

Board of Governors Year-End Retrospective

2022-2023 Academic Year

PRESIDENT RHONDA LENTON | JUNE 27, 2023

YORK 



Strategic Planning



Current Context





York's vision is to give a broad demographic of students access to a high quality, research-intensive learning institution committed to the public good.



York's Strategic Plan



University Academic Plan 2020-2025

Strategic Research Plan (SRP)

Decolonizing, Equity, Diversity, and Inclusion (DEDI) Strategy

Internationalization and Global Engagement Strategy

Sustainability Strategy

Faculty Academic Plans

Strategic Mandate Agreement (SMA)

Operational Plans

Institutional IRP (PVP IRP)

Divisional, Faculty, and Units IR Plans

Strategic Enrolment Management (SEM) Framework

Faculty Complement Plan

Integrated Capital Plan (ICP)

Budget Plans

Institutional Budget

Divisional, Faculty, and Unit Budgets

Strategic Mandate Agreement (SMA) 3

99.60%

York's overall target achievement for performance metrics in Year 3 (2022-23).





**Advancing the
University
Academic Plan
2020–25**

A person's hands are visible at the bottom, holding a tablet. The tablet screen displays a futuristic, glowing blue interface. At the top, there are several icons: a bar chart with an upward arrow, a question mark over a person silhouette, a person silhouette with an upward arrow, and a handshake. Below these are more icons: a person silhouette with a gear, a person silhouette with a gear, and a person silhouette with a laptop. At the bottom of the screen, a horizontal timeline shows years from 2023 to 2032. The text "21st Century Learning" is overlaid on the left side of the screen in a bold, white font.

21st Century Learning

21st Century Learning: Curriculum Innovation

› Flexible program options & Technology Enhanced Learning (TEL)

57 classrooms renovated (majority converted to Hyflex).

52 new Hyflex courses added in 22/23.

› Work-Integrated Learning (WIL)

2634 students participated in paid WIL.

› Experiential Education

27,249 EE placements across **772** courses, a **231.55%** YOY increase.



Exciting New Programs That Are Responding to Workforce Demands

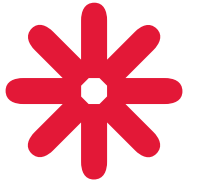
Program Name	Anticipated Launch Date	Faculty
Bachelor of Science in Data Science	Fall 2023	Science
Microcredential in Film Accounting	June 2023	AMPD
PhD in Disaster and Emergency Management	Fall 2024	LA&PS
PhD and MA in Global Health	Fall 2024	Health
Master of Health Industry Administration	Fall 2023	Schulich School of Business
Master of Business Administration in Leading Technology-Enabled Organizations (MBA _t)	Fall 2023	Schulich School of Business
Bachelor of Sport Management	Fall 2024	LA&PS

Spotlight: Glendon Campus

- › York's Academic Innovation Fund announced **\$40K** to invest in **Biskaabiiyaang: The Indigenous Metaverse** led by **Maya Chacaby** to support the design of an Indigenous-led metaverse delivering Anishinaabe language and First Nation cultural competency programs within a virtual world.



Spotlight: Markham Campus



- \$5M gift from Metropia.
- More than \$110K gifted to enhance student supports.
- Approval of Markham Academic Programming.
- Markham Campus Research Vision developed.
- Markham Campus Student Services Strategy implemented.
- Digital Technologies at IBM (Fall 2023 implemented with 363 applications received for a planned intake of 15 students.)





21st Century Learning: Leading in Lifelong Learning

- York is a leader in lifelong learning:
 - **30%** of OSAP eligible microcredentials come from York University.
 - **40,000+** course enrolments in non-credit programs.

York announced the opening of the new LEED Gold Certified School of Continuing Studies Building in April 2023.



School of Continuing Studies

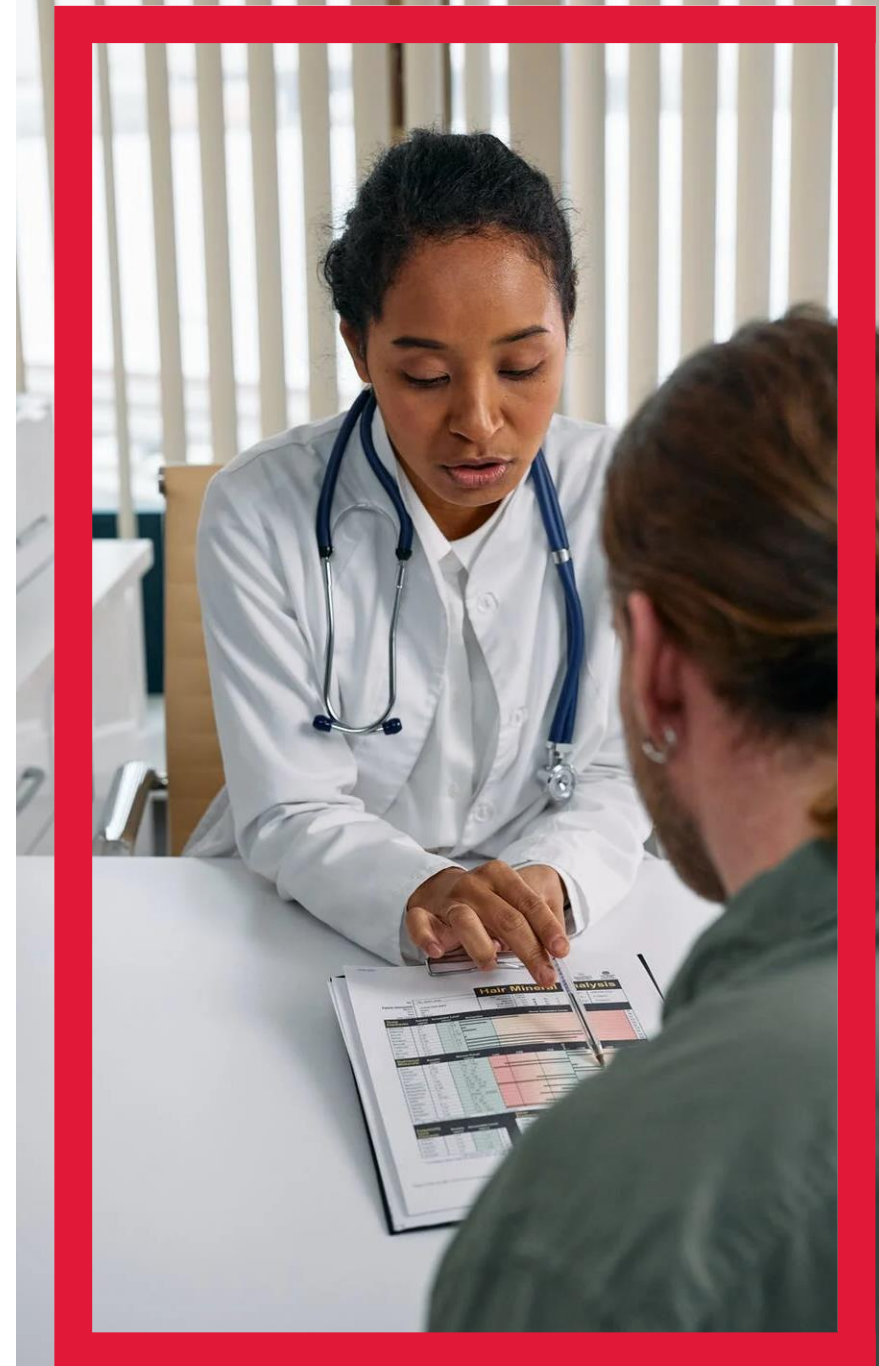
Spotlight: AMPD's Living Museum Lab on Las Nubes EcoCampus



Spotlight: School of Medicine



- Currently only 1/3 of graduates from Ontario's existing medical schools enter family practice and about 10% of Ontarians do not have a family doctor.
- Examining demand versus supply of practice-ready physicians in Ontario shows that there is a **43%** shortfall in the supply of family doctors.
- York's School of Medicine will train a new kind of family and community doctors within an integrated setting. The model is expected to **create greater health equity** for diverse communities across the GTA.



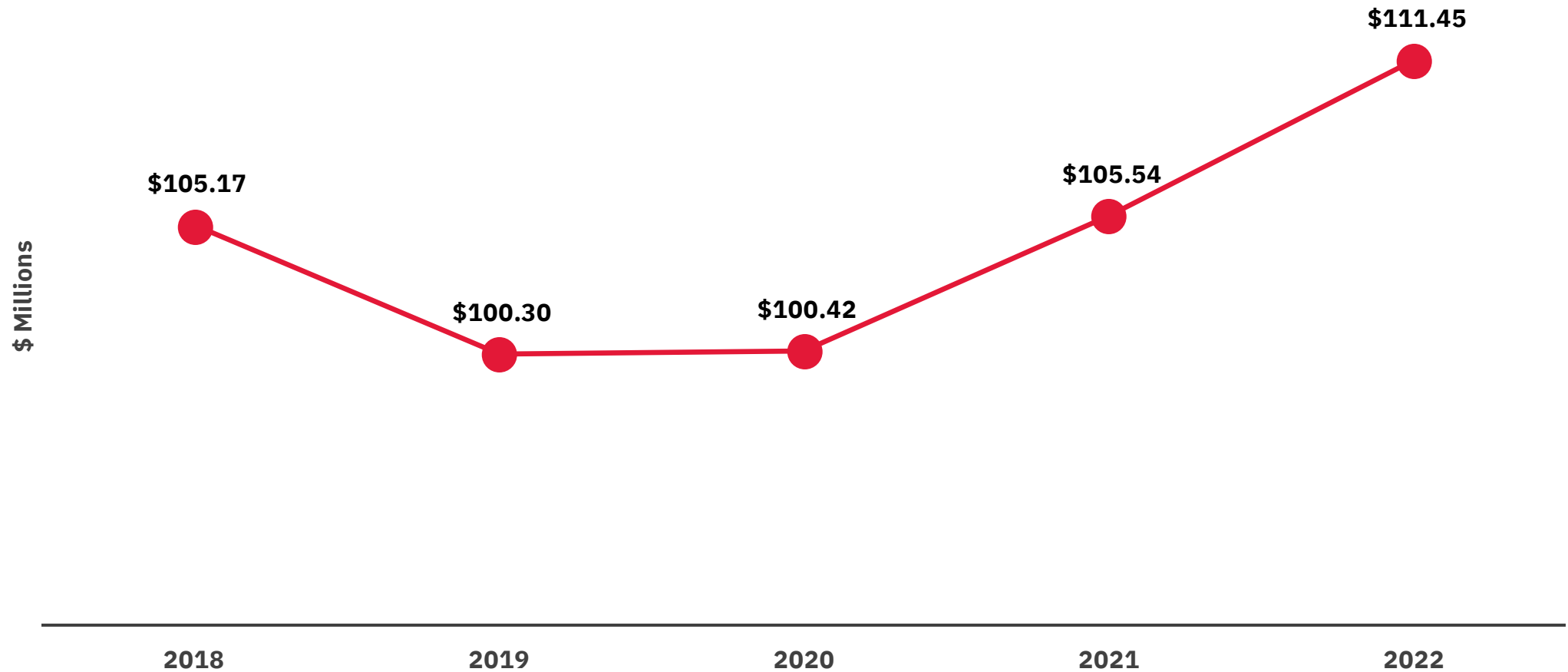
A group of seven people, five men and two women, are posed in a workshop or lab. They are holding various robotic components, including wheels, gears, and assembled robots. The background shows a dark room with fluorescent lights, a table, and an exit sign. The entire image is framed by a thick red border.

Knowledge for the Future

Knowledge for the Future



Total Sponsored Research Income



Knowledge for the Future: Research Excellence

➤ Strengthening our impact on the SDGs

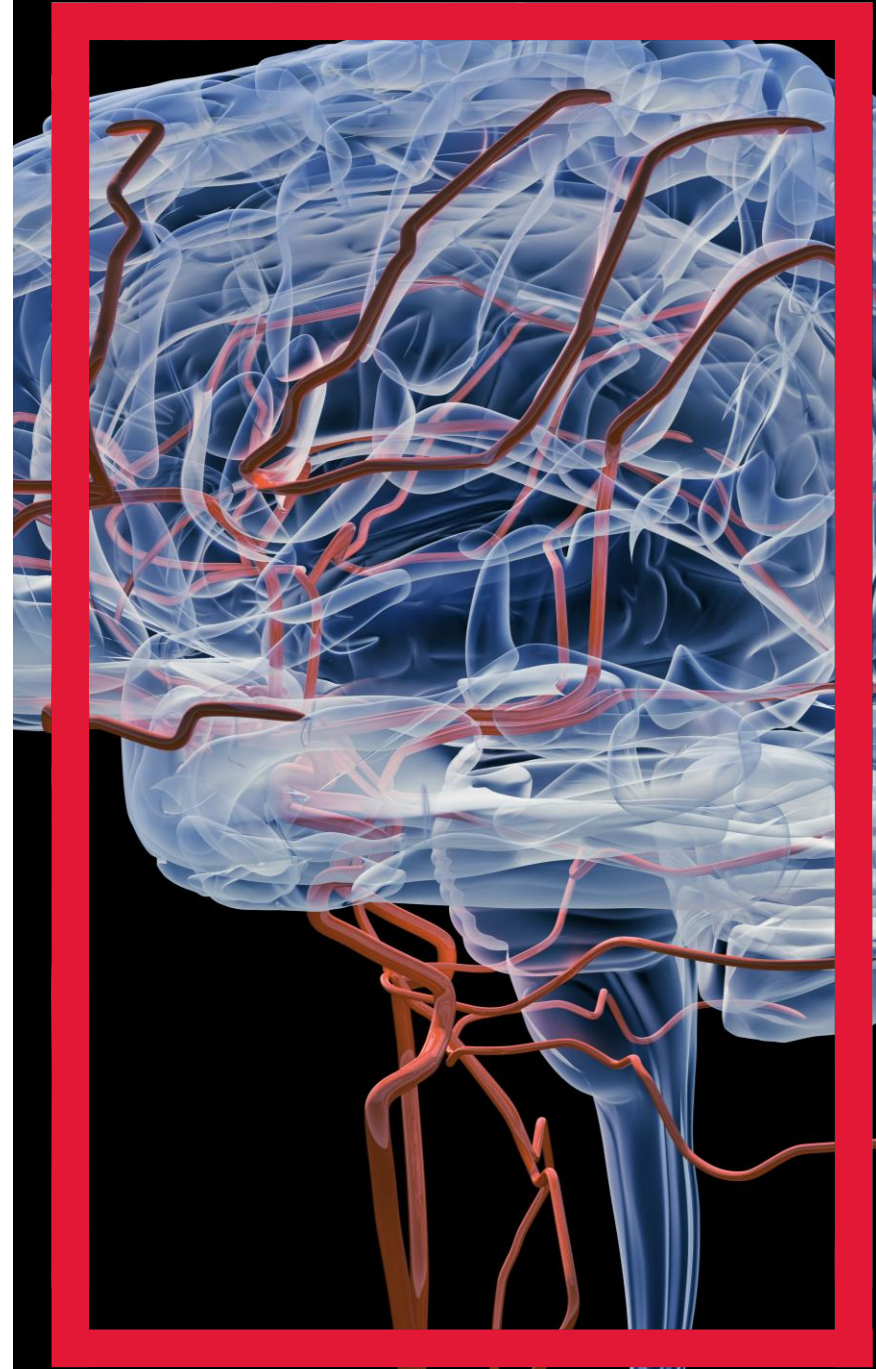
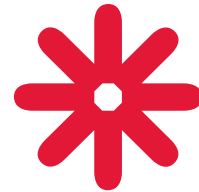
- York invested more than **\$4.5M** through the Catalyzing Interdisciplinary Research Clusters

➤ Launched our Strategic Research Plan

- *Knowledge for the Future: From Creation and Discovery to Application* includes six areas of research strength and six opportunities for York.

➤ Indigenous Research Ethics Board

- Expected to be launched July 2023.



Knowledge for the Future: Examples of Major Grants



- **\$8.7M** awarded to Global Strategy Lab to launch AMR Policy Accelerator Led by **Stephen Hoffman** (Health, Osgoode Hall School of Law)
- **\$2.5M** from CIHR to support development of new virtual mental health resources for remote Nunavut communities, led by **Yvonne Bohr** (Health).
- **Stephen Gaetz** (Education), received a second consecutive Partnership Grant to continue his work as president and CEO of the Canadian Observatory on Homelessness (COH) – an anti-homelessness research institute previously funded by the SSHRC in 2012.
- York researcher **Jude Kong** (Science) received **\$7.25M** to use AI, big data in fight against infectious diseases in LMIC.



Knowledge for the Future: Research Excellence



6

New
Organize
Research
Units

14

Canada
Research
Chair (CRC)
renewals and
11 new CRCs

4

new Royal
Society of
Canada
Fellows and
2 new RSC
Members



CRC Anthony Chum is using health data to study the epidemiology of deaths and disease.

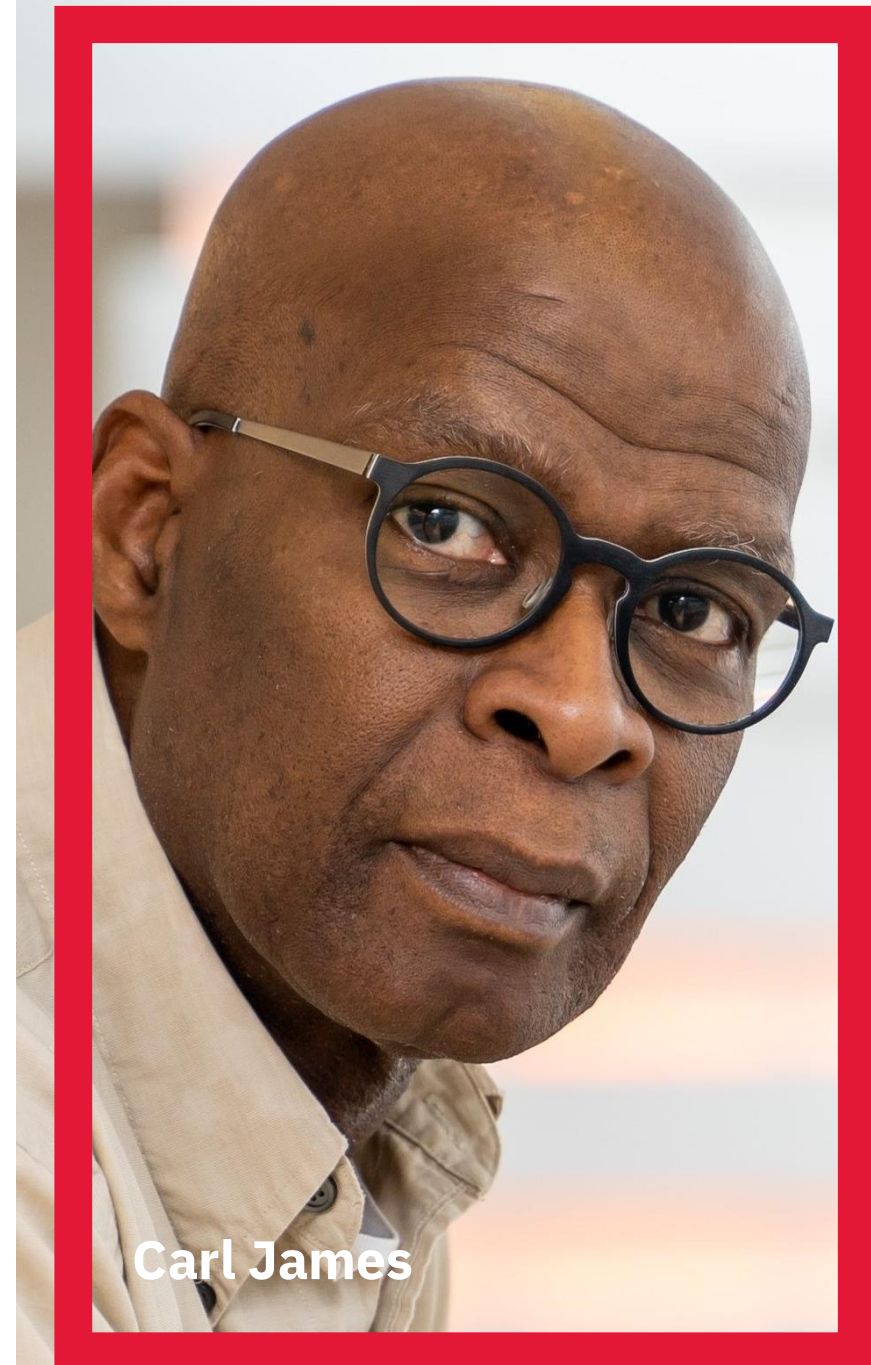


Spotlight: Connected Minds



Spotlight: Knowledge for the Future

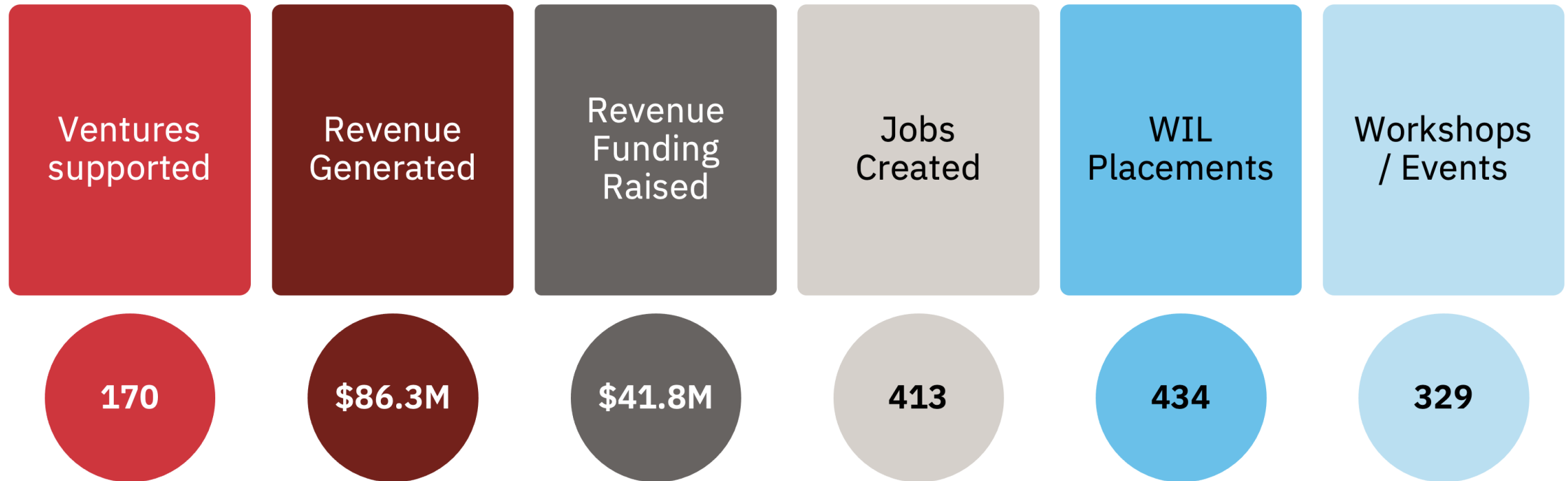
- Transformative Gift of **\$750,000 USD (\$1M CAD)** from the Walmart Foundation will fund a three-year research project that will examine the concept of social capital in Black and racialized communities in Canada.
- The project is led by Jean Augustine Chair in Education, Community and Diaspora in the Faculty of Education and **Professor Carl James.**
- The collaboration is supported by the Coalition of Innovation Leaders Against Racism (CILAR) and York's School of Continuing Studies.



Knowledge for the Future: President's Research Awards



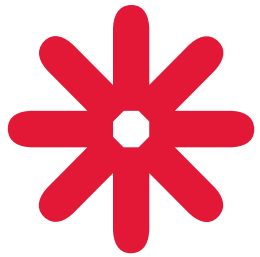
Spotlight: YSpace



➤ Ongoing work on developing the Commercialization Policy and Annual Commercialization Plan

Spotlight: \$3M to expand access for women entrepreneurs in Canada

- Yspace ELLA received **\$3M** from a federal government program called Women Entrepreneurship Strategy (WES) to expand support for female entrepreneurs across the country. The donation will enable ELLA to expand its services across Canada.



Spotlight: Knowledge Mobilization (KMb)

- MobilizeU is an 8-week accelerated course for faculty, researchers, postdoctoral fellows, graduate students, staff and more who are interested in learning more about Knowledge Mobilization.
- Research Impact Canada shared an additional **\$3M** from Future Skills Centre to support future skills development and employment training for Canadians.





From Access to Success

2022-23 Undergraduate Full-Year FTEs: Final

	2018-19 Actual	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Enrolment Target	2022-23 Actual	2022-23 Difference Between Actual and Target
Eligible	34,922	36,323	37,702	35,985	35,552	34,625	-927
Visa	6,401	7,638	8,384	7,952	8,862	7,047	-1815
Other Ineligible¹	281	228	135	54	34	6	-28
Total	41,604	44,188	46,220	43,990	44,448	41,678	-2,770

¹Other ineligible includes only the York/Sheridan design program, for which there is a target.

2022-23 Masters Fall FTEs: Final

	Fall 2018 Actual	Fall 2019 Actual	Fall 2020 Actual	Fall 2021 Actual	Fall 2022 Enrolment Target	Fall 2022 Actual	Fall 2022 Difference Between Actual and Target
Eligible	2,298	2,212	2,326	2,249	2,445	2,022	-422
Visa	755	862	869	996	1,133	1,024	-109
Other Ineligible¹	126	144	118	109	109	131	+23
Total	3,179	3,218	3,313	3,354	3,686	3,178	-508

¹ Numbers may not add up due to rounding

2022–23 Doctoral Fall FTEs: Final

	Fall 2018 Actual	Fall 2019 Actual	Fall 2020 Actual	Fall 2021 Actual	Fall 2022 Enrolment Target	Fall 2022 Actual	Fall 2022 Difference Between Actual and Target
Eligible	1,148	1,161	1,169	1,099	1,181	1,082	-99
Visa	149	155	191	286	266	329	+63
Other Ineligible¹	425	453	447	475	475	493	+18
Total	1,721	1,769	1,807	1,861	1,923	1,905	-18

¹ Numbers may not add up due to rounding

From Access to Success: Highlights



Affordability

YU Eats addresses food insecurity among students.

Accessibility

80% of faculty members have adopted at least one Open Education Resource in their courses, and over **50%** have adopted more than five.

AI + AI

Newly launched [AI Technology and Academic Integrity webpage](#) provides information about the capabilities and limitations of generative AI technology, such as ChatGPT.

Highlights: Creating Access for York's Diverse Student Population

- The **Tom Janes Award for Black Scholars** awards **\$5,000** to 10 first-year Black students who are enrolled in a LA&PS program.
- Osgoode Hall Law School and leading law firm announced **\$1.2M Davies Fellow Award** designed to break down barriers to legal education.
- Schulich School of Business is participating in the launch of a new program as part of a **Tri-Business School Collective** to create university pathways for Black high school students.



Highlights: Supporting Success of York's Talented Students



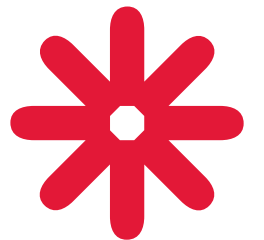
- The **Paulina Lau Scholars** program is providing students with global learning opportunities in research, coursework, and internships.
- The **Earle Nestmann Undergraduate Research Award** provides Science students with paid 16-week positions in York research labs
- 400 initiatives were supported through the Academic Excellence Fund.





Spotlight: 2023 Summer Jazz & Groove Lab

- The School of the Arts, Media, Performance & Design's Department of Music announced the 2023 in-person edition of **the Summer Jazz and Groove Lab**.
- This unique summer camp provides high school students the opportunity to explore a range of musical styles including: Jazz, Rhythm and Blues, Gospel, Hip-Hop and the blending of musical traditions from around the world.
- Students have the opportunity to work with the diverse and dynamic internationally renowned Faculty.



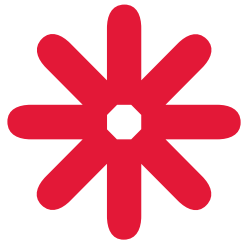
Spotlight: Making STEM accessible through K2i Academy

- › Lassonde School of Engineering launched the Kindergarten to Industry (K2i) Academy in 2020 with the aim to bring together an ecosystem of diverse partners to create equitable outcomes for underrepresented youth in STEM.
- › To date, the K2i Academy has received \$5M from various partners from government to the private sector.
- › Provincial Government funding was secured for two years to develop Work-Integrated Learning Programs, as well as a microcredentials program called Specialist High Skills Program for Black youth in grades 7-12.



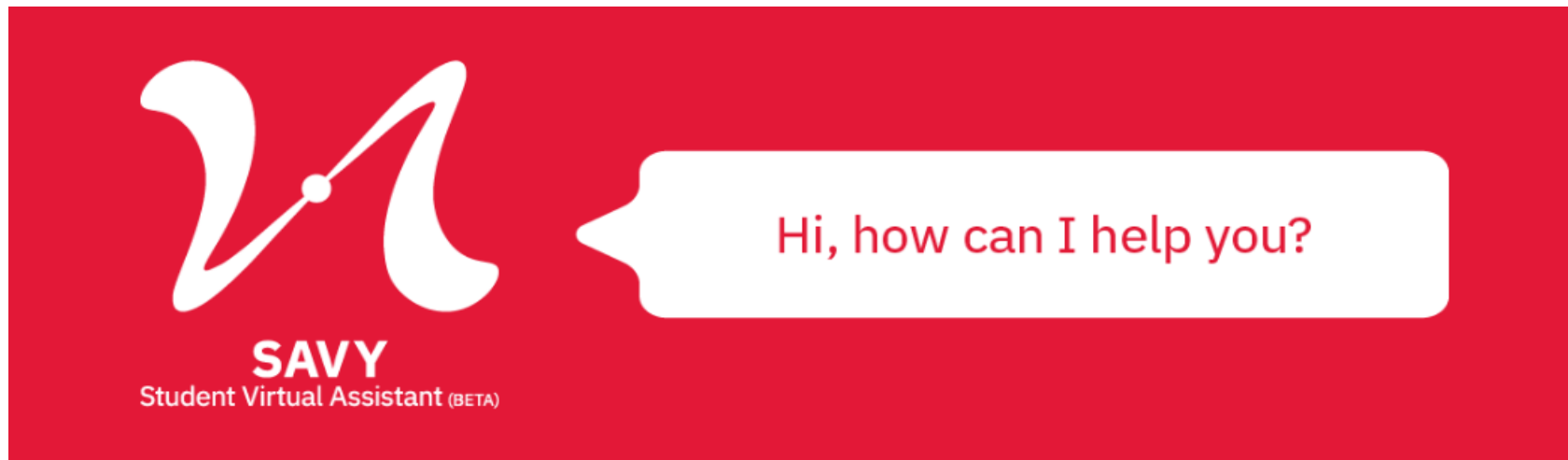
Spotlight: York's First Friend

- Launched by the Faculty of Liberal Arts & Professional Studies, the “York First Friend” initiative aims to connect international students prior to their arrival in Canada. The initiative is coupled with International Student Peer Mentor programming targeting academic success, international student engagement, and career readiness.



Spotlight: Enhancing Student Access with SAVY (York's Student Virtual Assistant)

- › **23,000** unique students have interacted with SAVY since its launch in January 2020. SAVY expects to exceed 100,000 conversations in the next academic cycle.
- › SAVY facilitated **7,538** conversations during the past six-month period.

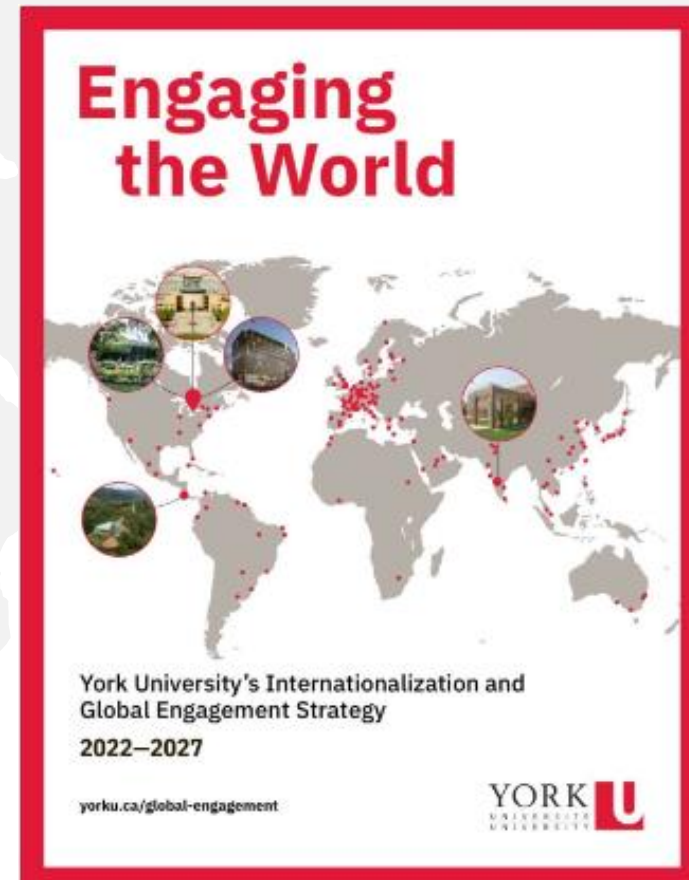


Advancing Global Engagement



Spotlight: Internationalization and Global Engagement Strategy

- Launched in March 2023, the strategy reflects a commitment to Advancing Global Engagement and expands York's position as an agent of positive change on global challenges such as climate change, poverty, systemic inequality and political polarization.
- International recruitment pilots implemented for 2024-2025.



Spotlight: Globally Networked Learning (GNL)

56

GNL projects since inception (2020);
8 of those projects took place in 2022-23.

900+

Students from York and partner institutions have
participated in 7 GNL courses in 2022-23.



Advancing Global Engagement



100+

Outgoing exchange students
for 2023-2024.

175+

Incoming exchange students
for 2023-2024
+ 20 outgoing global
interns for Summer 2023.

251

Outgoing students for 2023
York U faculty led
Summer courses (Las Nubes,
AMPD, GL and LA&PS).

Spotlight: Canada in Asia Conference



Working in Partnership



Working in Partnership

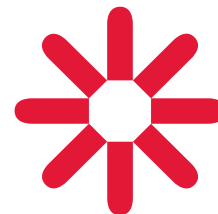


- **Joan and Martin Goldfarb Gallery** under construction (completion date is June 2024)
- **Sherman Health Science Research Centre** expansion project underway

- MOUs signed with **Town of Newmarket, Philippines, UNITAR (CIFAL York), Oak Valley Hospital**
- MOUs underway with **Southlake Hospital and Humber River Regional Hospital**

Spotlight: Water Academy At the United Nations

- York University partnered with the United Nations, York Region and York Regional Police to launch a Water Academy at the UN Water Conference, the first conference on water in 50 years.
- The virtual Water Academy combines multi-stakeholder collaboration to promote the harmonization of water initiatives and to build a water culture based on responsible attitudes toward water with a special focus on distressed areas for Indigenous communities and marginalized / equity-deserving groups.



Spotlight: Congress 2023

- **1,600+** spaces used to host global scholars
- **10,310** event participants and **67** scholarly associations came to York campuses
- **160+** York-led open programming activities including film screenings, panel presentations, exhibitions, tours & workshops
- **200+** talks and presentations from York University academics.
- A total of 11 Faculties, 9 ORUs, 2 divisions contributed.



congress 2023 | **congrès 2023**
OF THE HUMANITIES AND SOCIAL SCIENCES | DES SCIENCES HUMAINES
Reckonings & Re-Imagings | Confronter le passé, réimaginer l'avenir





**Living Well
Together**

STAIR B
FLOOR 1

Living Well Together: Highlights

- MOU with Canadian Black Chamber of Commerce.
- SHARP 2.0 implemented.
- Security Services Review completed.
- HR Reorganization (Well-Being Strategy in development).



Skennen'kówa Gamig

Living Well Together: Highlights

- › Kathleen Taylor was installed as York's 14th Chancellor, marking a historic era for the University.



Living Well Together: Profiling York's Unique Identity

World University Rankings & York's Performance



RANKINGS	2020	2021	2022	2023	
	(1,400 universities)	(1,500 universities)	(1,600 universities)	(1,799 universities)	
THE World University Rankings (WUR)	401-500	401-500	401-500	401-500	York University has remained ranked in the 401-500 band for several years now. Domestically, York is holding steady at 17th in Canada for the past 3 years. The 2023 edition had 1799 universities participate in the rankings.
	2020	2021	2022	2023	
	(1,000 universities)	(1,000 universities)	(1,300 universities)	(1,500 universities)	
QS World University Rankings (WUR)	511-520	531-540	494	456	York moved up in the QS World University ranking this year to 456th in the world. This is continuing a recent trend of upward momentum for York in the QS rankings. York lands top 10 spot in 17 subjects in QS rankings, and moved up to the 456th position.
	2019	2020	2021	2022	
ARWU Shanghai	501-600	401-500	301-400 (on par with U15s Saskatchewan & Manitoba in this research-intensive ranking)	401-500 (tied with University of Guelph at a National placement level of 18-19)	York University has been ranked in the 401-500 band in the Academic Ranking of World Universities (ARWU; Shanghai) for 2022, and saw significant changes in subject rankings, including improvements in rank and transitioning from unranked to ranked in certain subjects.
	2020	2021	2022	2023	
Maclean's Comprehensive	8th	6th	6th	5th	In the Maclean's Comprehensive Rankings York moved up in the Maclean's ranking this year in the comprehensive category 6th to 5th place. This is a strong overall result.
Maclean's Reputation's Rank	21	20	18	17	Maclean's Reputation Rankings increased by one spot, reaching 17 out of 49 universities, compared to 18 in 2022.



Living Well Together: Establish York's differentiated identity and enhance reputation

Exceeded our total followers/impressions/interactions
growth targets of 10%



+15%

Followers

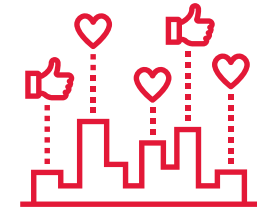
from 381,000 to 438,000



+12.6%

Impressions

from 26.4 million to 29.7 million



+27.8%

Interactions

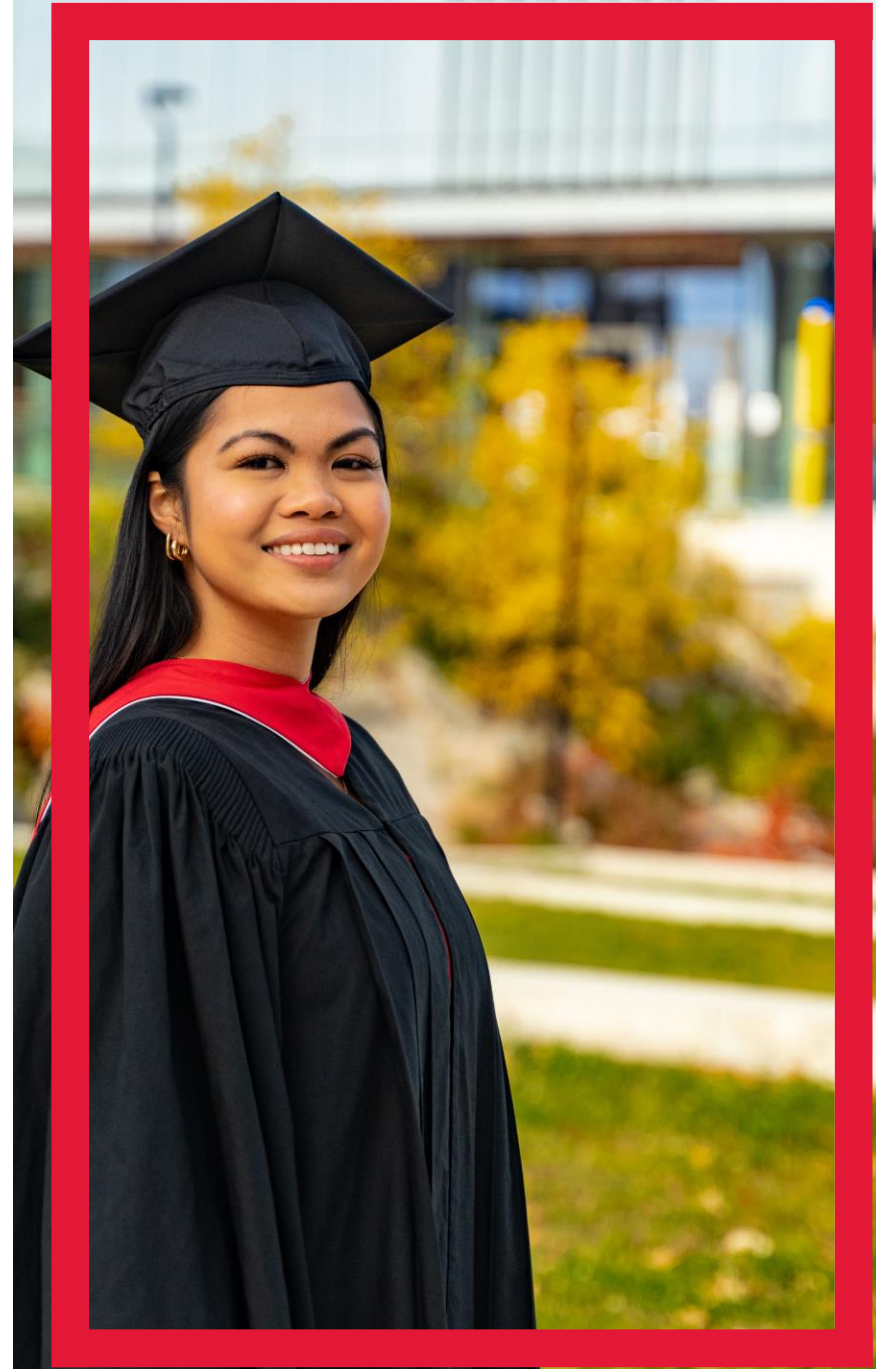
from 8.7 million to 11.1 million



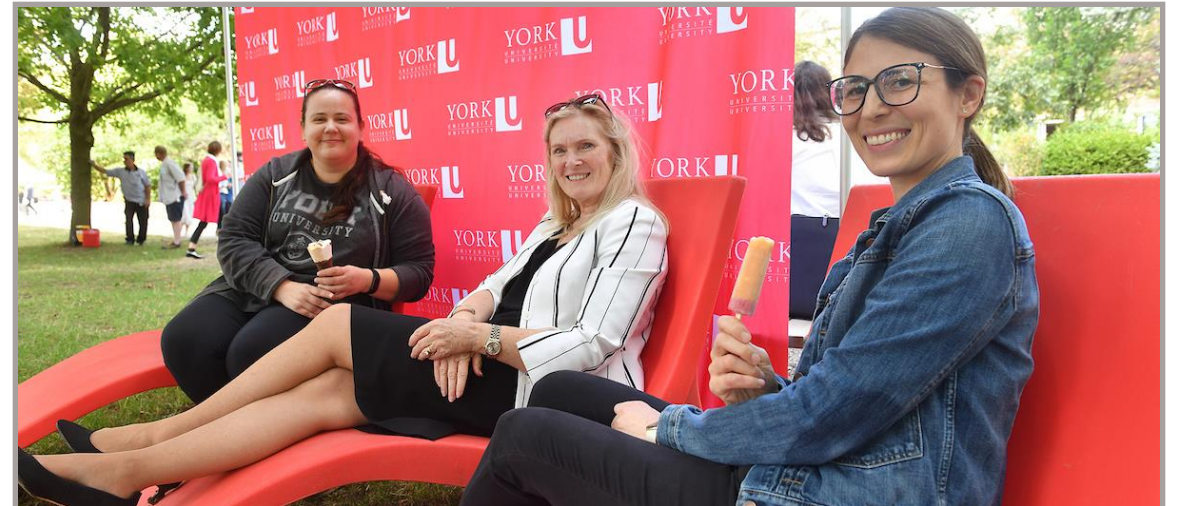
Living Well Together: Right the Future Campaign

- The Right The Future advertising campaign is positively enhancing York's reputation. Audiences cited they were much more likely to have a favorable impression after seeing the ads:

74%	first choice apps
63%	second choice apps
55%	non-apps
67%	parents
61%	influencers
54%	GTA general population
47%	general population Ontario (excluding GTA)



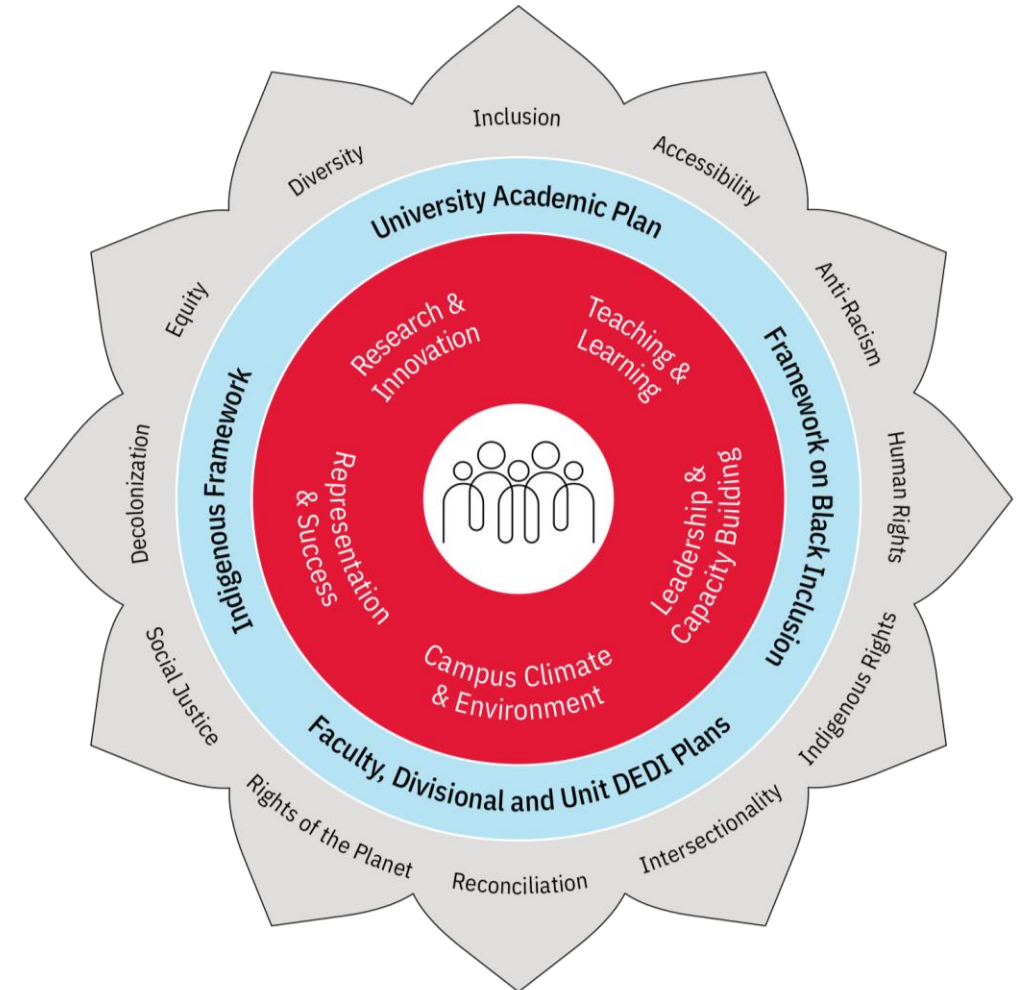
Living Well Together: In-Person Events & Celebrations



Spotlight: DEDI Strategy

- The Strategy aims to embed DEDI into the fabric of York University in pursuit of living its mission and values. The DEDI Strategy consists of several interdependent dimensions, embedding DEDI principles, practices, and actions institutionally. This is visually represented as the head of a flower. The strategy is a long-term endeavour that will evolve over time.
- Number of recommendations already in progress with annual goals and targets.

Decolonizing, Equity, Diversity and Inclusion Strategy

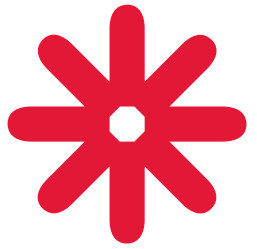


Spotlight: Advancing DEDI



- York Libraries hosted edit-a-thon to improve digital coverage of Black excellence.
- The Centre for Human Rights, Equity & Inclusion offered over **118** REDDI and Anti-Racism Workshops for **3,5921** Faculty, Staff and Students.
- Endowment of the Jean Augustine Chair (Faculty of Education) – the first endowed chair in Canada focused on educational programs and community partnerships that are culturally responsive and relevant to the Black community.

Spotlight: Service Excellence





Highlights: Student Systems Renewal Program (SSRP)



- NextGen SIS: Financial Aid, Awards and Scholarships design & build underway for November 2023.
- NextGen SIS Oracle Student Management underway.
- Mobile and Portal Project will build a virtual service point for students to interact with York from their smartphones.

Benefits of SSRP



Enhanced Student Experience

Improved access to services and ways to connect on campus with streamlined processes for the application, enrolment, and degree process.



Enhanced Faculty Experience

Improved ability to plan and administer courses and curricula through innovative delivery models and better access to data to support quality academic programs.



Enhanced Staff Experience

Increase intentional work with students and faculty by incorporating tools to tailor communications and automate routine processes.



Evolved Technology Landscape

Robust, secure, and well-integrated technology solutions that improve services for students, faculty and staff.



Increase Value of Service Offerings

Provide enhanced value to students, faculty, and staff by delivering simple, efficient, effective, and forward-looking services.



Ready for the Future

Help ensure York is effectively prepared for a modern environment in which learning and working will be combined in new ways both virtually and on campus.

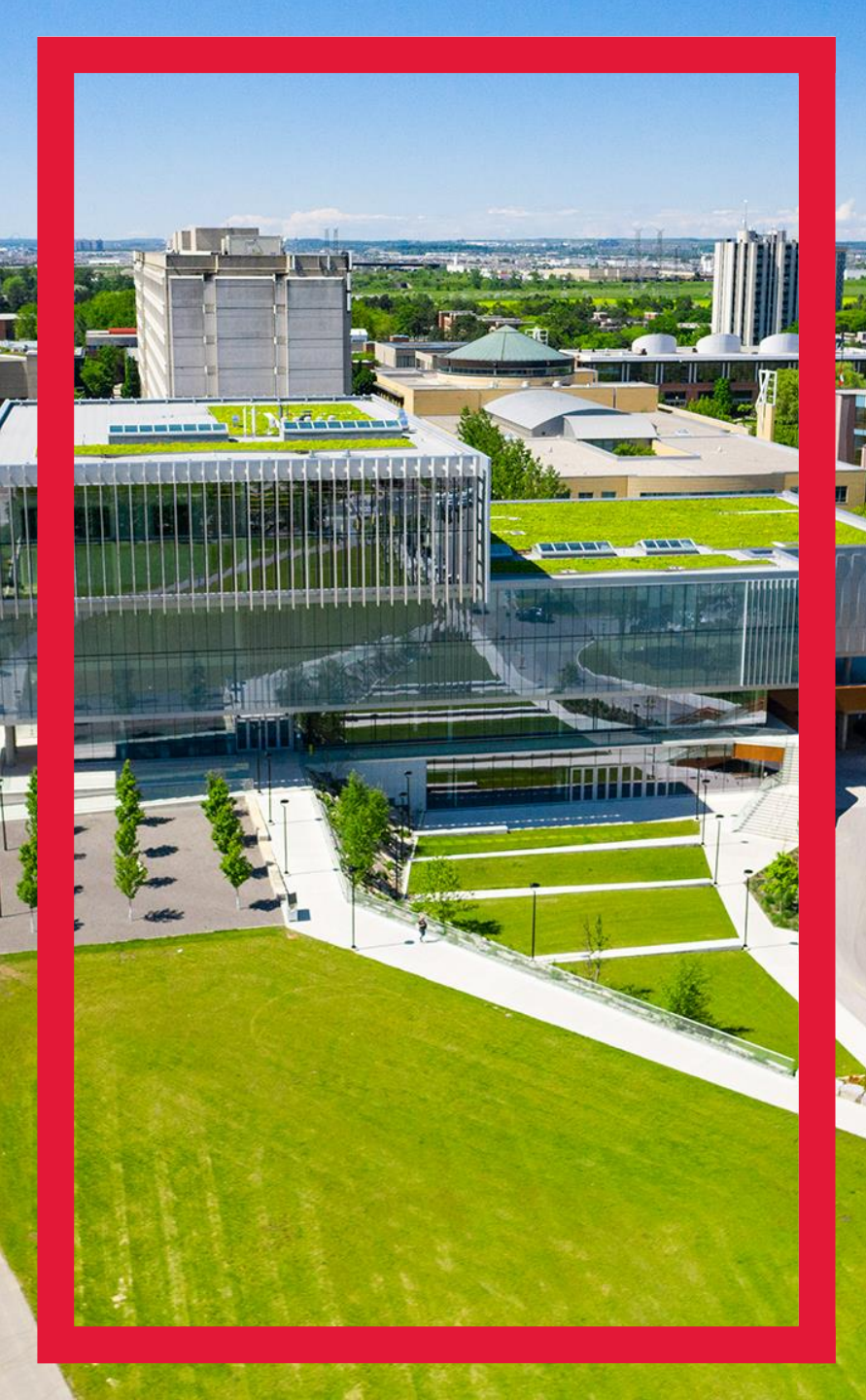
Strengthening Our Impact on the SDGs



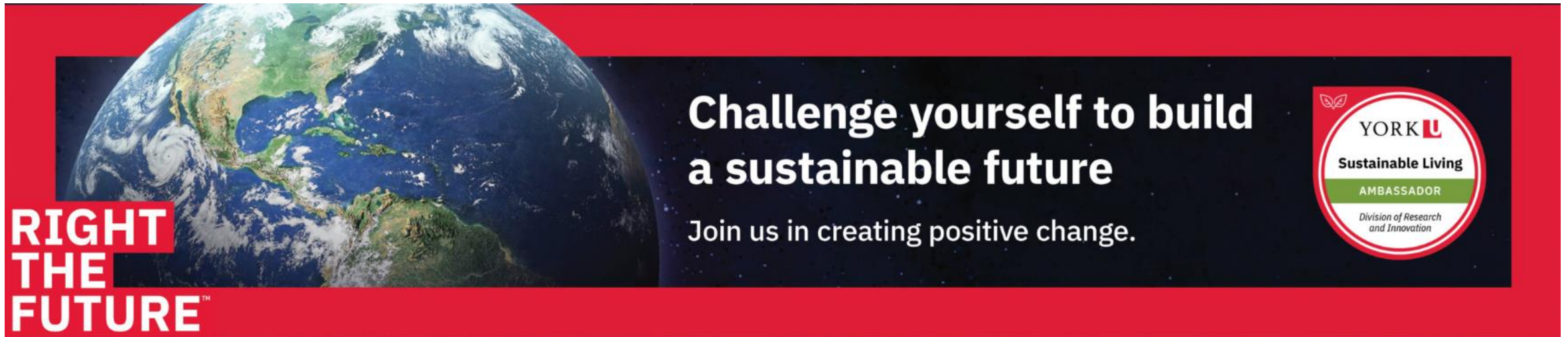
Highlights: Advancing Our Leadership in Sustainability



- New Sustainability Framework implemented with Steering Committee and expanded Office
- Consultation underway for next version of Sustainability Strategy 2023-2028
- Invested **\$1M** to support Sustainable Innovation. Welcomed Mike Layton as the Chief Sustainability Officer
- Improved sustainable transportation options and waste diversion on campus.
- Ahead of target to reduce indirect and direct emissions by **45%** before 2030 to achieve net-zero sooner.



Answering the Call: Sustainable Living Microlectures Series



**RIGHT
THE
FUTURE™**

**Challenge yourself to build
a sustainable future**

Join us in creating positive change.

YORK U
Sustainable Living
AMBASSADOR
*Division of Research
and Innovation*

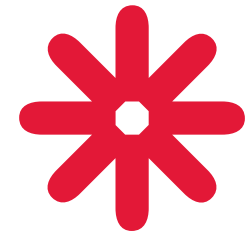
Spotlight: Sustainable Innovation Fund

- A newly funded project called "*Determining the merits of large battery electricity storage at York University*" will assess the desirability (environmental impact reduction), feasibility (fit with existing campus infrastructure and staffing) and viability (whether the system will reduce overall costs) of a large battery storage system at York University.
- The project is led by **Tim Hampton** and **Mark Winfield** (EUC), **Hany Farag** (Lassonde) and **Steve Prince** (Facilities).



Spotlight: Campus as a Living Lab

- Energy Management Information Systems (EMIS) is a state-of-the-art system that will enable cloud-based software with AI capabilities to analyze and optimize existing building energy in real time with the goal of controlling campus comfort and reducing unnecessary use of electricity and gas. This initiative contributes to the learning experiences of our students and researchers who benefit from real-time knowledge and data in their own work.



**Looking
Forward
York @ 100**



Thank You

