

York University Senate

Dr. Rhonda Lenton
President & Vice-Chancellor

THURSDAY, DECEMBER 12, 2024

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- Updates in the sector
- Responses to queries
- Kudos

Advocacy in PSE

EFFICIENCIES, FINANCIAL SUSTAINABILITY

COU Efficiency Update: Ontario Universities Continue to Find Greater Efficiencies while Facing Significant Funding Challenges

NP Comment

Randall Denley: In five years, 100,000 Ontario students won't find university spots. That spells trouble

'It's not realistic to freeze tuition, freeze per-student grants and freeze the number of students as well'

Randall Denley

Published Nov 21, 2024 • Last updated Nov 21, 2024 • 3 minute read

CANADA

Drop in international students leads Ontario universities to project \$1B loss in revenues over 2 years

The 20 public universities are expecting to lose more than \$300 million in 2024-25, compared to 2023, due to the federal cap.

Federal Advocacy

- Strong focus on pressing Minister Miller's office and department to address the delayed release of Provincial Attestation Letters, emphasizing the challenges this causes for provinces and institutions. This remains a top priority for UC international education advocacy
- Following the meeting with the Minister at Universities Canada member meeting, we are in the process of following up with the Minister's staff and senior departmental officials to discuss our priorities in more detail and press for updates from the government.
- Our goal is to push for action on two key priorities:
 - Repairing Canada's reputation so recruitment can begin to recover. This requires a global marketing push now and then a new International Education Strategy, both under the leadership of Global Affairs Canada.
 - Fixing a cumbersome and slow-moving visa application process, starting with a Recognized Institution Framework (RIF) that streamlines approvals for low-risk applicants to Canadian universities. As you probably know, there are obstacles to getting a RIF (most notably objections from some provinces) but Minister Miller has said it remains something the government is working on and that we should hear more news soon.

Responses to Queries

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University Fund: Revenue and Expenditure (in \$M)

	Actuals (\$M) 2022-23	Actuals(\$M) 2023-24	Budgets (\$M) 2024-25	Note
REVENUE				
UF Contributions from Faculties	75.0	74.0	71.3	A
UF Refund to Faculties	(26.5)	(19.2)	(26.7)	B
UF Contributions from SCS	2.7	2.4	3.7	
Contributions from Ancillary Services	2.1	3.4	4.5	
Investment Income	33.7	45.9	25.3	
Other Revenue (Fines, Unearned Grant, Miscellaneous)	27.6	18.8	22.9	
TOTAL REVENUE	114.6	125.3	101.0	
EXPENSES				
Faculty Support				
Faculty Operating Support (AMPD, EUC, Glendon, EDU, LAPS, SCI)*	30.4	24.7	46.5	C
Faculty Complement	1.7	1.5	1.0	
Capital	0.0	8.5	2.1	
Other Strategic Initiatives	0.0	0.3	0.5	
Total Faculty Support	32.1	35.0	50.1	
Total Research Support	7.5	5.9	3.5	
Student Support				
International Recruitment	4.6	1.6	1.0	
Student financial Aid	9.7			
Internal & Global Engagement Strategy Implementation			3.3	
Total Student Support	14.3	1.6	4.3	
Total Institutional Support	7.3	2.9	6.4	
Institutional Capital Projects	8.0	5.0	6.0	
Total Technology Investments	19.9	16.3	18.4	
TOTAL EXPENSES (COMMITMENTS)	89.0	66.7	88.7	
In-year Surplus/(Deficit)	25.6	58.6	12.3	
Opening Balance	45.5	71.1	129.6	
Closing Balance	71.1	129.6	141.9	

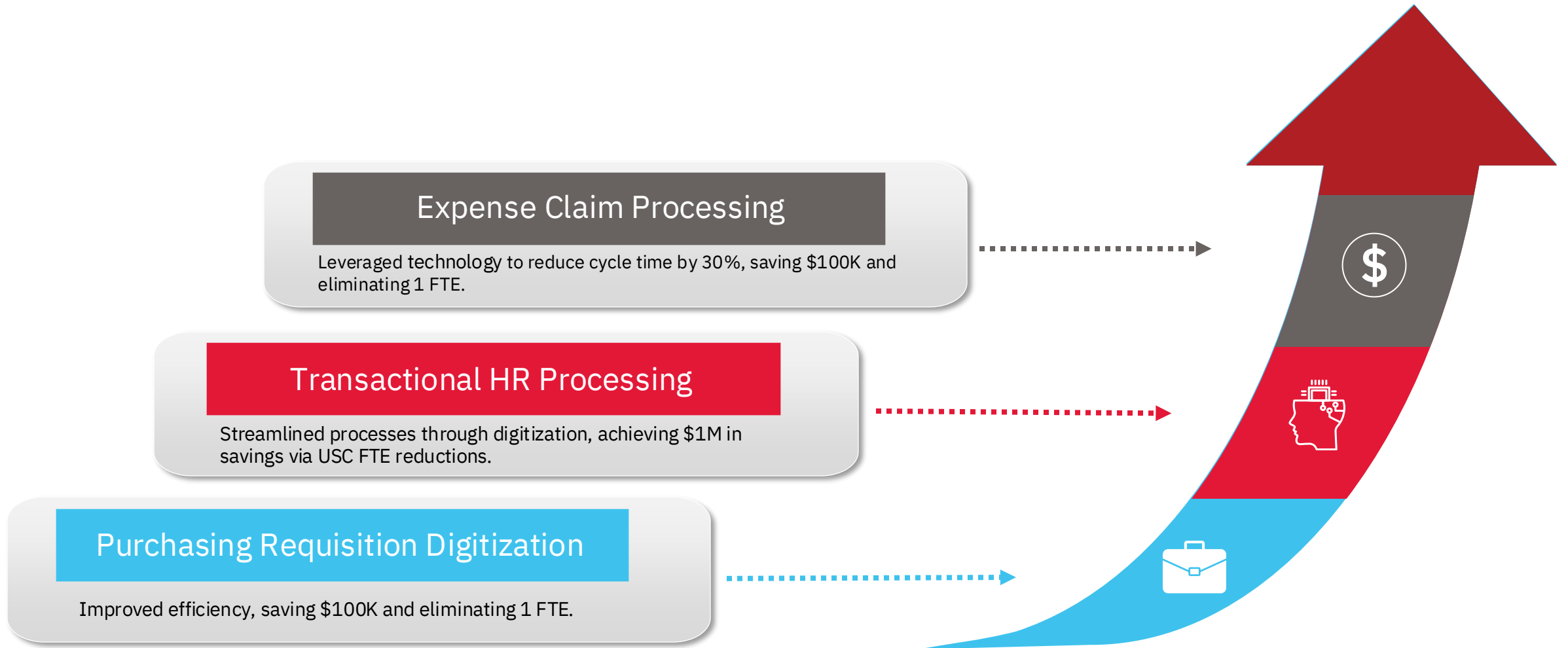
University Fund: From the Faculty Budget Perspective – Contributions, Operating Support and Refunds

Description	Year	Faculties										Total Faculties	Note
		LAPS	AMPD	EUC	Education	Glendon	Schulich	Osgoode	Health	Science	Lassonde		
Contribution to University Fund	2022-23 Actual	(29.3)	(3.8)	(1.3)	(2.2)	(2.0)	(8.1)	(4.0)	(10.5)	(7.3)	(6.6)	(75.0)	A
Refund from University Fund	2022-23 Actual	14.3	1.8	0.6	1.1	1.0	0.0	0.0	0.9	3.6	3.2	26.5	B
Total Operating Support	2022-23 Actual	0.0	15.0	6.0	0.0	9.4	0.0	0.0	0.0	0.0	0.0	30.4	C
Net amount	2022-23 Actual	(15.0)	13.1	5.3	(1.1)	8.4	(8.1)	(4.0)	(9.6)	(3.7)	(3.4)	(18.1)	
Contribution to University Fund	2023-24 Actual	(27.9)	(3.8)	(1.1)	(2.2)	(1.8)	(8.5)	(4.2)	(10.5)	(7.1)	(6.8)	(74.0)	A
Refund from University Fund	2023-24 Actual	8.7	1.2	0.4	0.7	0.6	0.0	0.0	3.3	2.2	2.1	19.2	B
Total Operating Support	2023-24 Actual	0.0	13.0	5.0	0.0	6.7	0.0	0.0	0.0	0.0	0.0	24.7	C
Net amount	2023-24 Actual	(19.2)	10.4	4.2	(1.5)	5.5	(8.5)	(4.2)	(7.2)	(4.9)	(4.7)	(30.1)	
Contribution to University Fund	2024-25 Budget	(25.8)	(3.6)	(1.0)	(2.3)	(1.6)	(8.6)	(4.4)	(10.3)	(6.8)	(6.8)	(71.3)	A
Refund from University Fund *)	2024-25 Budget											26.7	B
Total Operating Support	2024-25 Budget	10.0	14.0	4.0	4.0	4.5	0.0	0.0	0.0	10.0	0.0	46.5	C
Net amount	2024-25 Budget	(15.8)	10.4	3.0	1.7	2.9	(8.6)	(4.4)	(10.3)	3.2	(6.8)	2.0	

* Refund from University Fund for 2024-25 will be allocated (finalized) at the year-end of FY 2024-25

Administrative Optimization

Select 2024 Efficiencies



Deployment of Debenture Borrowings (Debt)

Project Name	<i>In \$ Millions</i>		
	Project Spend	Funded by Debenture	Debenture Funded Portion
Accolade	100.0	69.4	69.4%
Accolade Ripple	7.0	7.0	100.0%
Bergeron Centre for Engg Excellence	112.1	27.2	24.3%
Cogeneration Plant Renewal	17.5	5.3	30.3%
ELC	24.6	24.6	100.0%
Glendon Centre of Excellence	23.8	2.1	8.8%
Life Science Building	85.8	13.3	15.5%
Markham Campus	280.5	135.0	48.1%
Next Generation Student Info System	120.1	11.4	9.5%
Osgoode Hall Expansion	55.5	5.1	9.2%
Pan Am Enabling Works	5.1	2.7	52.9%
Pan Am Stadium	18.4	13.3	72.3%
Parking Structure II	31.5	30.9	98.1%
Parking Structure III	74.3	74.3	100.0%
Pond Road Residence	32.8	32.8	100.0%
Schulich Expansion	50.0	10.0	20.0%
Science Building Renewal	49.9	24.8	49.7%
Sherman Centre Expansion	48.5	25.5	52.6%
SSB Business Complex	77.4	13.9	18.0%
SSB Ripple	7.3	6.1	83.6%
TEL Centre	86.8	27.2	31.3%
York Tower & YRT Tenant Improvements	59.0	35.6	60.3%
Total	1,367.9	597.5	43.7%

Debt Management Facts

› Repayment Timeline of \$600m of Debentures

- Debentures are repayable progressively between the years 2042 and 2060

› Interest

- Total annual interest cost of \$28m
- Interest cost for Keele and Glendon-related debt is allocated to Faculties through SHARP
- Markham campus pays in full for interest attributed to its debt
- Interest cost of \$5m contributed by Ancillary Services

› Planning for Repayment

- A sinking fund has been set up to pay back the full \$600m debenture
- Annual contributions made to sinking fund made from ancillaries
- Contributions are invested and grow through returns
- Faculties do not contribute to the repayments nor do they contribute to the sinking fund
- Markham campus will begin contributing to repayments for their debenture in 2034-35 (that debenture is due in 2060)

Markham Campus Overview

Capital and Borrowing

- Total project cost of \$280m
- Partially funded by debenture of \$135m

Operating Outcomes Projected

- Markham is doing better than the approved operating deficit by tightly controlling expenses and aligning hires with enrolment
- Important opportunity for York to get revenue for new programs as Province pays additional grant money for Markham enrolment over and above the corridor
- In-year operating surplus (revenues in excess of costs) anticipated starting in 2029-30

Debt Servicing on Capital

- Markham is being allocated interest cost for its debt
- Markham will start contributing to its own debt repayment starting 2034-35 @ \$2.2m a year

Emerging Interdisciplinary Programs with Medicine

- Aside from the direct impact of the SoM in terms of enrolment, research, and reputation, there are significant opportunities for program innovation in collaboration with existing programs at York
- A preliminary scan shows innovative interdisciplinary health programs are emerging in Ontario as well as outside of Canada, in addition to the existing ones in Public/Global Health, Health Informatics, Health Law, and Health Administration
- The latest Classification of Instructional Programs (CIP) taxonomy through Statistics Canada introduces new categories reflecting growing interest in innovative pathways:
 - Medical/Health Humanities
 - Medical/Health Anthropology
 - Health Communication
 - Bioethics/Medical Ethics
 - Arts in Medicine/Health
 - History of Medicine
- While Canadian institutions have not yet reported enrolments under these codes, some institutions such as University of Toronto (U of T) have started formalizing programming in these areas.
 - UofT already offers a minor in Medical Humanities, as well as Medical Anthropology, a Master's in Biomedical Communications, and both a Master's and a BA in Bioethics.
- U.S. institutions are actively developing and offering programs aligned with these categories. Data from the US shows degree completions in the last three years have been trending upwards at a fast pace.
 - York is well situated to establish such programs
 - Research will be posted shortly

Deferred Maintenance

- Ontario Auditor General's data in the report regarding deferred maintenance unfortunately embeds a system error
- The audit report indicated \$1.04B in total deferred maintenance. In the fall of 2023, all data migrating from VFA to SLAM CAP was verified after finding anomalies in the VFA data that were artificially increasing the FCI and total deferred maintenance value.
- York's total Fall 2023 deferred maintenance was actually \$524M.
- York's average Facility Condition Index (FCI) continues to sit at 15% whereby the provincial average is 18%. The FCI % is the important number that we quickly look at to gauge the condition of the building. We do have buildings in the 50%+ range, however we are not using these buildings, Stong Barn, Hoover House, Glendon Gatehouse, etc.

June 2024 Board-Approved Budget

- There has been confusion about how to interpret the Board-approved 2024 Rolling Budget (for the three years 2024-25, 2025-26 and 2026-27)
- The gaps between *declining enrolment/revenue* and *expenditures/rising costs* in each of 2024-2025 (\$30m), 2025-2026 (\$80) and 2026-2027 (\$90M) are not cumulative if the changes are made in base
- If, for example, the gap in 2024-2025 is a base adjustment, then that contributes to the target in the subsequent year and so on (i.e., they do not add up to \$200M)
- The gaps are moreover not being caused by Markham Campus or the School of Medicine – they are being caused to a significant extent by the international cap that contributed to missed enrolment targets for visa and frozen domestic tuition fees in a context where costs continue to escalate
- Addressing the gaps requires enrolment recovery in combination with streamlining expenditures
- This is urgent because our enrolment challenges are not due solely to the policy decisions mentioned above – our first and second choice applicants are dropping relative to other institutions
- Turning this around requires that we focus on new in-demand programs, curricular innovation, the student learning experience, our global reputation, and research intensification
- The Markham Campus, the School of Medicine, enhanced WIL/Co-op, flexibility for students including credit building blocks, advanced standing, and LLL such as microcredentials have the potential to positively impact our recruitment and applications, diversify our student base, enhance the student learning experience, improve retention, strengthen our reputation and increase enrolment.

Kudos



Brandon Davies-Lyons

York Lions athlete launches food drive to address food insecurity within Indigenous communities.



Paul Delaney

Professor Emeritus honoured by having an asteroid named after him in recognition of his teaching and community engagement in Dept. of Physics & Astronomy.

Kudos

- › Recognized dozens of nominees and recipients of the President's Staff Awards



Questions?

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Keele Campus

Welcome to

Appendix

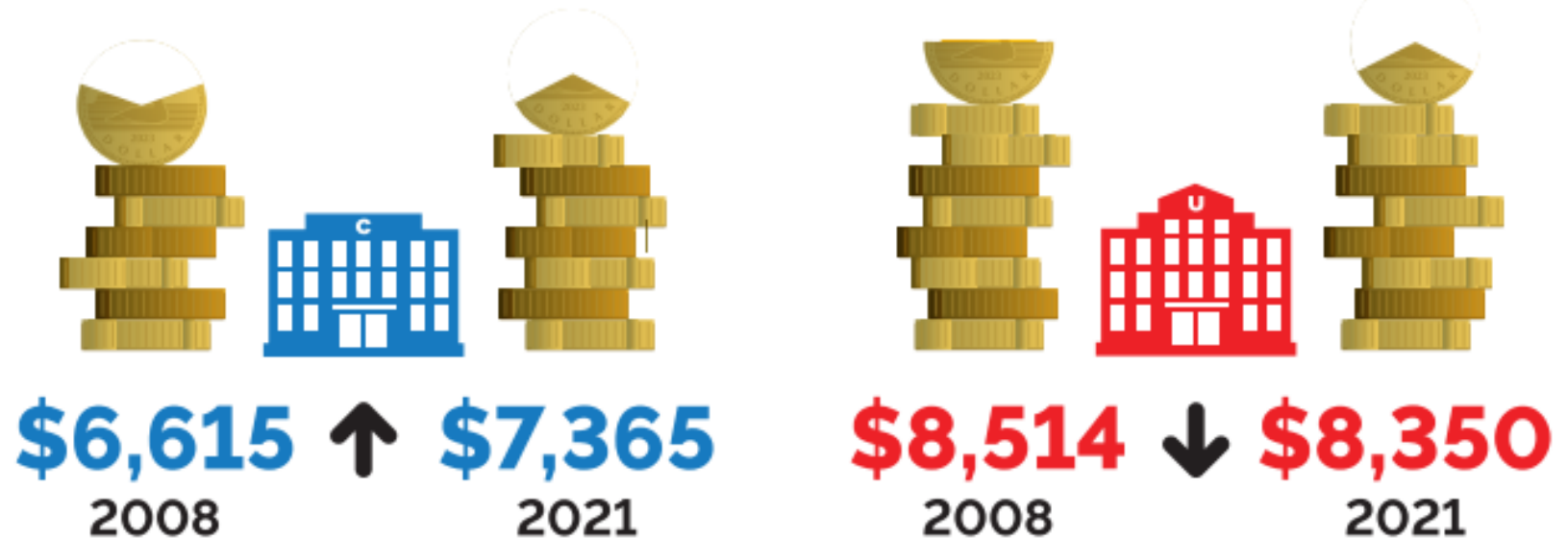


Declining Operating Grants per Student in Ontario

*Blue Ribbon Panel Report
Nov 14, 2023*

Figure 4: **Nominal Operating Grants** per college student and per university student

**National Average
\$15,428 in 2021-22**



Note: The real value of these grants was further reduced by inflation over the same period of time. According to the Bank of Canada's inflation calculator, a basket of goods that cost \$100 in 2008 would have cost \$122.88 in 2021.

Note: 2021 operating grant per student in real terms (net of inflation) is lower than what it was in 2008 representing a 20% erosion

Keele and Glendon Undergraduate 2024-25 Fall Term and Winter Term *Eligible and Ineligible Visa* New Student Headcount by Faculty Relative to Enrolment Contract Target

2024-25 New Student Headcount	Fall term				Winter term			
	Eligible		Ineligible Visa		Eligible		Ineligible Visa	
	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets
AMPD	653	-106 (-16%)	112	-67 (-60%)	25	+6 (+24%)	35	-24 (-69%)
Education - BA	145	+1 (+1%)	10	-9 (-90%)	-	-	-	-
EUC	125	-14 (-11%)	21	-15 (-71%)	11	+5 (+45%)	4	-2 (-50%)
Glendon	358	-46 (-13%)	49	-19 (-39%)	40	-17 (-43%)	15	0 (0%)
Health (excl Nursing)	2,125	-498 (-23%)	204	-129 (-63%)	180	-43 (-24%)	50	-25 (-50%)
Health-Direct Entry Nursing	220	-15 (-7%)	0	+7 (>100%)	-	-	-	-
LA&PS	3,825	-846 (-22%)	800	-481(-60%)	490	-137 (-28%)	410	-269 (-66%)
Lassonde	805	+198 (+25%)	220	-65 (-30%)	60	+54 (+90%)	110	-53 (-48%)
Osgoode	315	+20 (+6%)	6	+10 (>100%)	3	-	-	-
Schulich	475	+61 (+13%)	85	-31 (-36%)	-	-	-	-
Science	960	-62 (-6%)	268	-167 (-62%)	105	+11 (+10%)	75	-30 (-40%)
Total	10,006	-1,307 (-13%)	1,775	-966 (-54%)	914	-121 (-13%)	699	-403 (-58%)

*Eligible – domestic 101, 105

*Ineligible visa – international

Keele and Glendon Graduate Enrolment 2024-25 Fall Term *Eligible and Ineligible Visa* New Student Headcount by Faculty Relative to Enrolment Contract Target

2024-25 Fall term New Student Headcount	Masters-Research				Masters-Professional				Doctoral			
	Eligible		Ineligible Visa		Eligible		Ineligible Visa		Eligible		Ineligible Visa	
	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets	Targets	Estimate relative to targets
AMPD	68	-5 (-7%)	7	-3 (-43%)	-	-	-	-	11	-2 (-18%)	2	0 (0%)
Education	83	-7 (-8%)	1	+1 (100%)	-	-	-	-	16	-1 (-6%)	1	0 (0%)
EUC	68	-11 (-16%)	6	0 (0%)	-	-	-	-	15	-3 (-20%)	3	-1 (-33%)
Glendon	31	-10 (-32%)	5	-3 (-60%)	15	-4 (-27%)	13	-10 (-77%)	3	-3 (-100%)	0	-
Health	170	-6 (-4%)	4	+1 (+25%)	-	-	-	-	52	+12 (+23%)	4	+4 (+100%)
LA&PS	302	-14 (-5%)	56	-11 (-20%)	86	-7 (-8%)	115	-71 (-62%)	127	-33 (-26%)	29	+1 (+3%)
Lassonde	34	-10 (-29%)	39	-17 (-44%)	21	-4 (-19%)	21	-10 (-48%)	20	-3 (-15%)	30	-13 (-43%)
Osgoode	9	-1 (-11%)	2	-1 (-50%)	310	+26 (+8%)	80	-48 (-60%)	10	-2 (-20%)	1	0 (0%)
Schulich	-	-	-	-	298	+41 (+14%)	347	-143 (-41%)	7	-2 (-29%)	5	+1 (+20%)
Science	62	-11 (-18%)	21	-1 (-5%)	-	-	-	-	25	-9 (-36%)	10	+4 (+40%)
Total	827	-75 (-9%)	141	-34 (-24%)	730	+52 (+7%)	576	-282 (-49%)	286	-46 (-16%)	85	-4 (-5%)