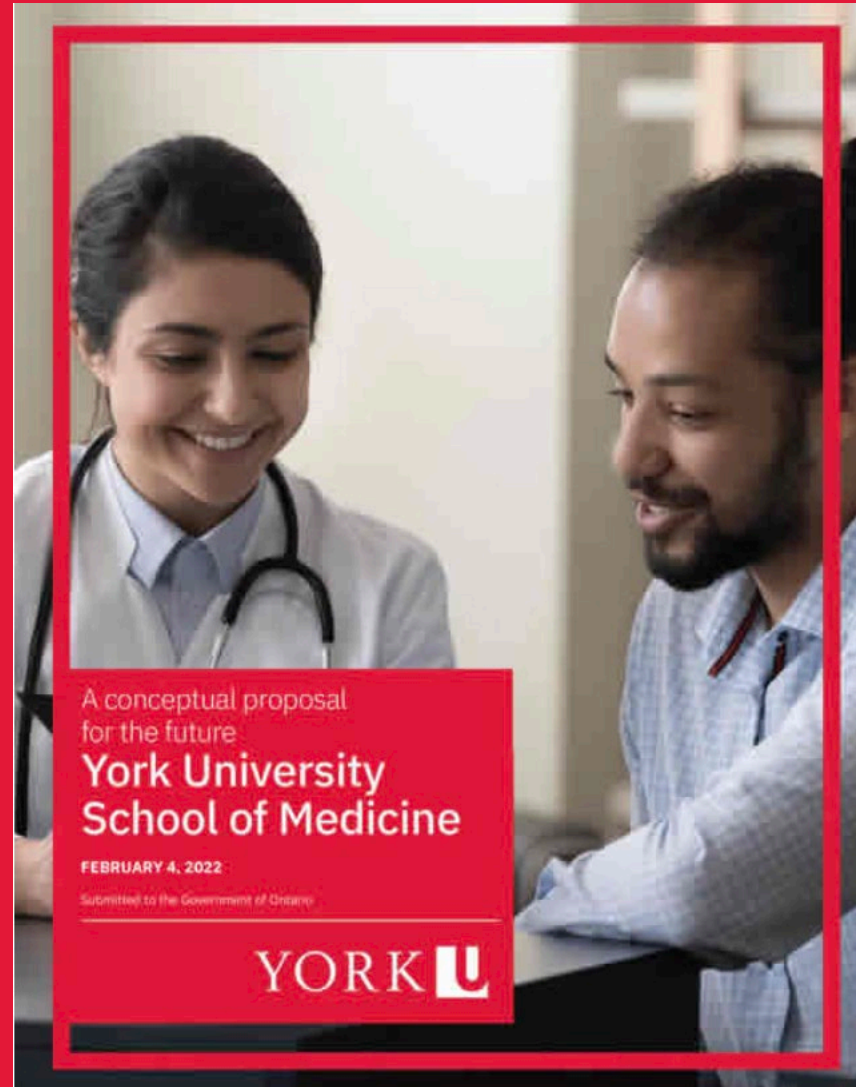


Spotlight: Renewed Support for Cinespace

A new \$3.12 million investment from Cinespace Film Studios will enhance the York University Motion Media Studio at Cinespace and elevate the student experience.



Spotlight: Emerging Opportunity for Expanding Health Programs

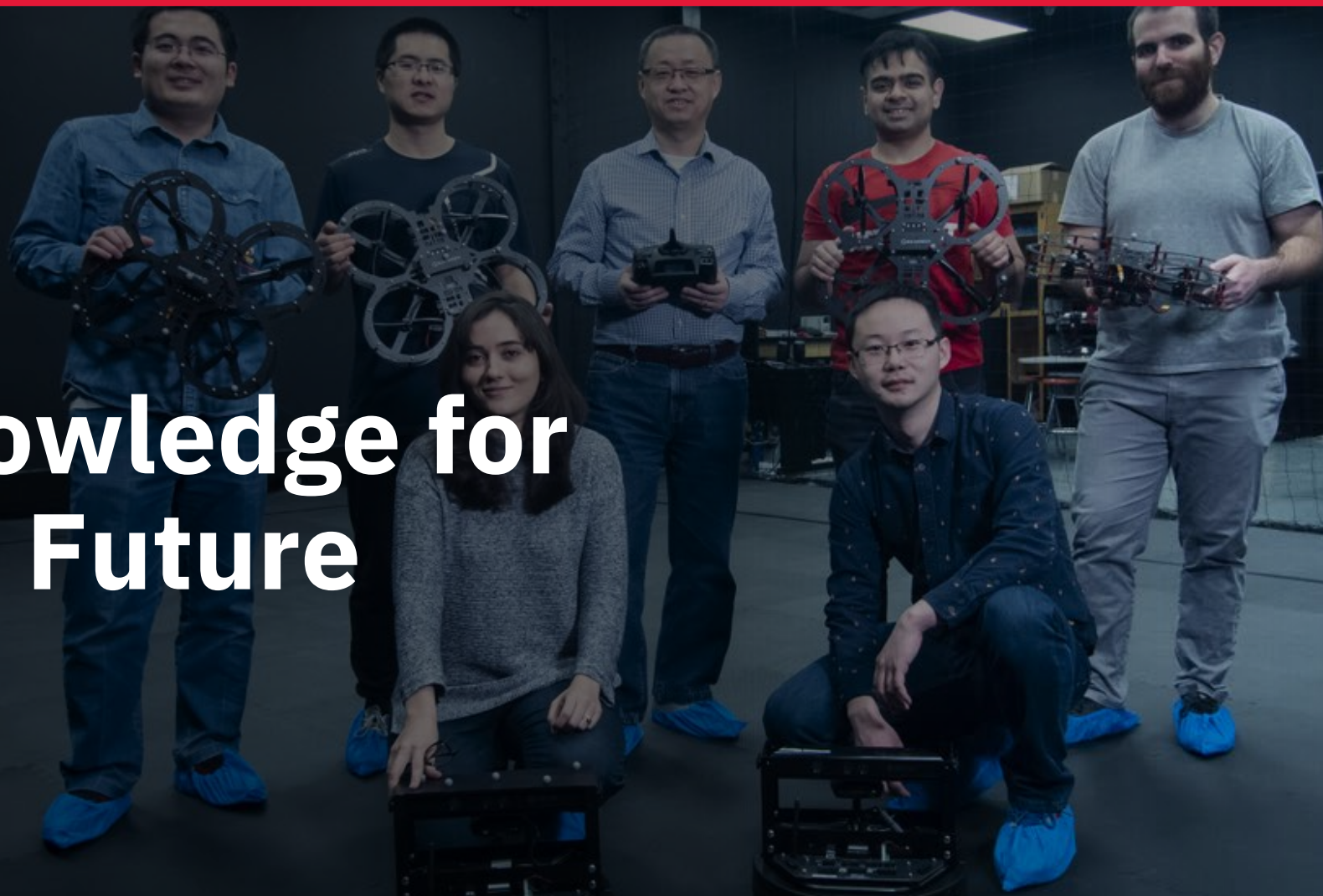




New Weekend & Evening MBA

- A new Schulich program launching September 2022 is designed for working professionals
- Provides a pathway to earn an MBA in 24 months

Knowledge for the Future





Spotlight: York launches online training hub to support EDI in research and search committees



Highlights

- › In FY 2021/22, our sponsored research income saw a 6% increase to \$106M+ – *York's highest funding level*
- › Record levels of Tri-Council research funding for NSERC, CIHR & SSHRC
- › Increased faculty participation in external research grants by 28%
- › Facilitating development of interdisciplinary, large-scale research successes
 - Interdisciplinary Research Catalyst Competition
 - CFREF LOI submitted for \$80m
 - CERC up to \$16M over 8 years
- › Markham Research Plan – launched search for 4 Ontario Research Chairs focussed on public policy aspects of research clusters at MC
- › Advanced research plan for Vaughan Health Care Precinct
- › Launched new ORU, Centre for Indigenous Knowledges and Languages
- › Launching POLARIS – first in Canada training program to reduce unconscious bias in review of grant applications
- › EDI Research initiative



Spotlight: President's Research Awards

George Zhu, Lassonde School of Engineering, is recognized with the **President's Research Excellence Award (PREA)** for his outstanding research achievements and leadership as a visionary researcher in the field of space technology.



Spotlight: Canada Council for the Arts 2022 Killam Prize

- Carl Everton James is one of five recipients of the 2022 Killam Prize. He was awarded with the honour for his research on identity, race, class, gender, immigration and creating more equitable societies.



Spotlight: \$5.45M to support mental health research and training program

- Rebecca Pillai Riddell is leading the Digital, Inclusive, Virtual and Equitable Research Training in Mental Health Platform (DIVERT Mental Health). Funded by CIHR, IBM and other community partners to develop a revolutionary digital, virtual mental health training program that promotes equitable and diverse approaches.



Spotlight: Forecasting of the transmission of COVID-19 in Africa using Artificial Intelligence

- A research project led by Jude Kong (Faculty of Science) with collaborators James Orbinski (Health) and Ali Asgary (LA&PS) will explore how Artificial Intelligence and data science models can help predict COVID-19 transmissions in African countries.
- The project is funded with a \$1.2M grant from International Development Research Centre



Spotlight: Schulich has 100% success rate with Tri-Council Funding



Raha Imanirad, Assistant Professor of Operations Management (far right), and Adam Diamant (left), Associate Professor of Operations Management and Information Systems, uncovered new insights to optimize operations in their research project, **“Understanding How COVID-19 has Affected Hospital Performance”**.



Expanded Innovation Ecosystem



This year alone, YSpace has accepted 152 ventures in comparison to last year's 93 and saw 150% increase in applications for hosting new ventures in this year.



Spotlight: YSpace Georgina

- A physical hub in Northern York Region that **supports six northern municipalities** as well as its surrounding municipalities.
- The long term plan is to **partner with the Chippewas of Georgina Island First Nation to create programming for Indigenous participants**
- The 2-year pilot was supported with **\$350,000 from OMAFRA's Rural Economic Development Fund, York University, Town of Georgina and Town of East Gwillimbury**



A photograph of four young people sitting on concrete steps outdoors. Three men and one woman are visible, all wearing face masks. They are dressed in casual athletic wear. The man on the far right is wearing a white long-sleeved shirt and black shorts. The man next to him is wearing a black long-sleeved shirt and black leggings. The man on the left is wearing a black t-shirt and blue jeans. The woman on the far left is wearing a red long-sleeved shirt and black pants. They are sitting on a set of wide concrete steps. In the background, there are green trees and a building. The entire image is framed by a thick red border.

From Access to Success

From Access to Success

Access-Focused Initiatives

- New Scholarship Strategy
- Expanded recruitment strategy including new international recovery strategy
- Black Excellence program (BE YU)
- Development of 5-year SEM Framework

Success-Focused Initiatives

- Top Scholars Program
- Letter of Accommodation student and faculty portal
- Career Centre expanded remote hiring events
- ACCESS Copyright – case of the year award
- SSRP Benchmarks on track

2021-22 Undergraduate Full-Year FTEs

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Enrolment Target	2021-22 Actual	2021-22 Difference Between Target and Actual
Eligible	35,947	34,922	36,323	37,702.0	35,782.6	35,984.0	202.0
Visa	5,697	6,401	7,638	8,383.7	8,763.0	7,951.7	-811.3
Other Ineligible ¹	275	281	228	134.6	75.5	54.1	-21.4
Total	41,919	41,604	44,188	46,220.3	44,621.2	43,990.4	-630.7

¹Includes only the York/Sheridan design program

2021-22 Masters FTEs

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2021-22 Target	2021-22 Actual - Target
Eligible	6,205.7	6,337.8	6,260.8	6,426.3	6,413.6	6,749.8	-336.2
Visa	1,775.3	1,960.1	2,218.5	2,359.2	2,621.9	2,728.0	-106.1
Other Ineligible	269.5	264.9	339.1	283.5	275.0	258.4	+16.6
Total	8,250.5	8,562.8	8,818.4	9,069.0	9,310.5	9,736.2	-425.7

2021-22 Doctoral FTEs

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2021-22 Target	2021-22 Actual - Target
Eligible	3,119.8	3,194.7	3,214.3	3,275.0	3,125.7	3,240.2	-115.0
Visa	521.1	478.4	457.3	522.8	756.5	591.5	+165.0
Other Ineligible	1,173.7	1,236.0	1,327.2	1,341.3	1,415.4	1,411.7	+3.7
Total	4,814.6	4,909.1	4,998.8	5,139.1	5,297.1	5,243.9	+53.7

Advancing Global Engagement






Advancing Global Engagement, Profile and Impact

- New Global Engagement and Internationalization Strategy circulating for final input and launch in fall 2022
- Commitment to provide all students with a global learning experience
 - 25+GNL projects engaging 17 faculty, 14 countries, and 900+ students (500 from YU)
 - \$500k funding secured from Go Global, SDGs in Action and program launched
- \$1.2 m from GofC to Africa-Canada AI and Data Innovation Consortium for COVID19 response in Africa
- Increase in International PhDs (302->354) & PDFs (44->64)



BEHR program in Kenya

Spotlight on Global Engagement Success: 2022 Ranking Results

International Ranking	2021	2022
	401-500 (1,500+ universities)	401-500 (1,600+ universities)
	67 (1,118 universities)	33 (1,406 universities)
	531-540 (1,000 universities)	494 63 among North American Public universities (1,300 universities)

Working in Partnership



Working in Partnership @ York



- Successfully negotiated CUPE 3903 and YUFA Collective Agreements.
- Open and Inclusive Dialogue recommendations implemented.
- Revised 10+ policies on topics such as human rights, hybrid work, sexual violence, academic honesty.
- Consolidated EPC Division
- Multiple Town Halls throughout pandemic



Working in Partnership across Sectors

- #VAXTHENORTHWEST – partnered with City of Toronto, UHN and Humber River Hospital to vaccinate 1700 clients in 1 day
- UN CIFAL Training Centre World Water Day: Solutions Driven Workshop on Climate Impacts on Freshwater
- New Stakeholder Relations Strategic Plan – Markham pilot implemented
- Black Entrepreneurship
- New Digital Technologies Degree – in partnership with employers
- Indigenous Cultural Competency and Trauma Informed Training
- Established York Region network and signed new MOUs with Markham, Newmarket and Aurora



Spotlight: Vaughan Healthcare Centre Precinct

- Engaged internal York community in **15 events reaching over 400 people** to explore research and experiential learning.
- In discussions with Mackenzie Health to establish **potential collaborations in Allied Health and Nursing, Health Informatics, Health Intelligence, and Population Analytics** involving multiple Faculties including Health and Engineering.
- Working with **Southlake Regional Health Centre, Humber River Regional Hospital and North York General** to identify projects for potential collaboration.

Spotlight: New Municipal MOUs



- MOU with the City of Markham will help explore opportunities to collaborate on areas such as Reconciliation with Indigenous Communities, affordable housing, climate change, as well as research and education opportunities.
- MOU with the Aurora will help explore opportunities to collaborate on community initiatives, experiential education, professional education, research collaboration and innovation.



Living Well Together

Living Well Together: Mino-Bimaadiziwin

- Well-Being Strategy working group established with launch in fall 2022
- New Board Skills Matrix
- President's Working Group on Free Speech completed
- FEUC and Glendon strategic planning on track



Skennen'kówa Gamig

Equity, Diversity & Inclusion at York

- Significant progress on EDI/R including launch of ABR Framework and Action, release of Equity Strategy for consultation, and implementation of Decolonizing Research Report recommendations
- New training program for varsity student-athletes: Resisting Oppression, Advancing Rights (R.O.A.R.)



Spotlight: The Centre for Indigenous Knowledge & Languages

- Led by inaugural Director, Deborah McGregor, the Centre for Indigenous Knowledge & Languages is the first organized research of its kind at York.
- The Centre, launched in September 2021, is committed to advancing Indigenous and decolonizing research.



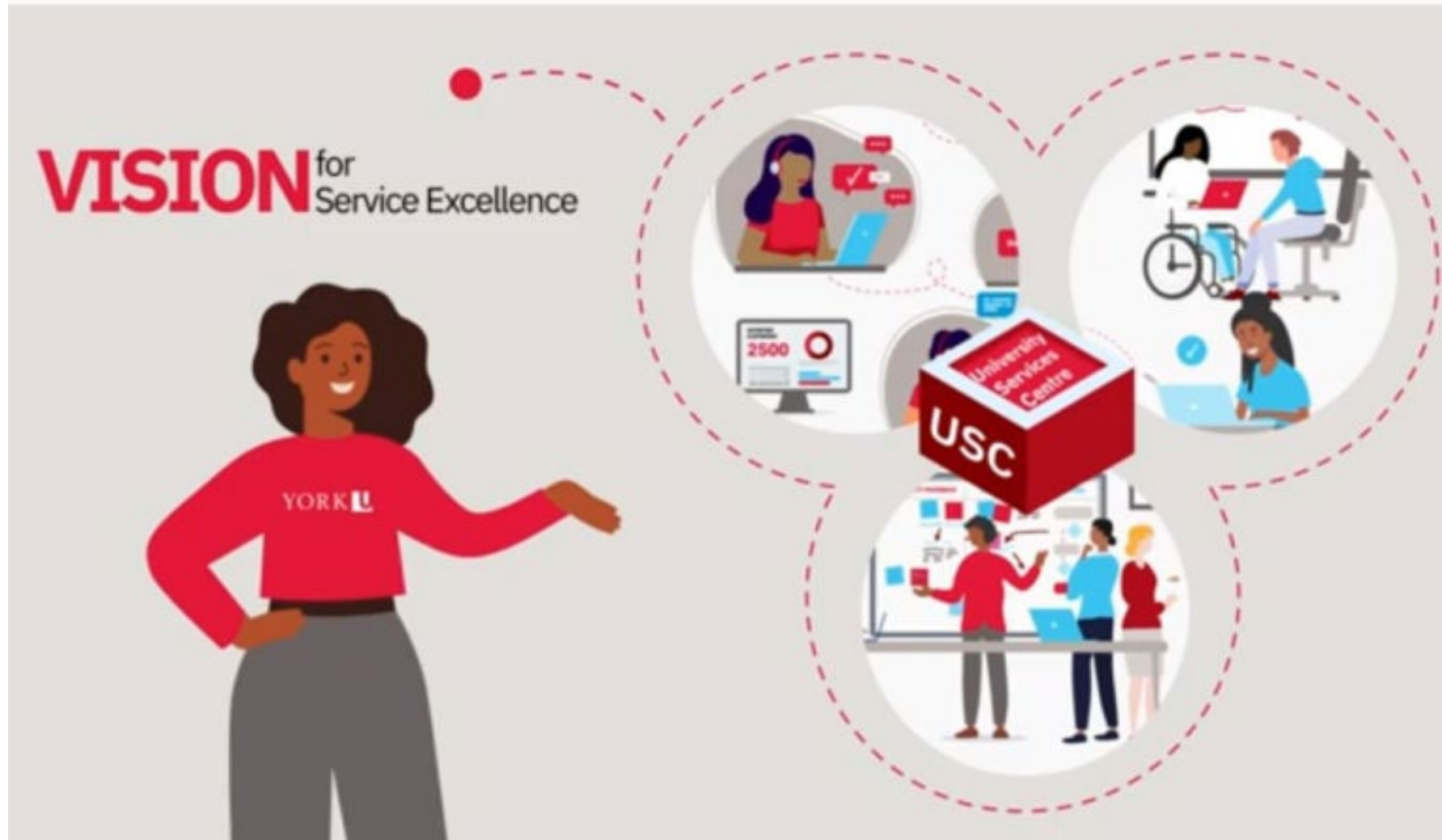
Spotlight: Susan Dion Appointed Associate Vice President Indigenous Initiatives



Susan Dion was appointed as inaugural Associate Vice President Indigenous Initiatives to drive further implementation of the University's Indigenous Framework



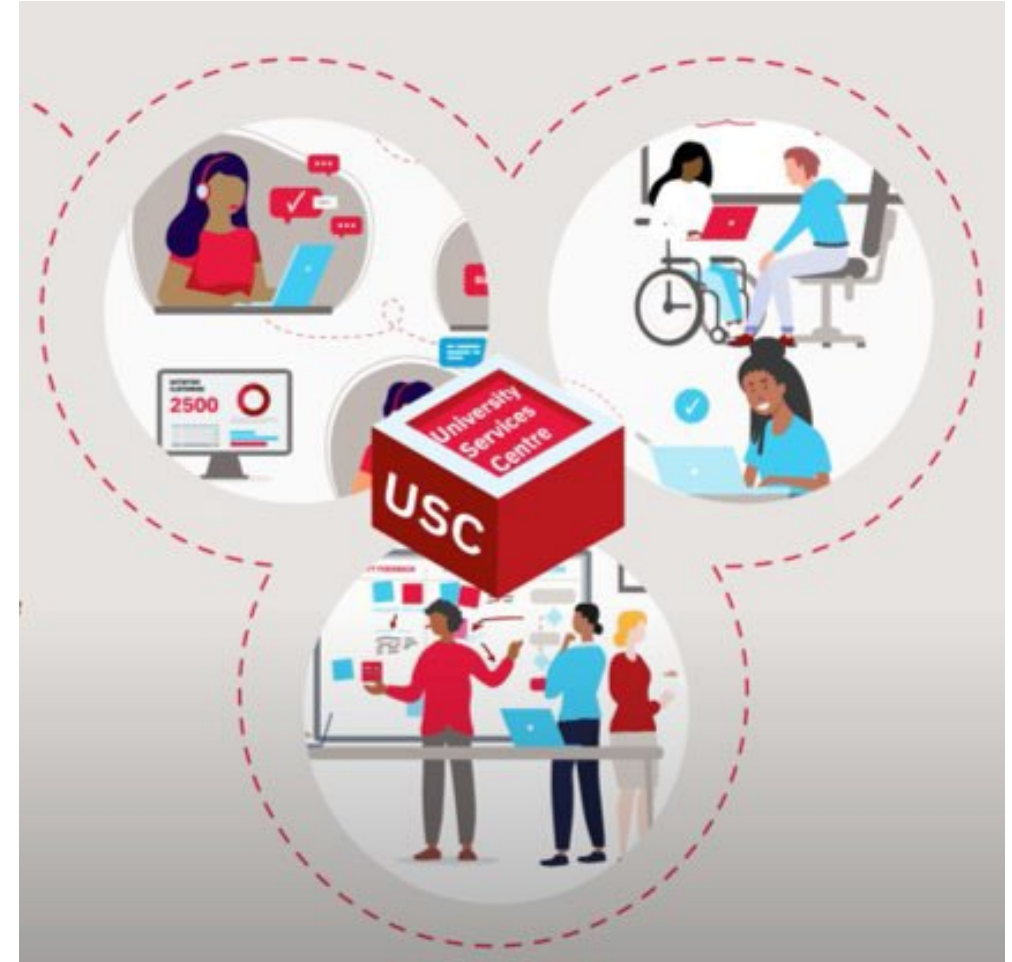
Committing to Service Excellence





Committing to Service Excellence

- 6 high volume administrative functions in Central units have been integrated into the University Services Centre (USC), including:
 - Central HR Units: Pension & Benefits, Payroll & Records
 - Central Finance Units: General Accounting, Accounts Payable, Accounts Receivable, Expense Reporting
 - Procurement Operations



Enhancing Our Physical & Digital Environments





Enhancing Our Physical & Digital Environments

Classrooms/ Teaching Space Improvements

- Renovation of 57 classrooms will be completed by summer 2022.
- \$20M (\$4M/yr), over five years (2023-2027) committed by the University Fund Council, for renewal of teaching and research spaces. Plans are being developed with aim to commence renewal project in 2023.
- Completed technology upgrades in 249 teaching/learning spaces as of March 2022





Enhancing Our Physical & Digital Environments

Campus Vision and Strategy Launched Capital Projects

- Markham Campus substantial completion by late spring 2024
- Tender for the GGYU project came in above budget. Project redesign has approval in principle and new Site Plan application is being prepared; construction is planned to commence in fall of 2022.
- Sherman expansion will commence in the spring of 2022 with completion planned for 2024
- School of Continuing Studies completion planned for summer 2022;
- A master plan for the Scott Library has been completed and added to the Major Capital Priorities list.





Enhancing Our Physical & Digital Environments

Digital/ Virtual

- Deployed 2-factor authentication to all active staff, faculty, and students
- Deployed security information and event management system for correlation of security events and alert generation
- Completed initial implementation of privileged access management system (under SSRP) with operational deployment by UIT to occur in 2022-23
- SSRP: Target operating models for IAM, CRM and next-gen SIS have been developed and under review by external consultants as part of York-wide capacity planning; Recruitment in progress for IAM team to carry out deployment, integration, transition, and ongoing operation of all IAM systems.

Embedding York University's Distinct Identity in Fabric of the University




C&PA efforts to educate community on brand results in strong alignment

Tools, templates, training

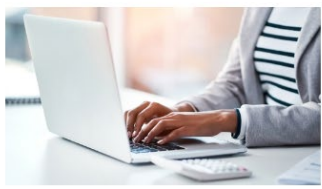
Our Brand

About the Brand Using the Brand Brand Building Blocks Brand Assets Creative Campaign CONTACT




Visual Identity

Align your materials to York's distinct image with logos, colours, typography and graphic elements.



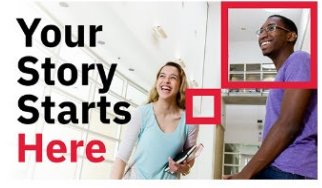
Messaging Guide

Grab your audience's attention while leveraging the strong York brand messaging and positioning.




Photography

Get tips and resources for selecting just the right images for your message.




Graphic Elements

Our proprietary design system creates continuity in all University content.



Social Media

Express York's unique message while aligning with York's overall brand.




Web

Find standards and tools to ensure your website is on brand and gets traffic.

Brand Assessment



83% Advertising on brand
high profile Faculty/ School campaigns



77% Websites on brand
with the remainder in progress

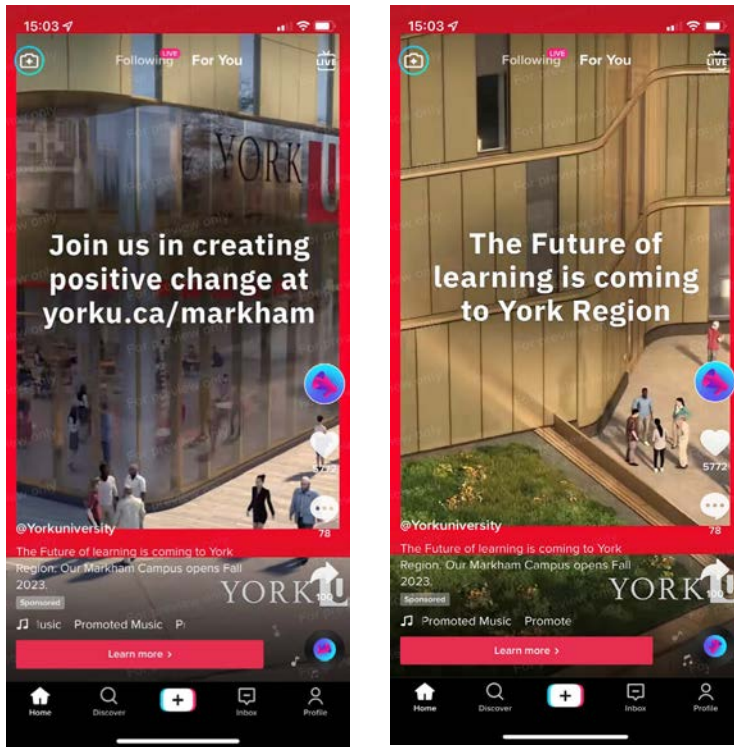


68% Publications on brand
with remainder having some alignment

Markham Campus Awareness Campaign

Multi-faceted campaign exceeded awareness targets across key stakeholder audiences

Google and Tik Tok Ads



Twitch In-Gaming Ads



Hyper-Local Ads



15-sec. commercial on York Region's radio station, which can be heard as far west as Guelph, south to Lake Ontario and east to Oshawa; streamed online



Markham Campus Awareness Campaign (con't)

Multi-lingual digital & print ads and advertorials reached new audiences

Advertising



RIGHT THE FUTURE

与我们一起创造积极的改变

→

YORK U



万锦校区将于2023年秋季开放

YORK U



慶典造傳

萬錦校區即將登陸約克區

萬錦校區將於2023年秋季開放

YORK U



加10月份通脹升至4.7% 錄18年最大漲幅令人憂

10月指數漲幅不變 全國房價升勢暫緩



RIGHT THE FUTURE

未來教育 即將登陸約克區

萬錦校區將於2023年秋季開放

YORK U

Advertorials



減磅難增磅更難

約克大學萬錦校園將於2023年秋季開放



萬錦校區將於2023年秋季開放

萬錦校區將於2023年秋季開放



約克大學萬錦校園將於2023年秋季開放

萬錦校區將於2023年秋季開放



萬錦校區將於2023年秋季開放

萬錦校區將於2023年秋季開放

Ming Pao and Sing Tao

Times Higher Education Impact Rankings

C&PA efforts contributed to rankings and communicated results in multi-faceted campaign

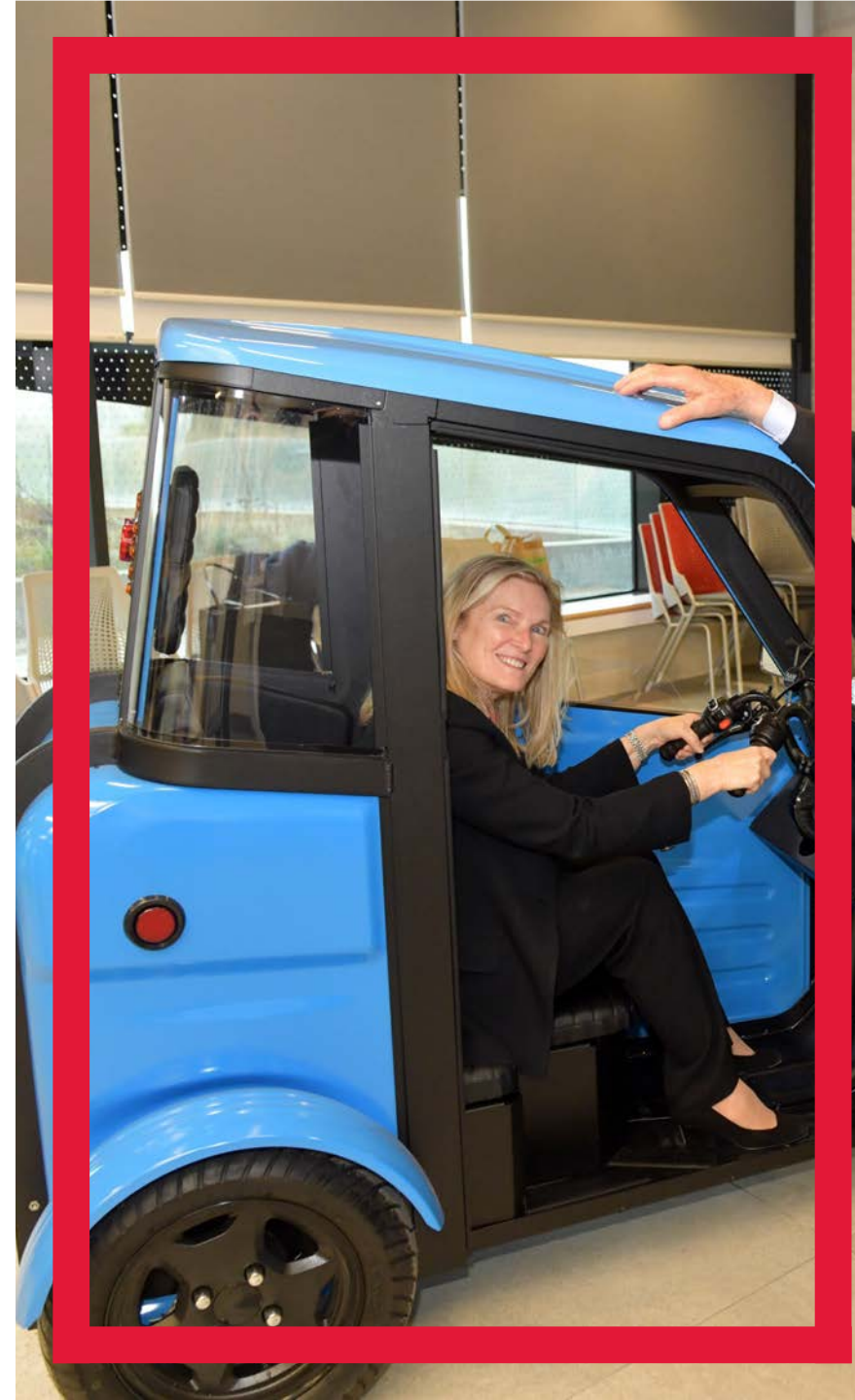
York moved up 34 spots reaching Top 35 in the World out of 1,405+ universities and #1 in GTA

- ✓ C&PA participation in Global Positioning Working group strategies and material creation for rankings submission
- ✓ Robust Communications and Marketing plans to communicate results



Sustainability

- SHARP 2.0 implemented
- Campus Vision and Strategy launched
- Sustainability Report 2021-2022 submitted with recommendations to develop new Sustainability Framework
- Significant progress on *York as Living Lab* with funding secured for SARIT project, Maloca Community Garden initiative, submission of solar panel proposal
- Completed Strategic Plan/Asset Management
- Plans in process to extend Impact Campaign



Strengthening Our Impact on the SDGs



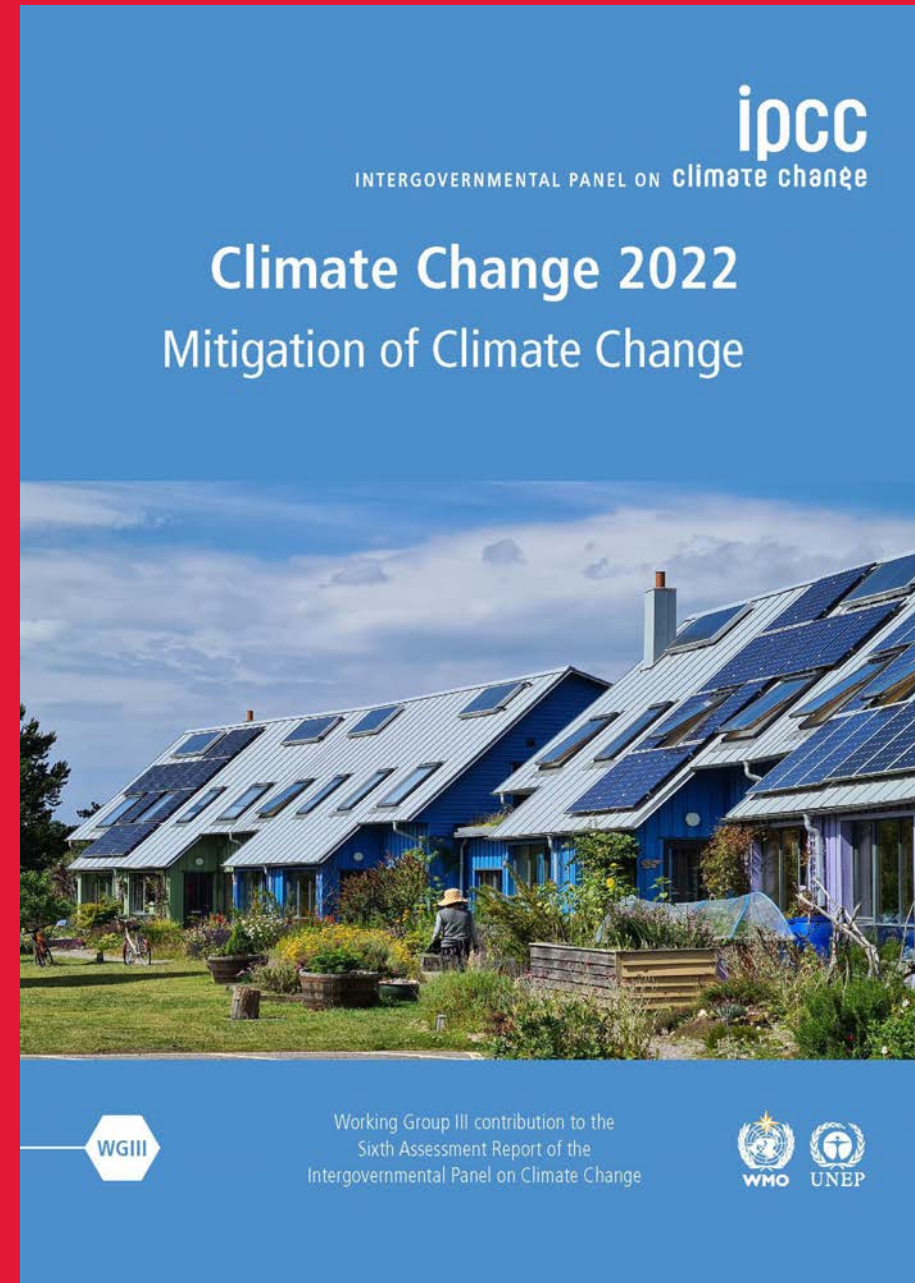
Times Higher Education (THE) IMPACT Rankings


- THE Impact Rankings are **the only international assessment to evaluate how universities' programs and initiatives align with the SDGs.**
- **York has 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 ranks in the top 10 globally in sustainable cities and communities (SDG 11) and in peace, justice, and strong institutions (SDG 16)**
- **In gender equality (SDG 5), York ranks No. 1 in Canada, and 21 globally.**

Spotlight: Dr. Ellie Perkins

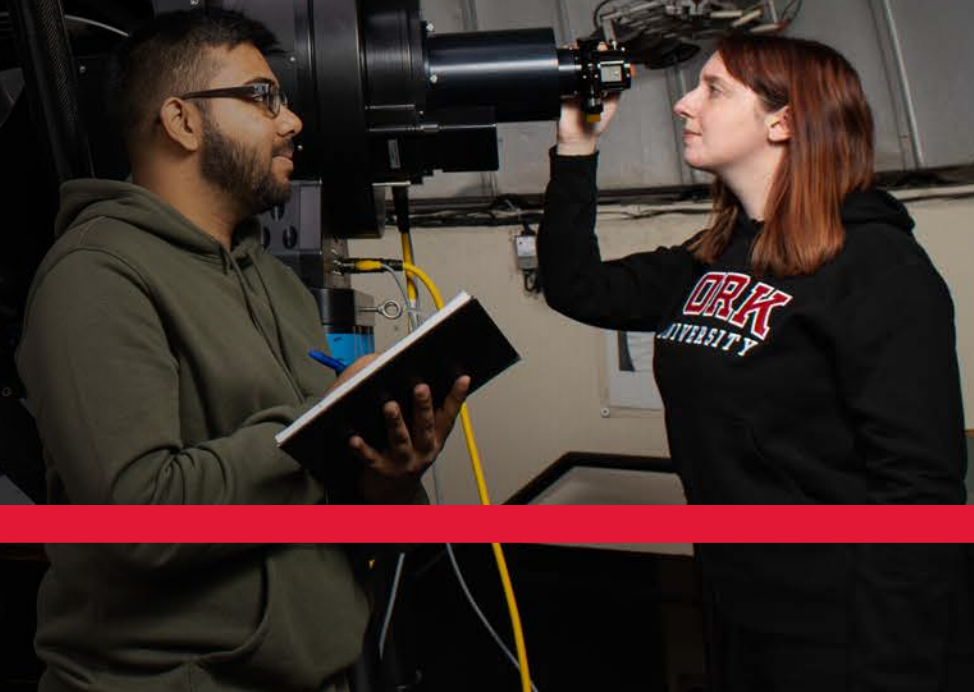
Environmental and Urban Change Professor, Dr. Ellie Perkins, is a lead author of Chapter 5 in the new Intergovernmental Panel on Climate Change (IPCC) report, which tackles the social aspects of mitigation.

From this work, Perkins has created a new field course for students on Climate Justice which starts Summer 2022.





**Looking
Forward**

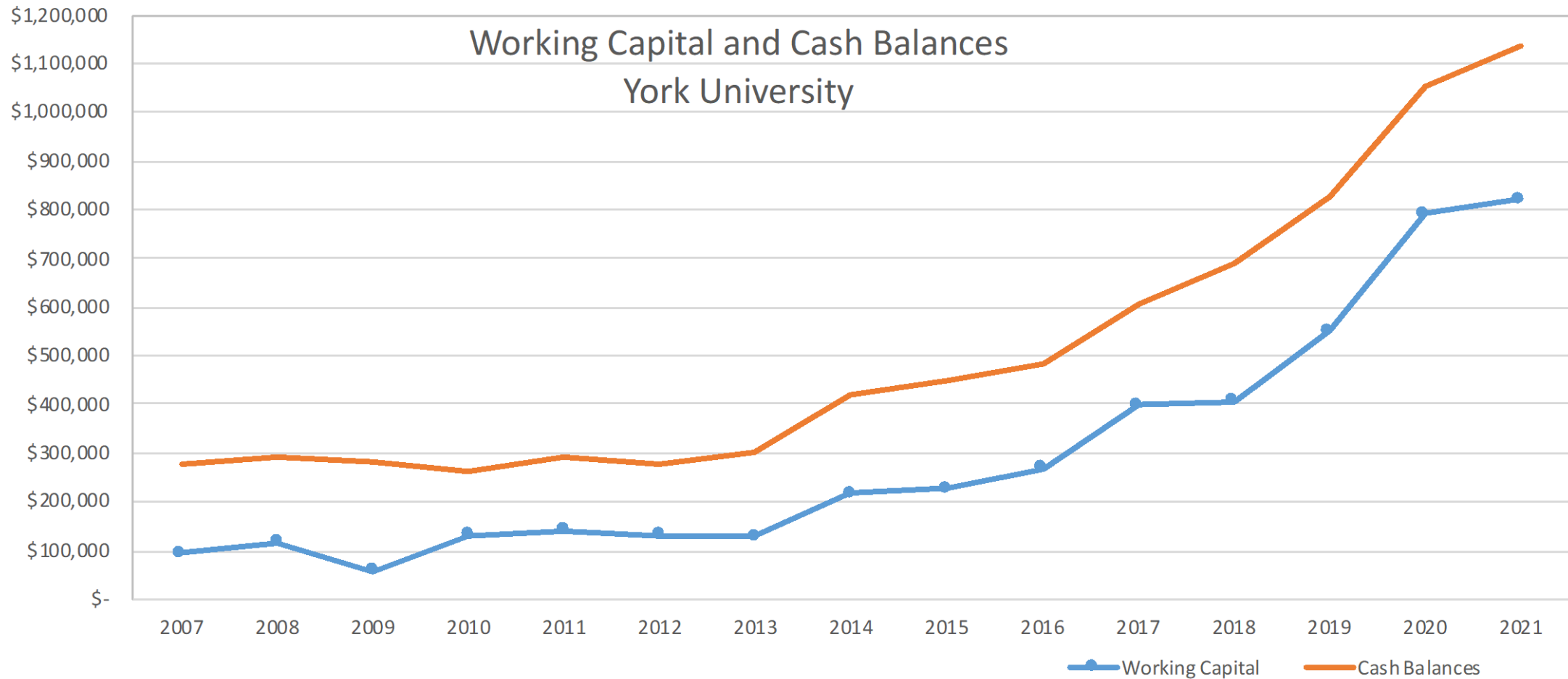




Looking Ahead - Fall Planning

- Applying learnings from the experience of the pandemic into our work ahead. Ensuring that well-being, equity and inclusion and digital transformation are at the heart of our student learning experience and the culture of work at York
- Completing and bringing the Markham Campus to life for students, faculty, staff and community members
- Launch of a new Sustainability Framework to support SDG Challenge, our commitment to de-carbonization, existing initiatives and living labs across the university campuses
- Responding to the call for more integrated, inter-disciplinary health care research and education by unlocking the potential at Vaughan Healthcare Centre Precinct and a new York School of Medicine.
- Diversifying resources to support the full realization of the UAP 2020-2025
- Continuing to advance our vision and contribute to the betterment of the communities we serve locally and globally

Assessing Degrees of Freedom & Confirming Priorities for 2022-2023



A photograph of a person with long, curly brown hair, seen from the side, clapping their hands. They are wearing a dark-colored jacket. In the background, another person is visible, also clapping, though they are out of focus. The setting appears to be an office or a meeting room, with a laptop and other desk items visible in the foreground. The entire image is framed by a thick red border.

Thank You