



Senate 2012 – 13 Year End Report

Rhonda Lenton, Provost & Vice President Academic and
Gary Brewer, Vice President Finance and Administration
May 23rd, 2013

Outline

- 1) Context of the Year End Report
 - not just an update
- 2) Successes
- 3) Challenges
 - York University Budget (VPFA)
- 4) Moving the University Academic Plan Forward

1. Reflection on the University's Plan

With support of engaged faculty, students, alumni and supporters, York will be:

- of even higher quality across all academic activities
- more international
- more comprehensive
- better known around the world for its innovation
- a university that connects, unites, extends and enhances experiences

Six Core Priorities

Academic Quality

Student Success

Community Engagement

- Enhancing Teaching and Learning
- Research Intensification
- Strengthening Interdisciplinarity and Comprehensiveness
- Enriching Student Experience
- Building Community and Extending Global Reach
- Promoting Effective Governance

Not Just an Update. Are We on Track?

- Many successes in advancing objectives in the University Academic Plan...and this is in spite of annual budget cuts of approximately 2.5% over the last 10 years
- Nevertheless, we are facing serious challenges
- Changes are needed
- Will require collegial consultation and evidence-based decision-making

Successes: Enhancing Teaching and Learning

- ❑ Academic Innovation Fund intended to support innovation in faculties
 - 14 Experiential Education and 9 eLearning projects received support in 2012/13 with a total of 22 EE and 11 eLearning over two year funding period
- ❑ *eLearning Strategic Report* completed and under review
- ❑ York **1 of 7** universities in the Ontario University Online Consortium
- ❑ New Teaching Commons
- ❑ Display in Vari Hall highlighting recipients of York awards
- ❑ May 9th Teaching & Learning celebration
- ❑ Search underway for new Executive Director to develop institutional School of Continuing Education
- ❑ New opportunities for leveraging alternate stream teaching appointments

Successes: Research Intensification

- ❑ Strategic Research Plan 2013-2018 "Building on Strength"
- ❑ Increase in funding despite flat Tri-Council Funding levels:
 - SSHRC funding awards: 40% increase in the dollar value of our Insight Awards
 - 3 new SSHRC partnership grants (\$13.9M total including partner funding)
 - NSERC Discovery grants up 7% in dollar value
 - NSERC RTI grants up 43% in dollar value
 - CIHR operating grants in the fall competition: up \$2.2M over 2011 (where we had zero)
- ❑ Four new SSHRC Canada Research Chairs (2 Tier I's, 2 Tier II's)
- ❑ York ranked 4th in Ontario on research impact

Research Intensification (continued)

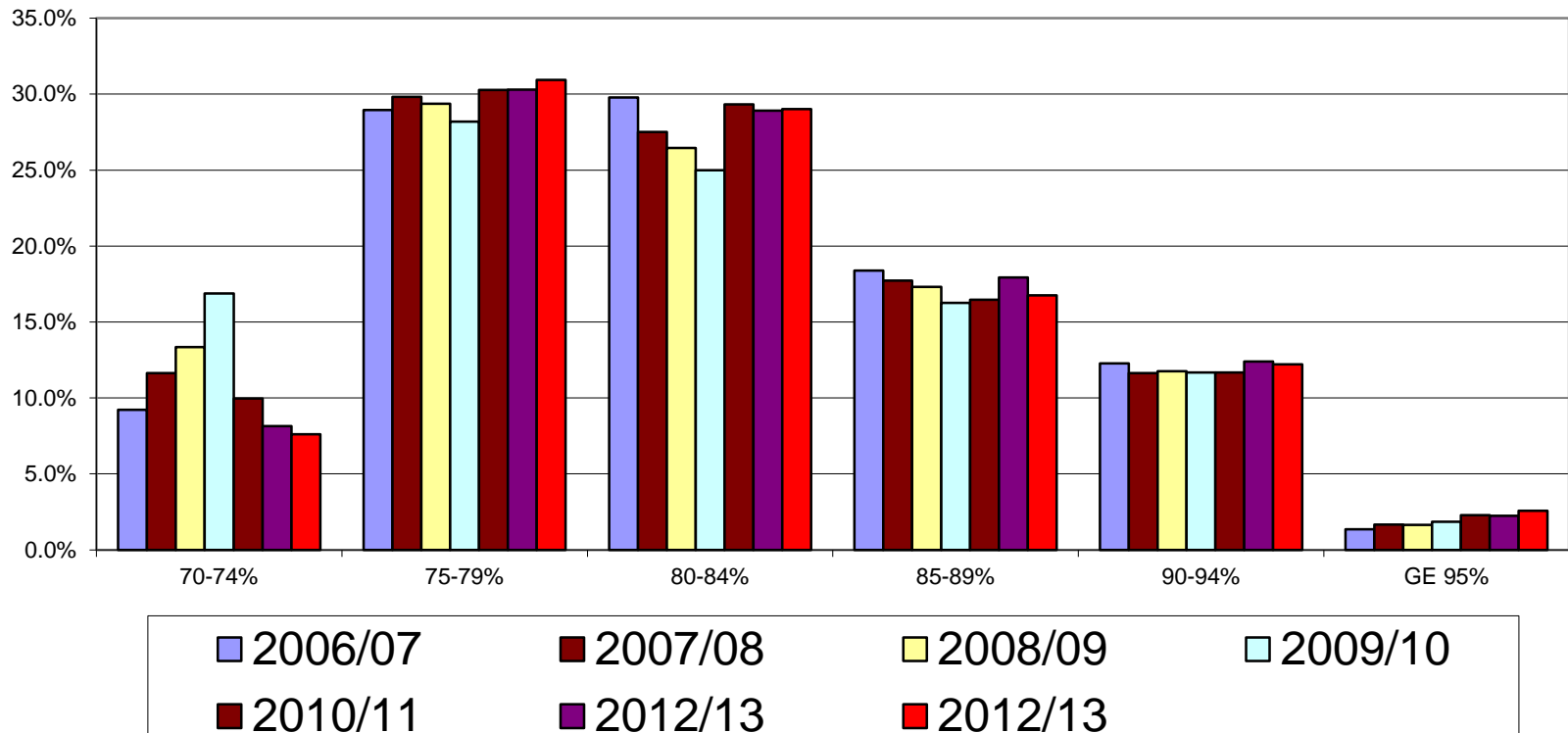
- ❑ Launch of Innovation York (research commercialisation and industrial liaison group with successes such as New Mindsets merger)
- ❑ Expanded infrastructure e.g., Life Sciences Building, Glendon Centre of Excellence, Engineering Building
- ❑ Research-based teaching release program
- ❑ Proposal in progress to better align graduate education with Faculty planning and resources
- ❑ Ad campaign profiling York research
- ❑ Implementation of new Senate policy on ORUs
 - vigorous first round of competition for renewal and new ORUs with new charter request to be brought to Senate in June.

Successes: Enriching Student Experience

- ❑ Enhanced York Graduate Scholarship to attract high quality graduate students
- ❑ AIF projects on First Year Experience e.g., *YU Start, Enrolment without Borders*
- ❑ PRASE projects:
 - *Academic advising dashboard*
 - *Active academic calendar*
- ❑ Scholarship program under review (recommendations due September 2013)
- ❑ *Summer@York*
- ❑ Increasing GPA on track in most faculties ...
- ❑ Renewal of full-time complement ...

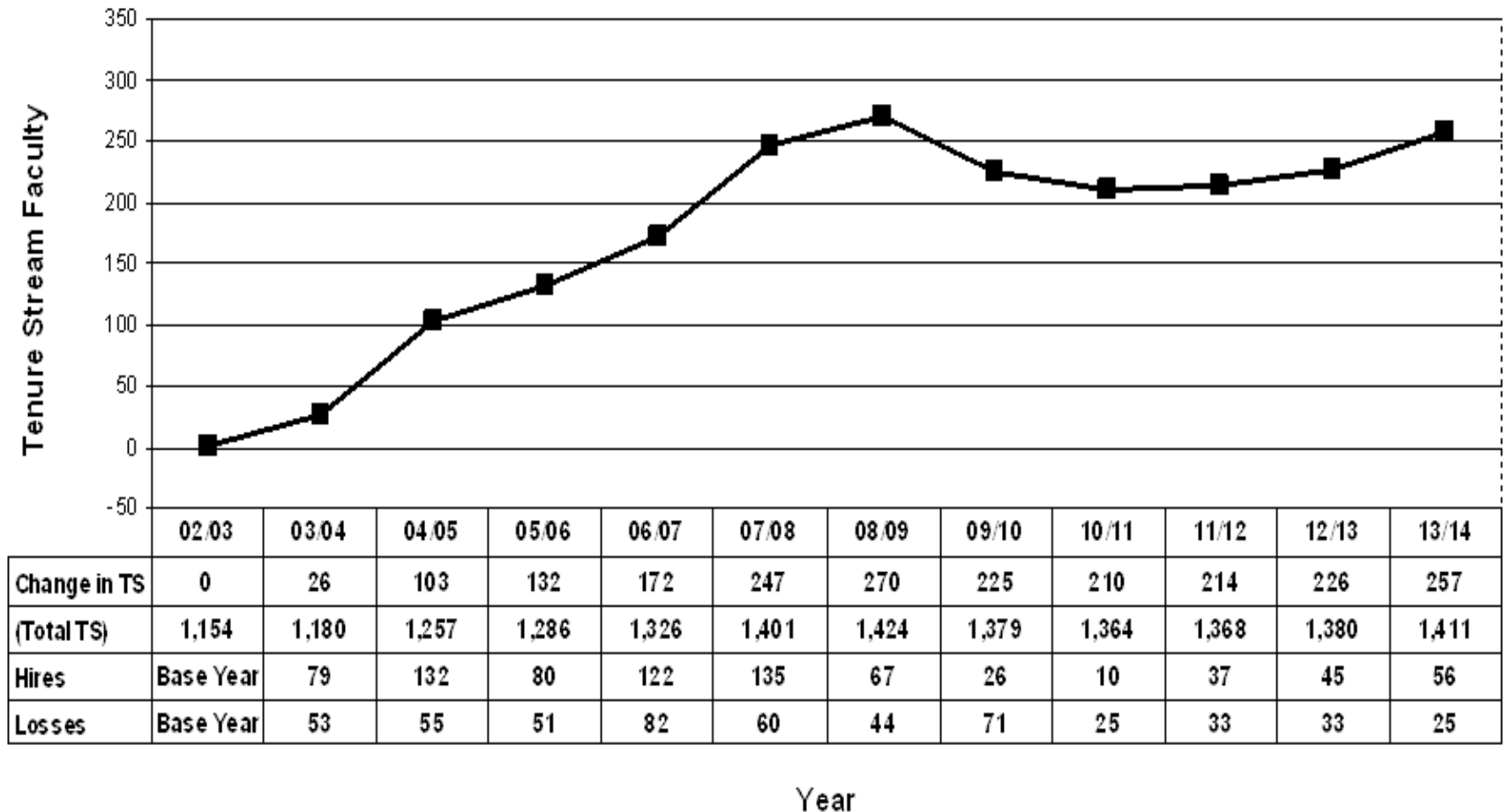
GPA of Entering Undergraduates 2006/07 to 2012/13

Grade Distribution of Full-time Year 1 Secondary School Registrants



Continual improvements in ↓ 70-74% category over time, although not as strong in 85% - 94% this past year.

Cumulative Change in Tenure Stream Faculty Complement: 2002-03 to 2013-14 (not including Librarians)



Significant complement recovery facilitated by strategic funds – details on appointments in Appendix.

Faculty-Student Ratios

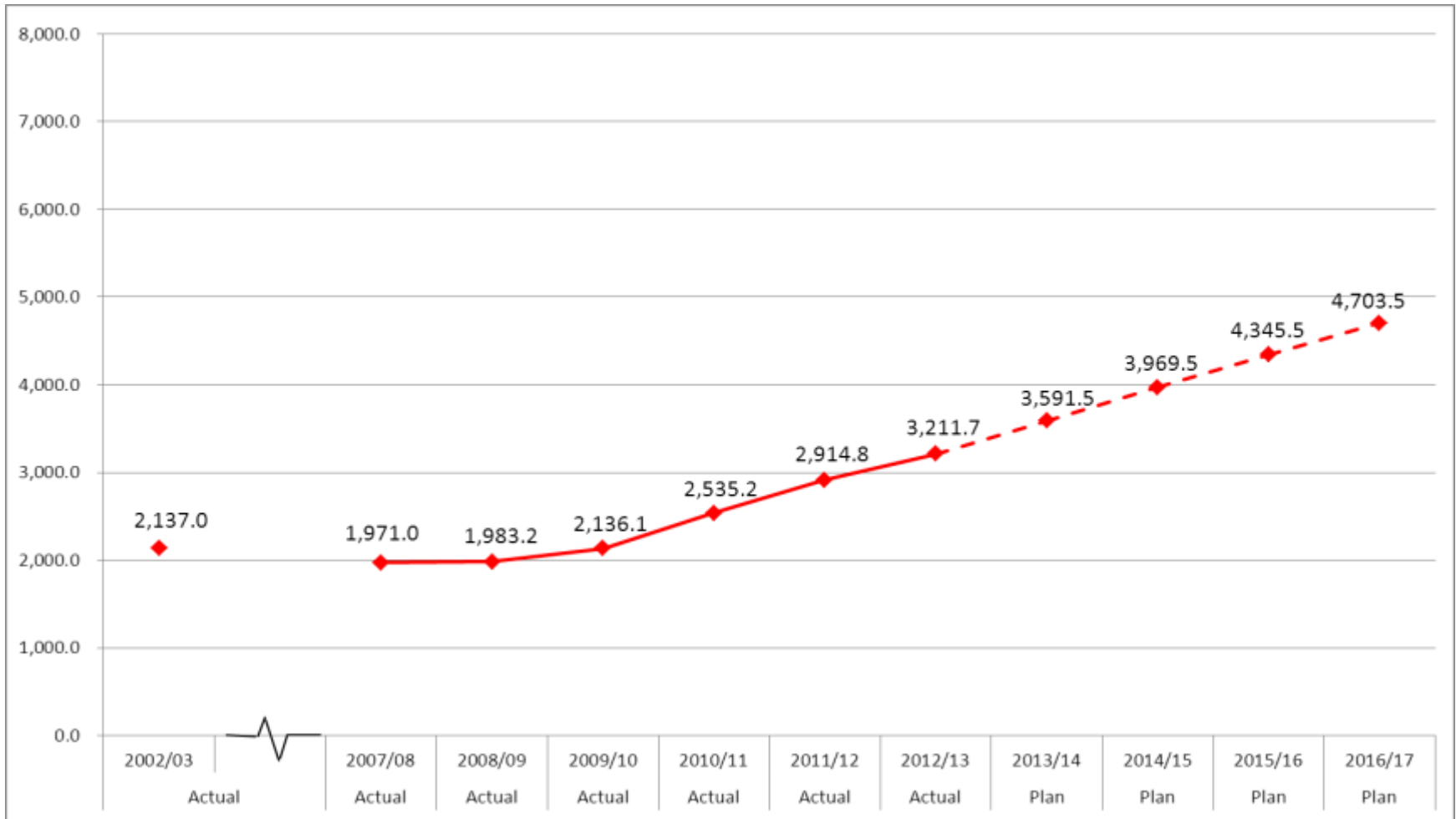
	2009/10	2010/11	2011/12	2012/13	2013/14
Ratios	Actual	Actual	Actual	Actual	Proj.
Tenure stream : Undergraduate FTEs	31.4	32.7	33.0	33.3	33.3
Tenure stream : Total (UG + Graduate) FTEs	34.7	36.0	36.4	36.7	36.9
Combined Full-time/Contract Faculty : Undergraduate FTEs	18.6	18.6	18.7	18.9	18.9
Combined Full-time/Contract Faculty : Total (UG + Graduate) FTEs	20.5	20.5	20.6	20.9	21.0

Source: OIRA

Successes: Building Community & Extending Global Reach

- ❑ Expanded outreach e.g.s, Schulich in India, York Health Network, Faculty of Fine Arts & Canadian Stage Company
- ❑ Expanded Experiential Education in many Faculties - institutional strategy to be developed in 2013/2014
- ❑ On-going leadership in access and student mobility:
 - college-transfer credit
 - ONCAT projects
 - bridging programs (TYP, IEP)
 - cross-registration proposal
 - York-Seneca partnership/York-Ryerson MOU
- ❑ Significant improvements in delivery of services to international students
- ❑ New *Internationalization Strategy* under development – 2013/14
- ❑ Ahead of White Paper benchmark of 7.5% international by 2014/2015...

Enrolment Picture: Undergraduate International FFTEs

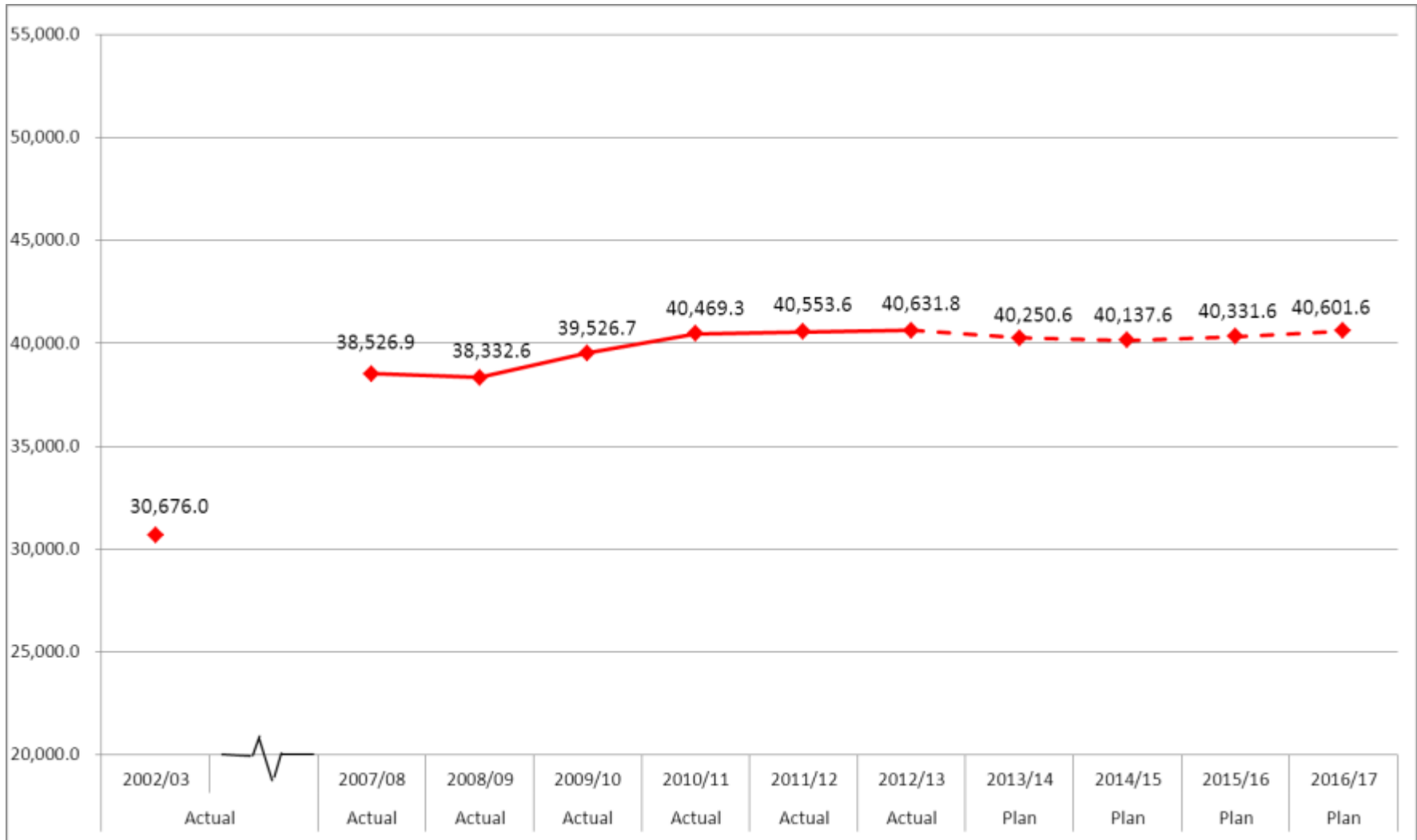


White Paper: "By 2013/14, at least 7.5% of York students will be international students". In 2012/13, 7.3% of total York students are international..

Successes: Strengthening Interdisciplinarity and Comprehensiveness

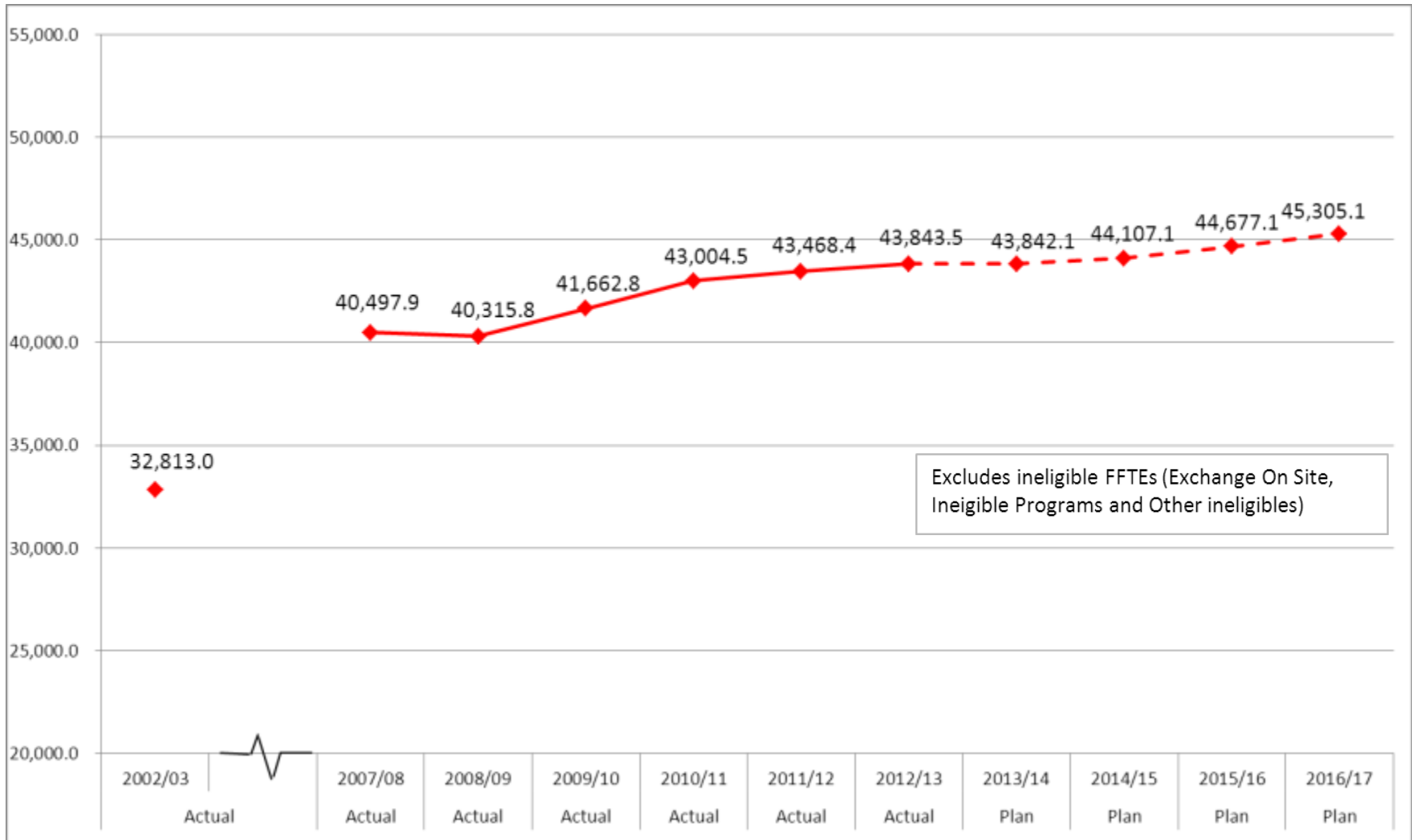
- ❑ Strategic Enrolment Management in partnership with Faculties for obtaining enrolment targets
- ❑ Growing in targeted areas - health, engineering, sciences, business and professional programs (see Appendix for enrolment)
 - Masters of Accounting
 - Masters of Finance
 - Masters of Conference Interpreting
 - Global Health BA and BSc
 - Electrical Engineering BEng
- ❑ New Lassonde School of Engineering
- ❑ Enhancing interdisciplinary curriculum that build on our strengths in liberal arts and professional programs - *Renaissance Engineer, United States Studies BA, Certificates in Public Policy Analysis and Public Administration & Law*
- ❑ Innovative bridging programs - Internationally Educated Professionals, Transition Year Program

Undergraduate Enrolment Picture: Eligible FFTEs



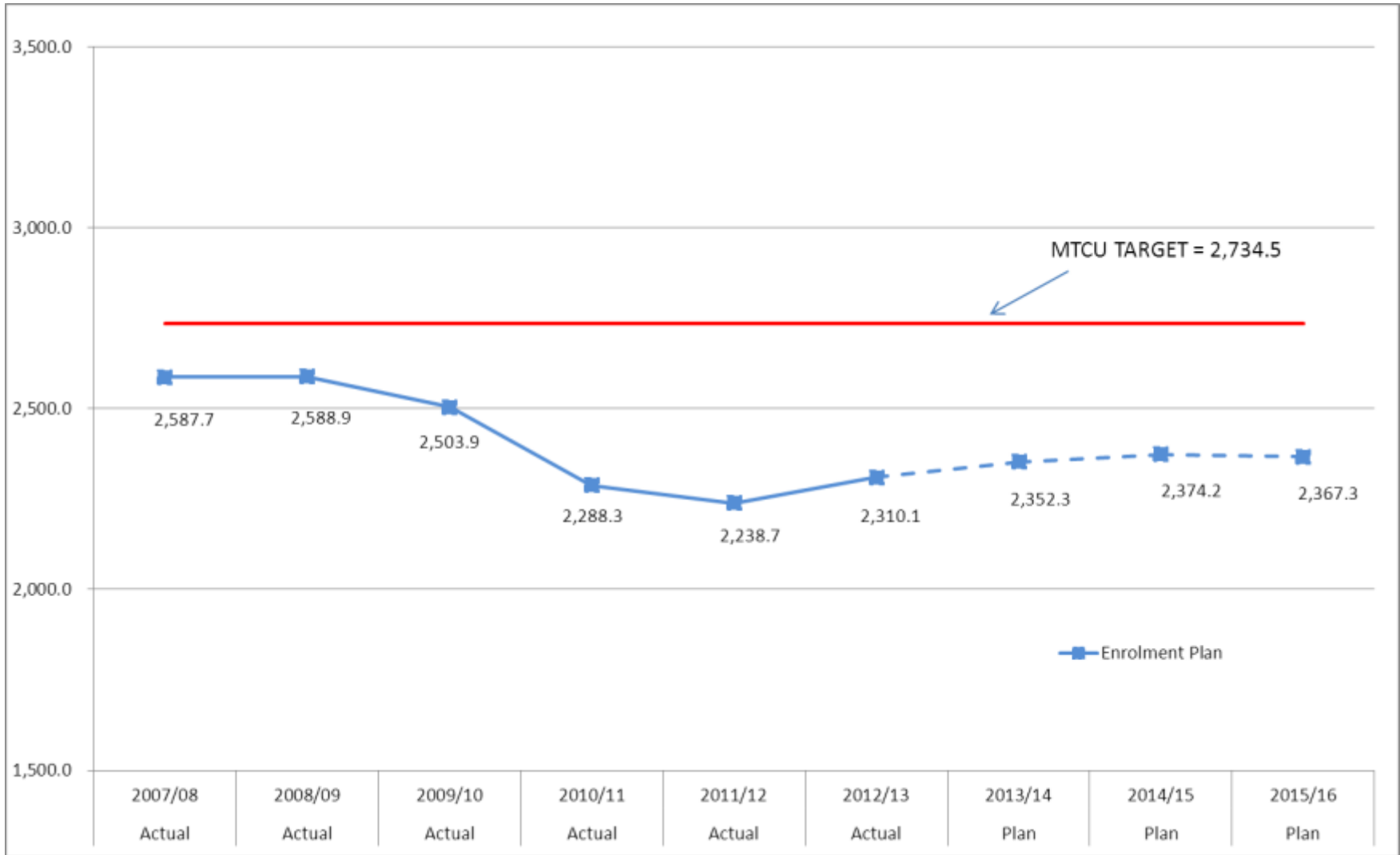
York has consistently made targets during growth period of last 10 years. However, adjustment to plan has been made to “eligible target” in 2013-14 to maintain quality.

Enrolment Picture: Undergraduate Eligible + International FTEs

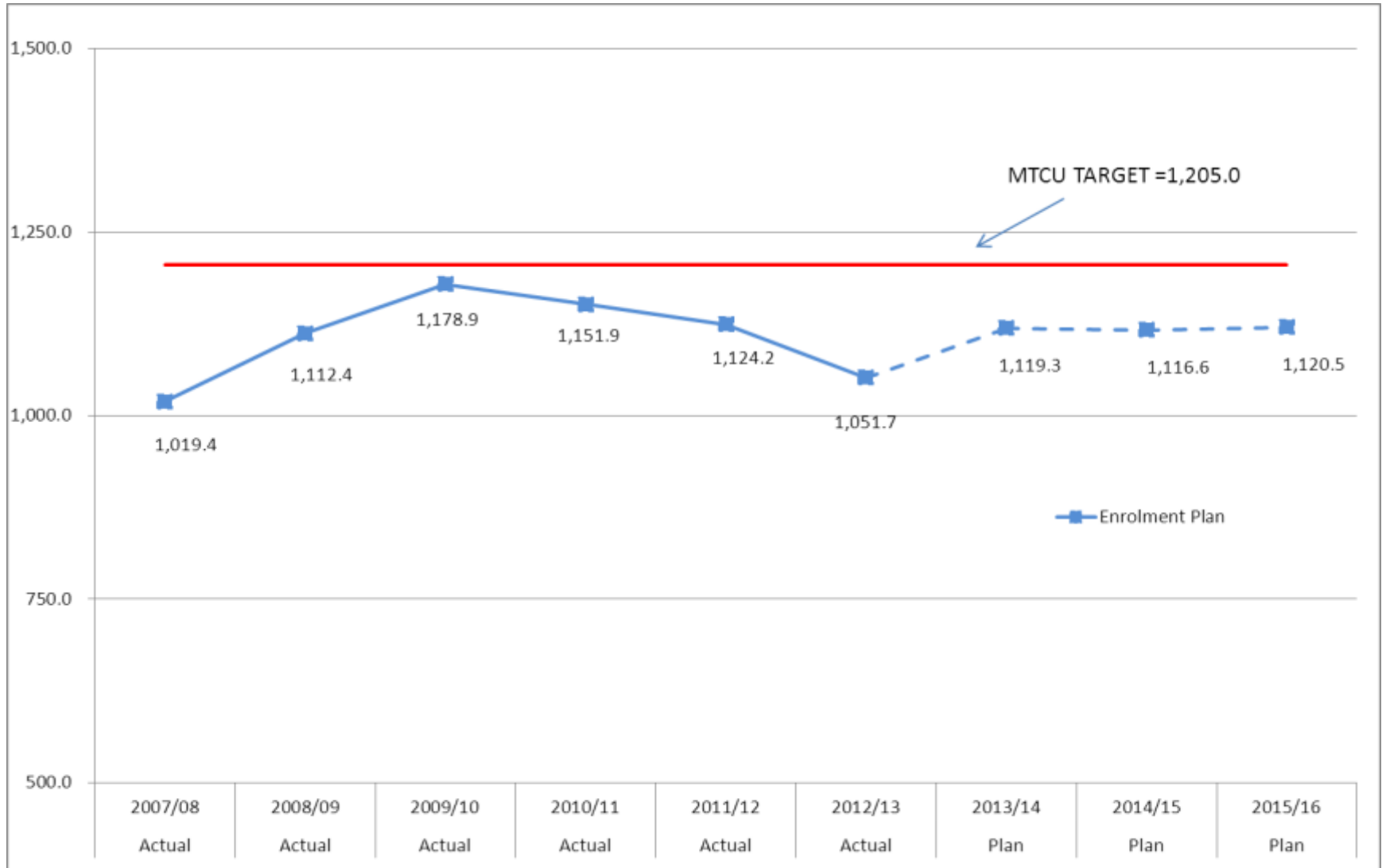


Over-all enrolment plan based on moderate growth tied to international student recruitment plan.

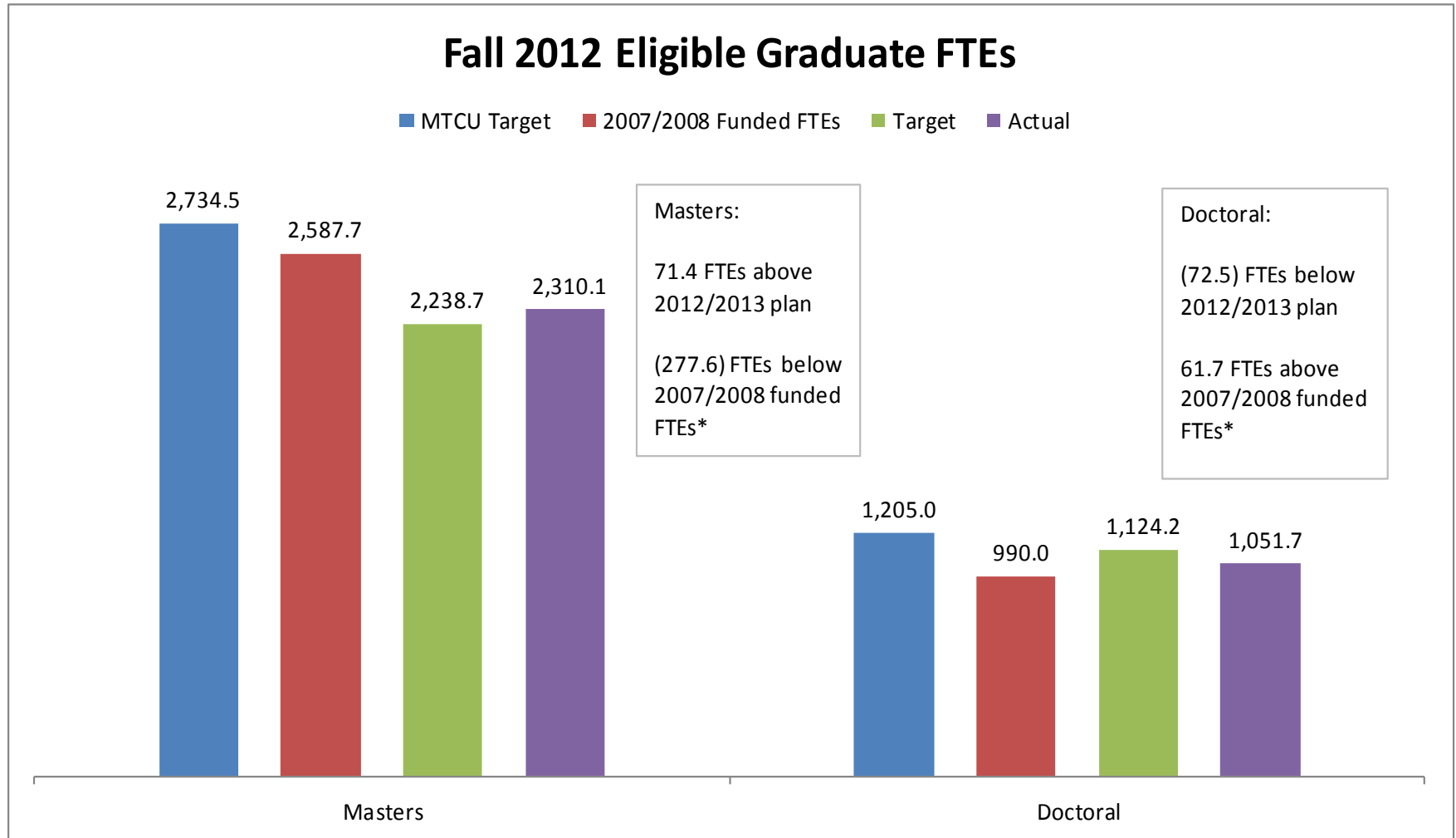
Fall Eligible Masters Enrolment



Fall Eligible Doctoral Enrolment



Fall 2012 Eligible Graduate Enrolment Actual vs. Plan



*2007/2008 funded FTEs are the FTEs upon which the University has been funded
Source: Office of the VPA&P/OIRA

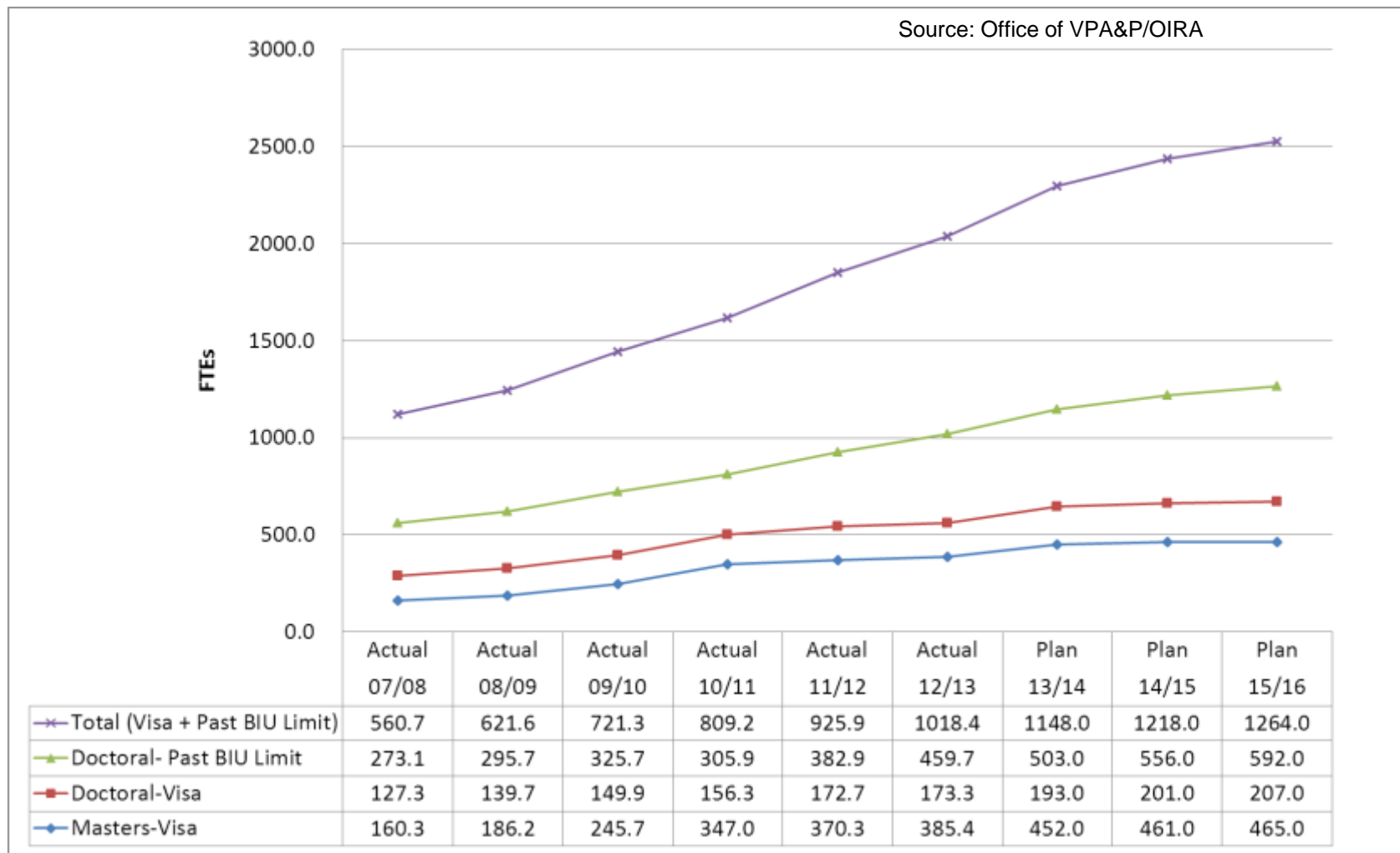
Challenges

- Uncertainty regarding future directions from MTCU in regards to:
 - Rebasing graduate education
 - Altering funding formulae to more strongly align with government objectives
 - Continuing interest in differentiation and collaboration
 - Unknown focus of \$30 million Transformation Fund
e.g., eLearning is a possibility
- Intensifying public scrutiny of the value of higher education and increasing accountability
- Reputational issues

Challenges

- Enrolment
 - Increasing competition for students from colleges and universities
 - Lack of improvement in retention issues in the case of undergraduate (see Appendix)
 - Decline in 1st choice applications
- Preliminary analysis of student survey of 2013/14 applicants highlight the following major factors in students' decision not to choose York:
 - Academic reputation (cited by 30%)
 - Program considerations (24%)
 - Location (20%)
 - Student experience – social (9%)
 - Student experience – academic (8%)
- Major reasons students cite for their first choice include quality of teaching, relevance of degree for career/profession, and program reputation

Challenges: Increase in Unfunded FTEs: Graduate VISA and PhD Past BIU Limit



- In 2012/13, York had 653 unfunded PhD FTEs – 460 past BIU limit and 173 Visa.
- 33.4% of all doctoral students are registered in years 5, 6 & 7.

Challenges

- Financial
 - Financial downturn in 2008 with substantial impact on endowment, pension and gift giving revenue
 - MTCU budget efficiency measures
 - New tuition fee framework of 3% overall reflected in updated budget
 - Revenue continues to fall behind expenditures
 - Implications for York – further budget cuts – **projected cumulative budget cut between 2006/07 and 2015/16 is \$483.2 million**
 - Faculties now at an approximate \$25m in-year deficit – unsustainable without counter measures

Budget Presentation

3. Budget (VPFA)

Budget Context for Academic Planning - Outline

- Review of budget allocations – 2006/07 through 2015/16
- Review of emerging changes to budget plan assumptions
- Identify impact of assumption changes to the June 2012 Budget Plan
- Summarize emerging June 2013 Budget Plan Update

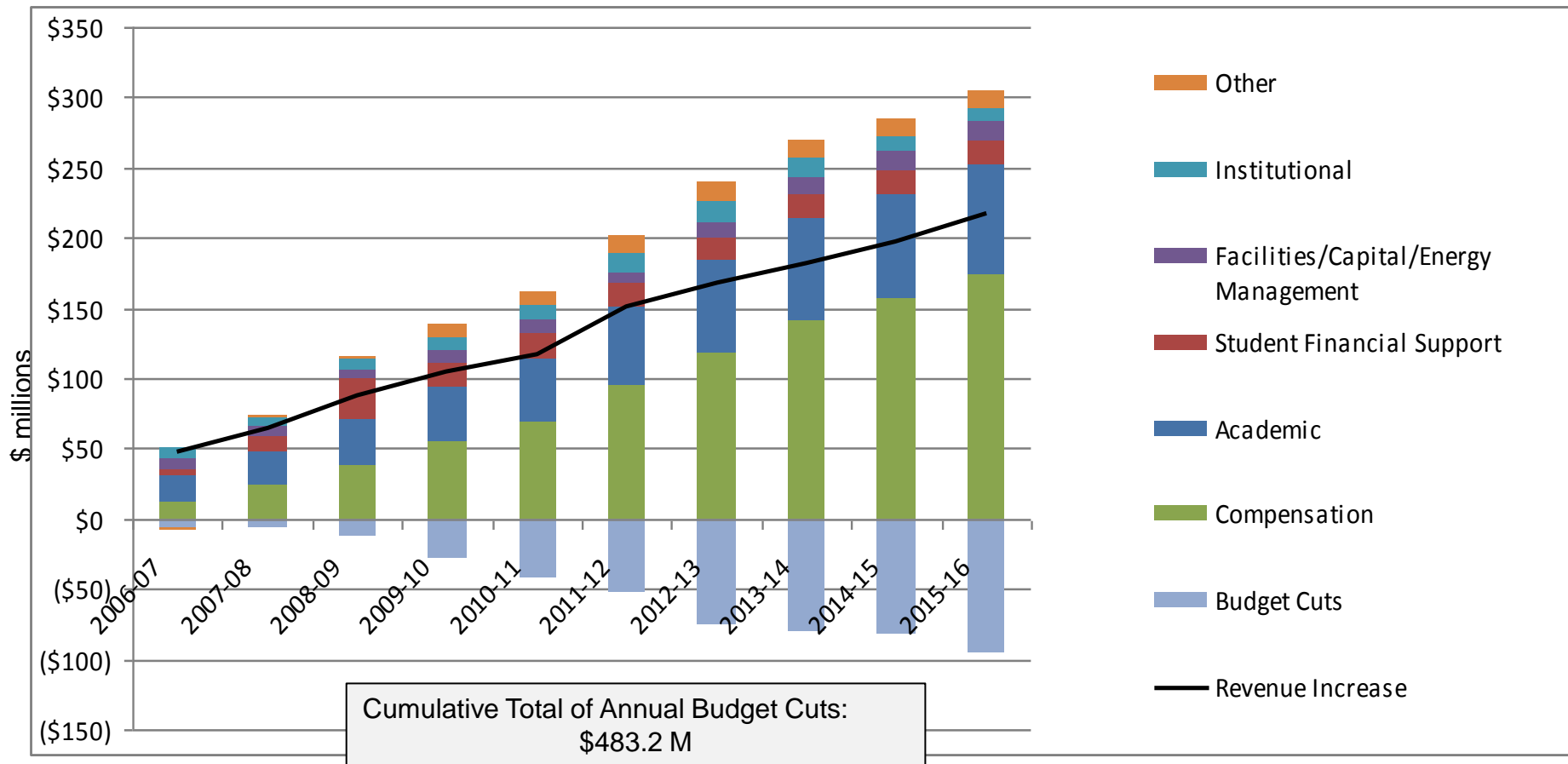
• Note: Key Dates for Budget Plan update process:

- | | |
|---------------------------|---------|
| • Senate APPRC | May 16 |
| • Senate | May 23 |
| • Board Finance and Audit | May 27 |
| • Board of Governors | June 24 |
| • Senate | June 27 |

Review of Budget Allocations – 2006/07 to 2015/16

- In order to provide additional context to the operating budget allocations made over the past several years, a summary was prepared showing budget allocations from the June 2004 budget to the June 2012 budget.
- The summary shows the growth in revenues and costs for fiscal years 2006/07 through 2015/16:
 - Total expense growth over that period is projected at \$208.8 M (primarily through tuition fee increases and enrolment growth)
 - The single largest increase in expenses is for annual compensation increases and pension deficit special payments (\$173.4 M)
- The results are shown in following chart (and more detail in the Appendix).

Revenue/Expense Increase – 2006/07 to 2015/16



Budget Plan 2012-2016 (Approved June 2012)

Budget Plan 2012-2016	(in \$millions)			
	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>
Revenue	752.5	766.7	782.1	801.2
Expenditures	749.3	774.5	788.2	793.9
Annual Surplus/(Deficit)	<u>3.2</u>	<u>(7.8)</u>	<u>(6.1)</u>	<u>7.3</u>
Carryforward Surplus/(Deficit)	<u>0.2</u>	<u>3.4</u>	<u>(4.4)</u>	<u>(10.5)</u>
Cumulative Surplus/(Deficit)	<u><u>3.4</u></u>	<u><u>(4.4)</u></u>	<u><u>(10.5)</u></u>	<u><u>(3.2)</u></u>

Budget Cut

3.25%

3.50%

3.50%

3.50%

Endowment Performance

Endowment Performance		
	<u>2012 Calendar Year</u>	<u>2012-13 Fiscal Year</u>
Total Fund	12.51%	14.63%
Policy Benchmark (50% Hedged)	<u>11.37%</u>	<u>12.32%</u>
Value Added	<u>1.14%</u>	<u>2.31%</u>

Note: Based on Board approved distribution a minimum of 4% will be distributed with substantially all endowments receiving 5%.

Endowment Fund Balance:

\$372 M - April 30/13

\$332 M - April 30/12

Pension Fund Performance

Pension Fund Performance Calendar year 2012	
Total Fund	11.9%
Fund Text Requirement	6.0% real

Pension Fund Balance:
\$1,512 M - Dec 31/12
\$1,338 M - Dec 31/11

Pension Valuation – Going Concern and Solvency Deficits

	(\$ millions)		
	<u>Going Concern Deficiency</u>	<u>Solvency Deficiency</u>	<u>Status</u>
2007	\$44.1	\$27.8	Filed in 2008
2008	\$265.6	\$281.4	Not filed
2009	\$228.4	\$192.7	Not filed
2010	\$217.2	\$198.8	Filed in 2011
2011	\$283.0	\$387.0	Not filed
2012	\$219.5	\$354.0	* Preliminary numbers

*Valuation assumptions still being finalized.

Operating budget has incorporated special pension payments as follows:

- \$ 5M in 2010/11
- Increasing to \$15M in 2011/12
- Increasing to \$25M in 2012/13
- Increasing to \$34M in 2013/14

Note: These special payment amounts are in addition to regular annual pension contributions of about \$40M.

Emerging Budget Outlook - Summary

- Revenue outlook is significantly worse than June 2012 Plan:
 - Reduced operating grants from MTCU efficiency targets - \$2.8M / \$5.5M
 - Reduced interest income - \$1 to \$3M (lower projected cash balances)
 - Reduced revenue from fee increases - \$4 to \$16M (2013 gov't announcement on fees provides 3% increases vs. 4.5% assumed in June 2012 plan)
 - Further revenue constraints from emerging enrolment weakness
 - Domestic enrolment plan reduced through planning period
 - Further international growth can only partially offset domestic drop
- Cost changes to from the June 2012 Plan include:
 - Benefit cost escalation - \$2 to \$3M
 - Science/Engineering budget rebasing - \$2.5M
 - Some offset to cost pressures by reducing projected compensation escalation and lower projected energy costs (due to success of energy mgt program and lower gas prices)

REVENUE Changes – from June 2012 Plan

	<u>\$ million</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Enrolment Growth					
Domestic					
<i>Reductions from June 2012: 400 to 700 FTEs)</i>		(5.00)	(7.00)	(6.00)	(4.00)
International					
<i>June 2012 Plan growth: (+250 FTEs in 2013/14 onwards)</i>		In Plan	In Plan	In Plan	4.00
<i>Additional growth: (+100 FTEs in 2013/14 onwards)</i>		1.50	1.50	1.50	1.50
Fee Increases					
Domestic - U/G		(3.70)	(7.70)	(11.70)	(3.70)
International - Regular fee Increase		In Plan	In Plan	In Plan	2.50
- Municipal tax recovery increase		0.26	0.28	0.30	0.32
- "Head tax" recovery increase		0.90	1.80	2.70	3.60
		<u>(2.54)</u>	<u>(5.62)</u>	<u>(8.70)</u>	<u>2.72</u>
Government Grant Adjustments					
Policy Levers		(2.80)	(5.50)	(5.50)	(5.50)
International Enrolment Taxes		(1.16)	(2.08)	(3.00)	(3.92)
		<u>(3.96)</u>	<u>(7.58)</u>	<u>(8.50)</u>	<u>(9.42)</u>
Other					
Interest Income		<u>(1.00)</u>	<u>(2.00)</u>	<u>(3.00)</u>	<u>(3.00)</u>
		<u>(1.00)</u>	<u>(2.00)</u>	<u>(3.00)</u>	<u>(3.00)</u>
Total Revenue Change - increase/(decrease)		<u>(11.00)</u>	<u>(20.70)</u>	<u>(24.70)</u>	<u>(8.20)</u>

EXPENSE Changes – from June 2012 Plan

	<u>\$ million</u>			
	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
<u>Academic Investments</u>				
VPA/P - domestic growth impact (60% share)	(3.00)	(4.20)	(3.60)	(2.40)
VPA/P - International Fee/growth increase share (72% share)	1.08	1.08	1.08	5.76
Tuition-set-aside - Student support	In Plan	In Plan	In Plan	0.80
Faculty of Science/Engineering- Budget Rebasing	2.50	2.50	2.50	2.50
	<u>0.58</u>	<u>(0.62)</u>	<u>(0.02)</u>	<u>6.66</u>
<u>Compensation/Benefit</u>				
Compensation	In plan	(2.00)	(5.00)	10.00
Employee Benefit Cost Inflation	3.00	2.00	-	-
Pension Special Payments	In Plan	In Plan	In Plan	In Plan
	<u>3.00</u>	<u>-</u>	<u>(5.00)</u>	<u>10.00</u>
<u>Strategic Investments</u>				
Marketing Campaign	-	0.50	0.50	0.50
Restructuring Fund	3.00			
Copyright Office	0.35	0.35	0.35	0.35
Energy - energy mgt prgm/reduced cost	(1.80)	(1.80)	(1.80)	(1.80)
	<u>1.55</u>	<u>(0.95)</u>	<u>(0.95)</u>	<u>(0.95)</u>
Total Expenditure Change - increase/(decrease)	<u>5.13</u>	<u>(1.57)</u>	<u>(5.97)</u>	<u>15.71</u>

Budget Plan 2013-2017 – Assuming ATB Cuts (to balance)

(in \$millions)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Annual Surplus/(Deficit) - June 2012 Plan	(7.8)	(6.2)	7.3	7.3
Revenue Changes (June 2013)	(11.0)	(20.7)	(24.7)	(8.2)
Expenditure Changes (June 2013)	5.1	(1.6)	(6.0)	15.7
Revised Annual Surplus/(Deficit) - before cut adjustments	(23.9)	(25.3)	(11.4)	(16.6)
<u>Budget Cuts:</u>				
2013-14 increase by 3%	12.6	12.6	12.6	12.6
2014-15 increase by 2%		8.4	8.4	8.4
2015-16 increase by 0.5%			2.1	2.1
2016-17 No Cut				-
Total Adjustment to Budget Cuts	12.6	21.0	23.1	23.1
Annual Surplus/(Deficit) - June 2013 Plan	(11.3)	(4.3)	11.7	6.5
Prior Year Carryforward	3.4	(7.9)	(12.2)	(0.5)
Revised Cumulative Surplus (Deficit)	<u>(7.9)</u>	<u>(12.2)</u>	<u>(0.5)</u>	<u>6.0</u>
Budget Cuts	6.50%	5.50%	4.00%	0.00%

EXPENSE Changes – additional targeted cuts

- Rather than responding to the deterioration in our financial outlook through increases to the 3.5% budget cuts already incorporated into the June 2012 Plan, an alternative plan update is being proposed.
- This proposed budget plan update identifies a number of specific targeted cuts to certain administrative/central budget provisions, in order to assist in balancing the budget over the next four years.
- These targeted cuts have potentially adverse consequences – and are not sustainable indefinitely. Since they cannot be continued indefinitely, they are not base cuts – and therefore the underlying structural budget issues remain.
- The targeted cuts outlined below provide a temporary 4-year window to address the serious budget issues facing the University.

<u>Targeted Expense Reductions</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Defer Other Post Employ't Benefit Contributions	7.00	7.00	7.00	7.00
Defer Additional Sinking Fund Contributions	6.00	6.00	6.00	6.00
Reduce Building Maintenance Funding (4 years)	2.00	2.00	2.00	2.00
Reduce Energy Management program base funding	1.00	1.00	1.00	1.00
Reduce Insurance funding provision	0.50	0.50	0.50	0.50
	<u>16.50</u>	<u>16.50</u>	<u>16.50</u>	<u>16.50</u>

Budget Plan 2013-2017 – (applying targeted expense reductions)

	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Annual Surplus/(Deficit) - June 2012 Plan	(7.8)	(6.2)	7.3	7.3
Revenue Changes (June 2013)	(11.0)	(20.7)	(24.7)	(8.2)
Expenditure Changes (June 2013)	5.1	(1.6)	(6.0)	15.7
Revised Annual Surplus/(Deficit) - before targeted cuts	<u>(23.9)</u>	<u>(25.3)</u>	<u>(11.4)</u>	<u>(16.6)</u>
Additional Targeted Cuts (June 2013)	16.5	16.5	16.5	16.5
<u>Budget Cuts:</u>				
2013-14 maintain 3.5%	-	-	-	-
2014-15 maintain 3.5%		-	-	-
2015-16 maintain 3.5%			-	-
2016-17 Cut of 2%				8.4
Total Adjustment to Budget Cuts	<u>-</u>	<u>-</u>	<u>-</u>	<u>8.4</u>
Annual Surplus/(Deficit) - June 2013 Plan	(7.4)	(8.8)	5.1	8.3
Prior Year Carryforward	3.4	(4.0)	(12.8)	(7.7)
Revised Cumulative Surplus (Deficit)	<u>(4.0)</u>	<u>(12.8)</u>	<u>(7.7)</u>	<u>0.6</u>
Budget Cuts	3.50%	3.50%	3.50%	2.00%

Divisional Budget Summary

Division	Actual 2011/12	Budget 2012/13	Draft Year-End 2012/13 Actuals	Comments
(in \$millions)				
President's Division	1.1	0.9	1.4	Positive to Plan
VP Advancement	1.7	1.3	2.3	Positive to Plan
VP Research	3.0	2.3	3.6	Strong Results in ORU's
VP Finance & Administration	9.0	5.6	10.7	Positive to Plan
VP Academic				
Faculty				
Education	9.3	6.6	8.2	Positive to Plan
Environmental Studies	1.6	1.1	1.2	On Plan
Fine Arts	-4.4	-7.9	-6.5	Positive to Plan
Glendon	-3.7	-4.3	-4.6	Slightly Negative to Plan
Graduate Studies	4.0	4.3	4.4	On Plan
Health	3.7	1.5	3.5	Exceeded Enrolment Targets
Liberal Arts & Professional Studies	-14.7	-23.0	-20.2	Positive to Plan
Libraries	0.8	0.0	0.4	On Plan
Osgoode Hall Law School	-3.0	-1.9	-0.4	PDP Results Positive to Plan
Schulich School of Business	-7.5	-7.6	-10.2	Negative to Plan
Science/ Engineering	-3.5	-8.3	-6.2	Positive to Plan
YUELI	7.6	9.5	9.4	On Plan
VPA&P	16.9	12.6	12.2	On Plan
AVP Students	5.1	2.6	6.2	Positive to Plan
VPA Total	12.1	-14.9	-2.5	Positive to Plan

Moving the Plan Forward (Provost)

Requires that we take full advantage of the Four Year Window to:

- Address the gap between expenditure and revenue
- Enhance opportunities to leverage innovation
- Support strategic investment to advance priorities
- Promote Effective Governance (Priority 6 in the Plan)
 - sophisticated measures for evidence-based decision-making
 - “strategic planning modalities that promote and permit *tough choices*”
 - coordination of undergraduate and graduate planning
 - collegial and transparent decision making

Moving the Plan Forward

Immediate

- Significant curtailment/restrictions of major capital projects, except those with funding “in hand”
- Ensuring that current and future fundraising is planned and focused in conjunction with University plans and priorities
- Finalizing new budget model and developing transition plan including accountability framework

Moving the Plan Forward

2 – 3 years (2013 – 2015)

- Evolve Integrated Resource Planning to align all planning initiatives (academic, complement, budget, enrolment, research, advancement and master plans)
 - supported by new Office of Institutional Planning and Analysis (OIPA combines the existing Integrated Resource Planning Office & Office of Institutional Research and Analysis)
- Continue implementation of PRASE projects and shift to functional leads
- Advance Strategic Enrolment Management with a focus on opportunities that have been identified with *SemWorks* as having most significant impact (see Appendix)

Moving the Plan Forward

3 – 5 years (2013 – 2018)

- Commitment and strict discipline to address Faculty structural deficits
- Commitment to undertake collegial academic and administrative prioritization exercise

Collegial process to collect and review data on programs to identify strengths and weaknesses, and to facilitate transparent and evidence-based decision-making on opportunities for change and new directions.

Will be important to align with PRASE.

Review 2013 - 2014

Respond 2014 – 2017

Evaluate 2017 - 2018

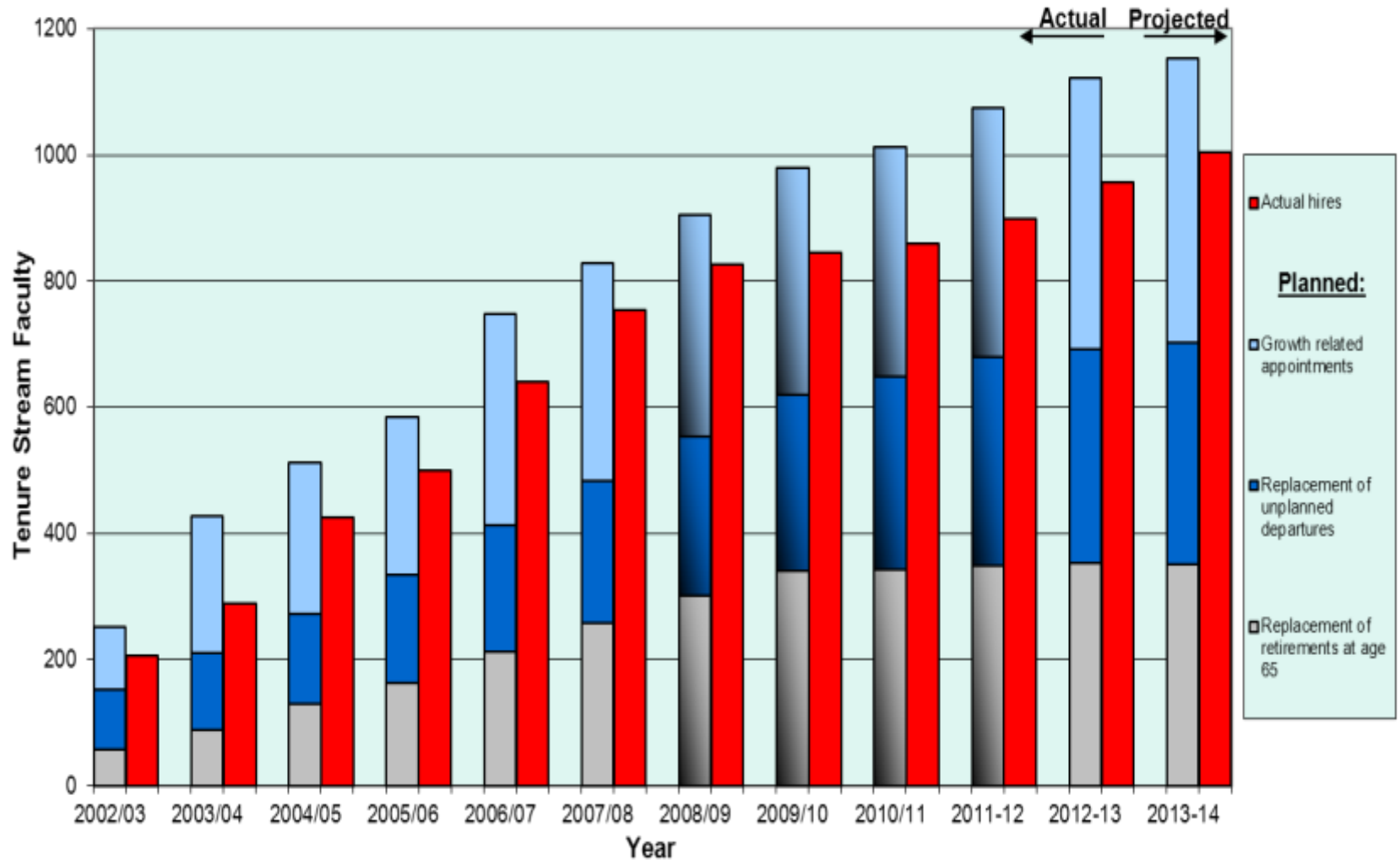
(Consultations will occur over next several months regarding the review process)

Discussion

- Questions, initial thoughts...

Appendix: Other Supporting Documentation

Full-Time Faculty Tenure Stream Complement Hiring Plan Since 2002/03



Faculty Complement: 2013-14 Tenure Stream Appointments Authorized and Made to Date

FACULTY	CENTRALLY FUNDED CARRIED FORWARD FROM 2012-13	CENTRALLY FUNDED TOP-UPS 2013-14	FUNDED FROM OTHER SOURCES 2013-14	TOTAL T.S. AUTHORIZED FOR SEARCH 2013-14	TS APPTS IN PROGRESS 2013-14	TS APPTS FAILED TO DATE 2013-14	TOTAL T.S. APPTS MADE TO DATE 2013-14
LAPS	3	9	9	21	1	2	18
ED	-	.5	-	.5	.5	-	-
FES	-	-	1	1	-	-	1
FA	-	-	1	1	-	-	1
GL	-	1	2	3	1	-	2
HH	-	-	2	2	2	-	-
OSG	-	1	-	1	1	-	-
LASSONDE	1	-	6	7	4	1	2
FSE	-	3.5	1	4.5	2.5	-	2
SSB	-	2	4	6	5	-	1
LIB	-	-	2	2	2	-	-
TOTALS	4	17	28	49	19	3	27

Other 2013-14 Appointments to Date: CLAs, True Visitors, Continuing SRCs

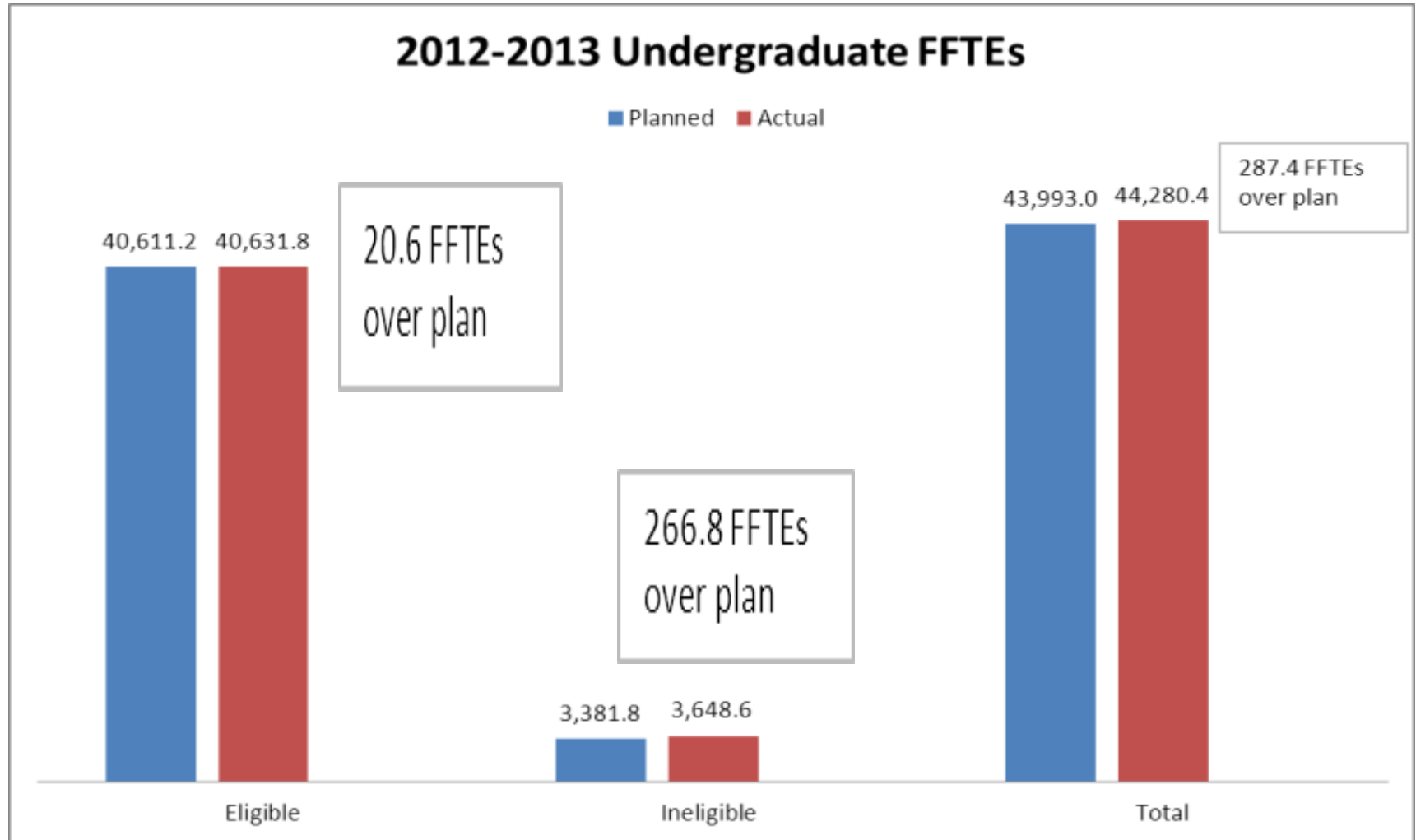
FACULTY	2013-14 CLAs Authorized To Date		2013-14 Continuing SRCs	2013-14 TRUE VISITORS SLOTS (to date)
	RENEW/ CONTINUING	NEW Authorized		
LAPS	46	19	11	6
ED	2	-	0	1
FES	2	-	0	-
FA	1	-	1	-
GL	4	2	3	2
HH	6	2	0	-
OSG	1	-	0	-
FSE	2	1	3	-
SSB	4	-	0	-
LIB	4	3	0	-
TOTAL	72	27	18	9

Future Potential Enrolment Needs in GTA: 2009 - 2025

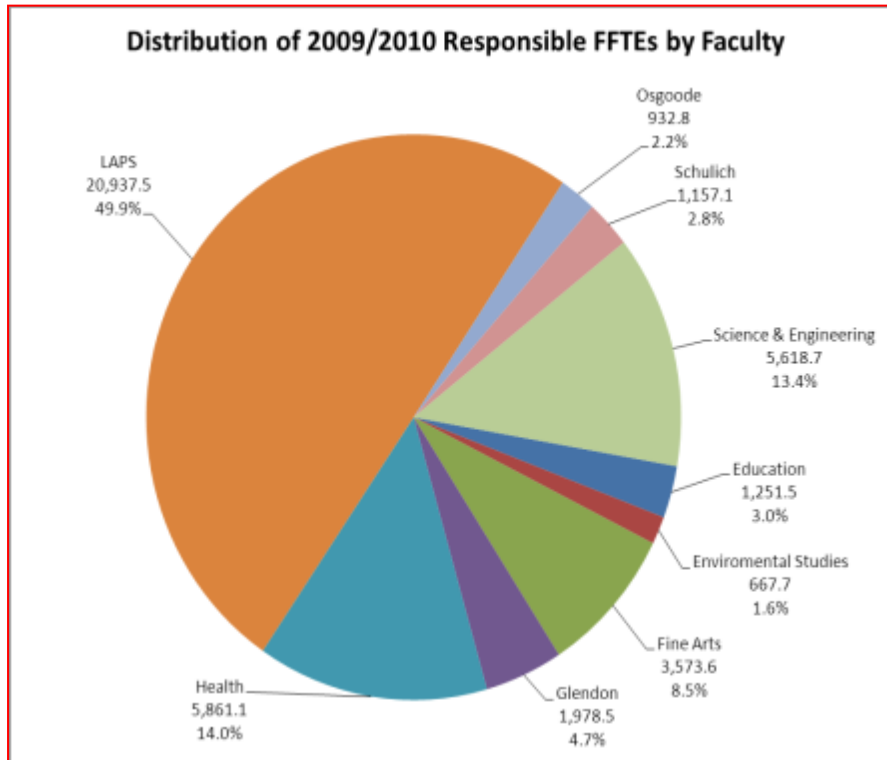
<i>If students' geographic preferences do not change....</i>		<i>If more GTA students want to attend university in the GTA...</i>	
GTA	Rest of Ontario	GTA	Rest of Ontario
30,000 – 51,000	20,000 – 53,000	51,000- 74,000	0 – 30,000
(22-37%)	(8-21%)	(37-55%)	(0-12%)

David Trick, Tyndale Presentation, March 19, 2013

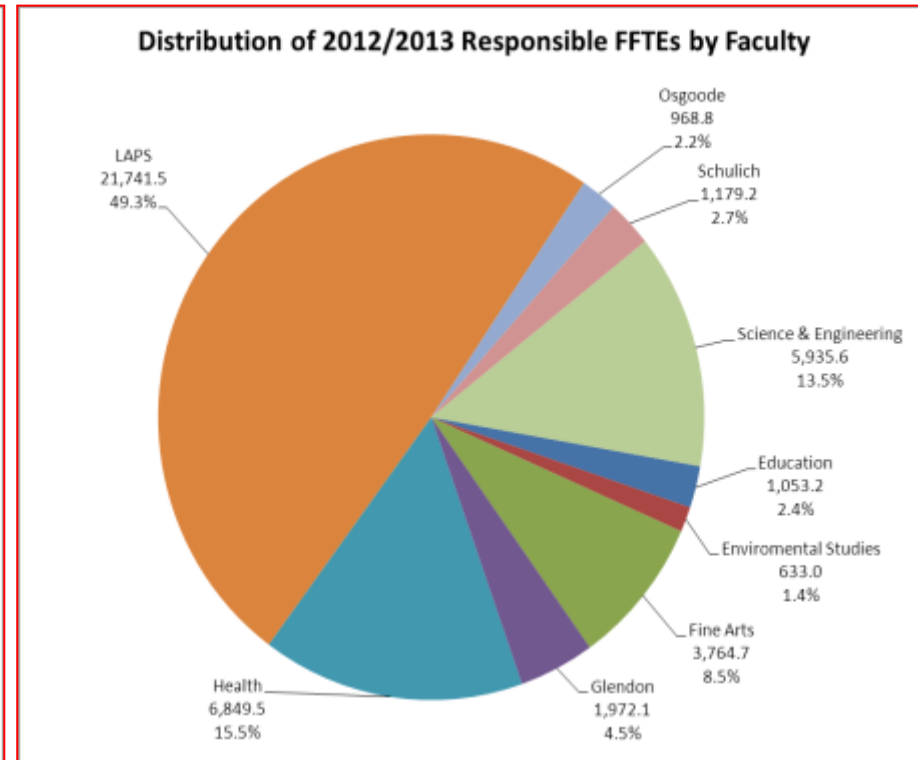
York's Year End Undergraduate Enrolment Actual vs. Plan: 2012/13



Comprehensiveness: Distribution of Undergraduate Responsible FTEs 2009/2010 vs. 2012/2013



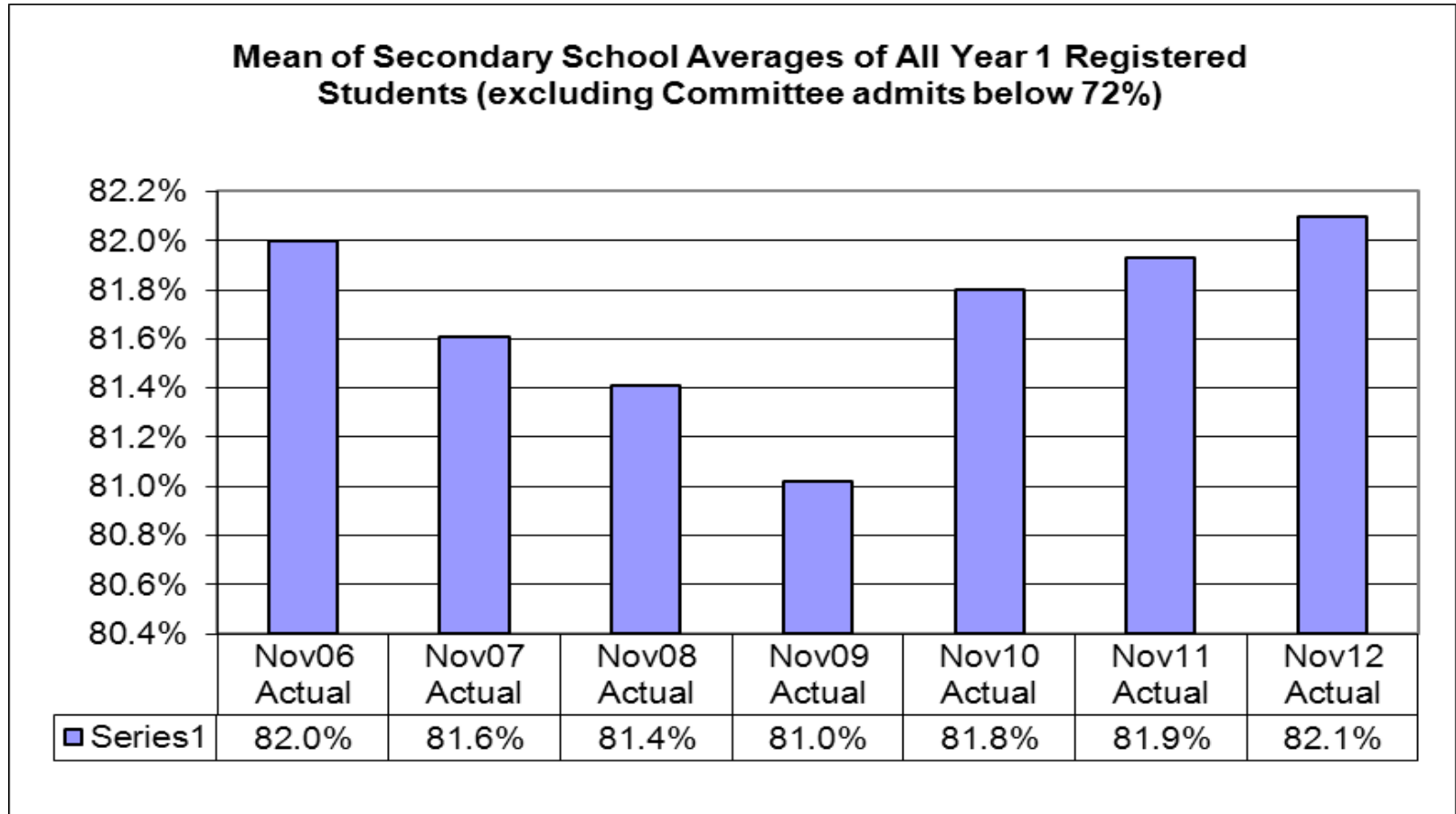
Total FTEs ~ 41,663



Total FTEs ~ 43,844

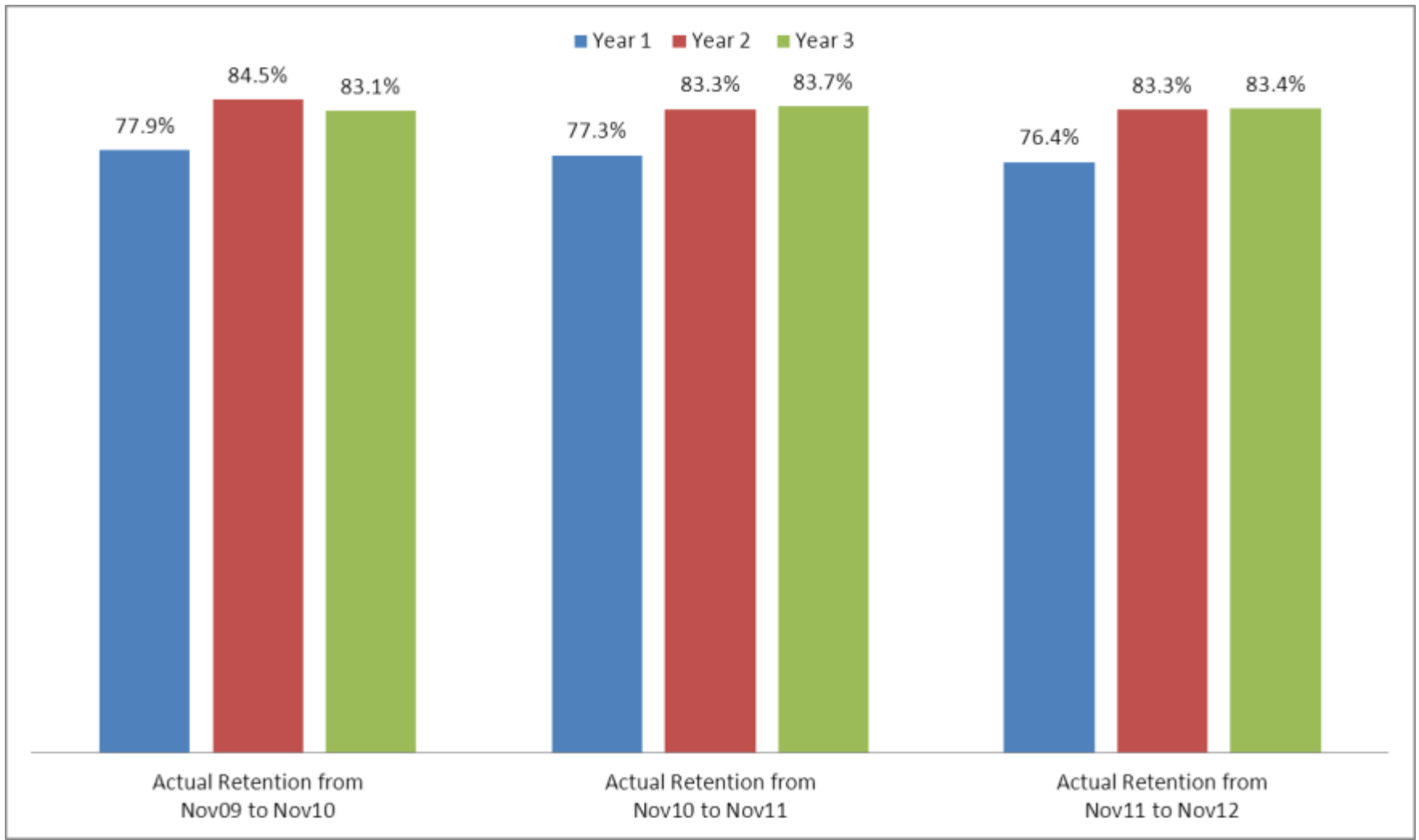
Comprehensive benchmark: Significant growth in target areas as well as traditional areas of strength has occurred over last few years with most significant proportionate shift in health.

Institutional GPA of Entering Students 2006/07 to 2012/13: Mean Averages



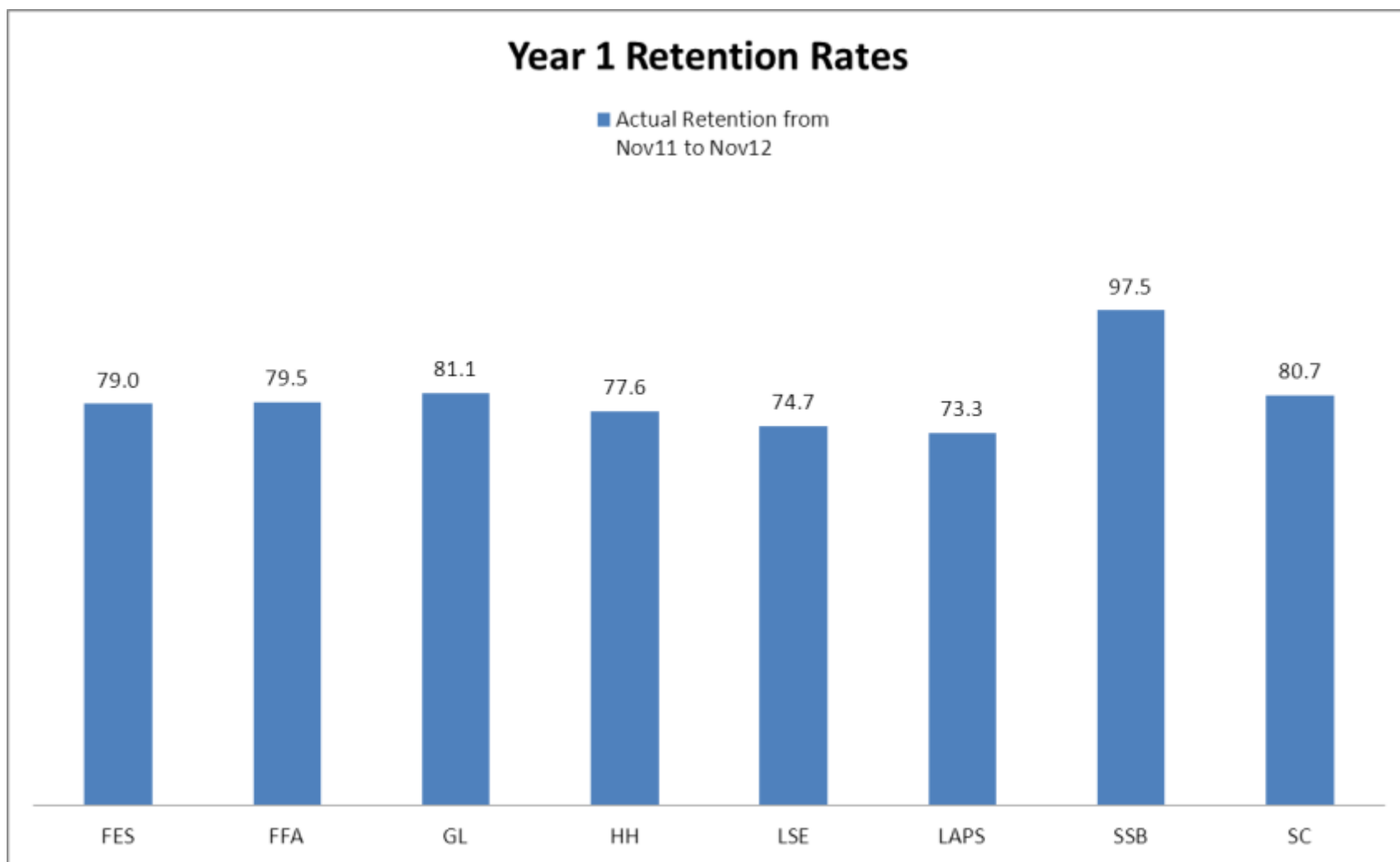
Modest improvements in overall entering GPA over time

Institutional Undergraduate Student Retention (Eligible and International Students)



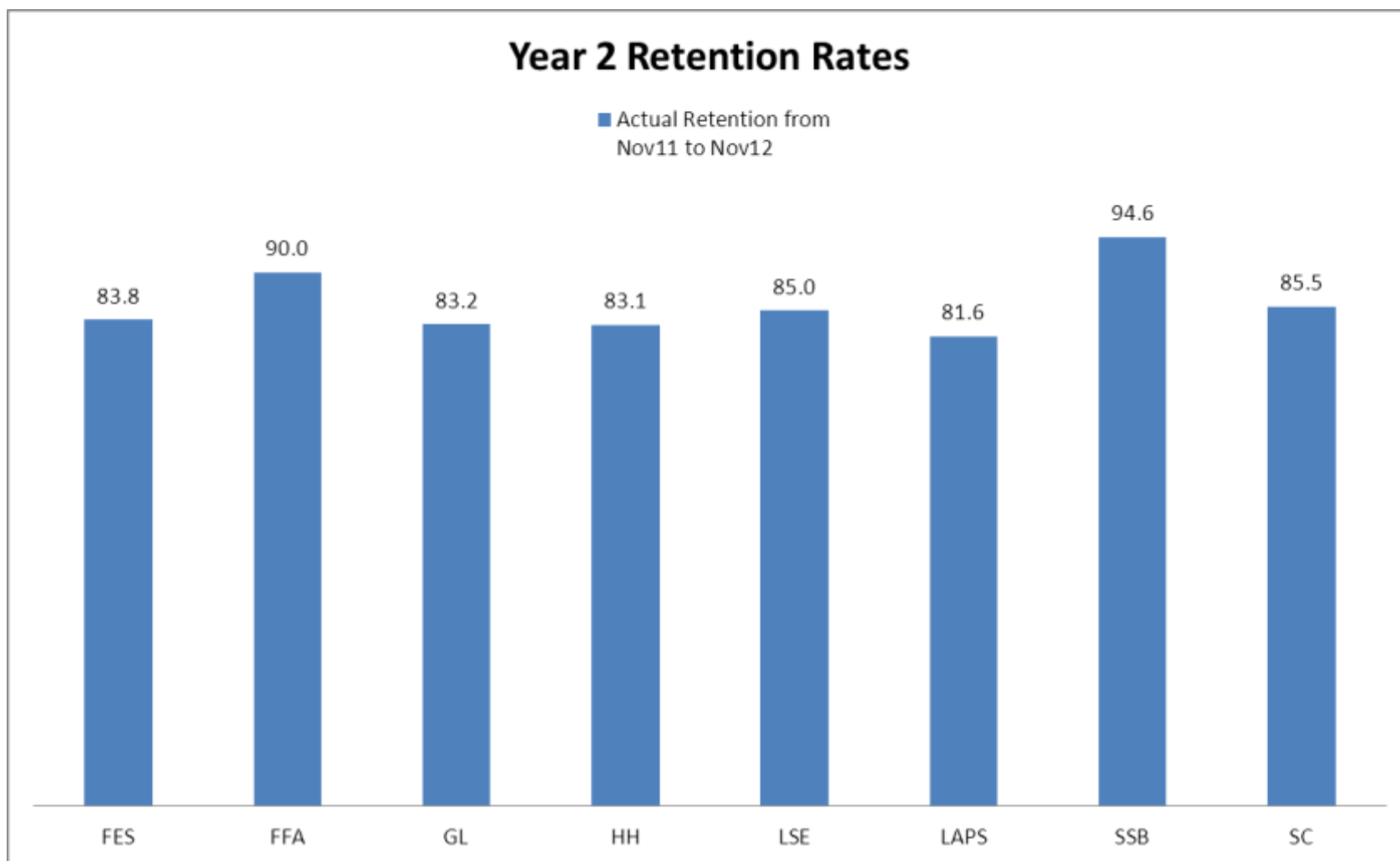
Note: See Faculty data in Appendix

Faculty-level Undergraduate Student Retention Year 1 (Nov 2011 to Nov 2012)



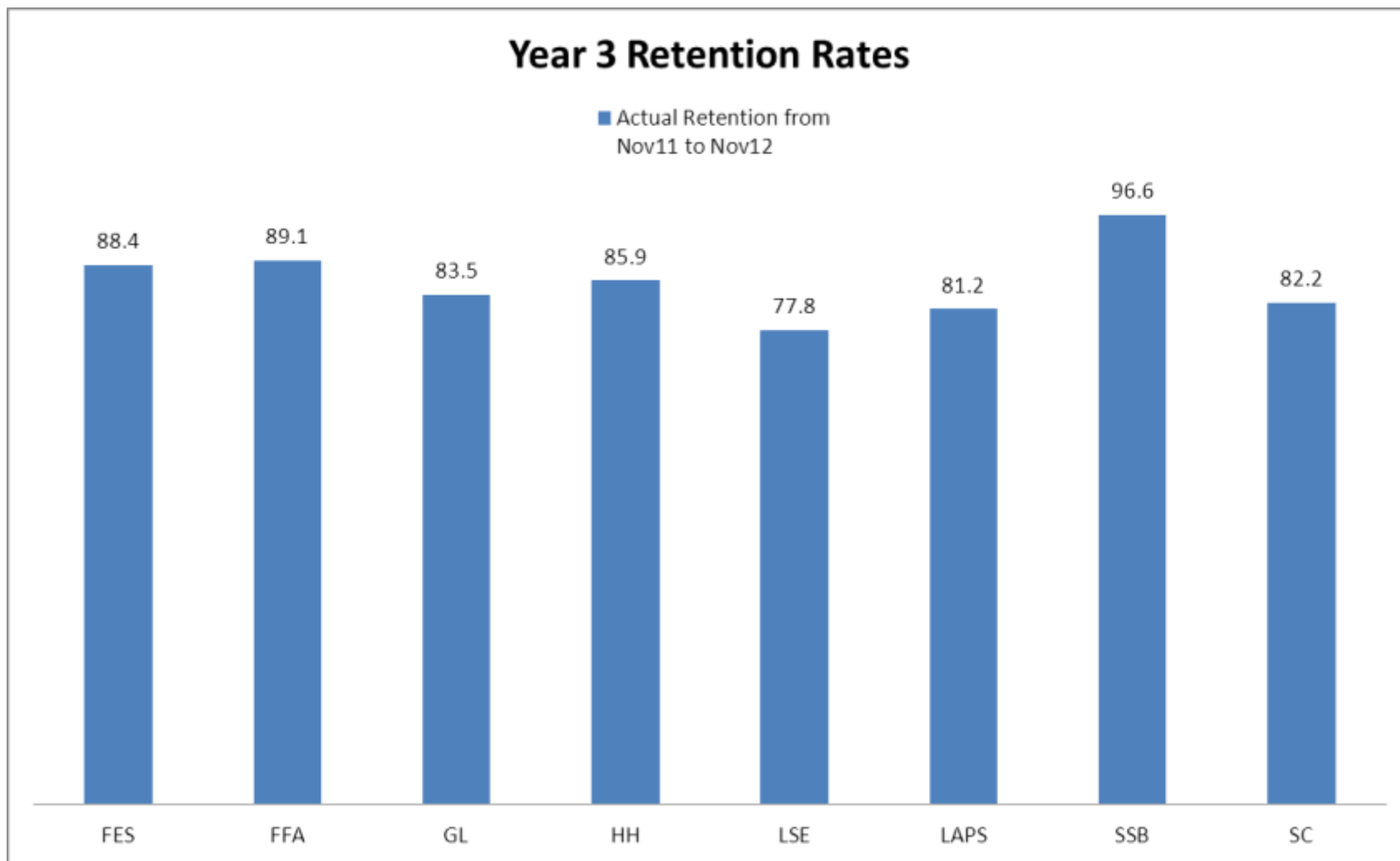
Above data includes both Eligible and International Students

Faculty-level Undergraduate Student Retention Year 2 (Nov 2011 to Nov 2012)



Above data includes both Eligible and International Students

Faculty-level Undergraduate Student Retention Year 3 (Nov 2011 to Nov 2012)

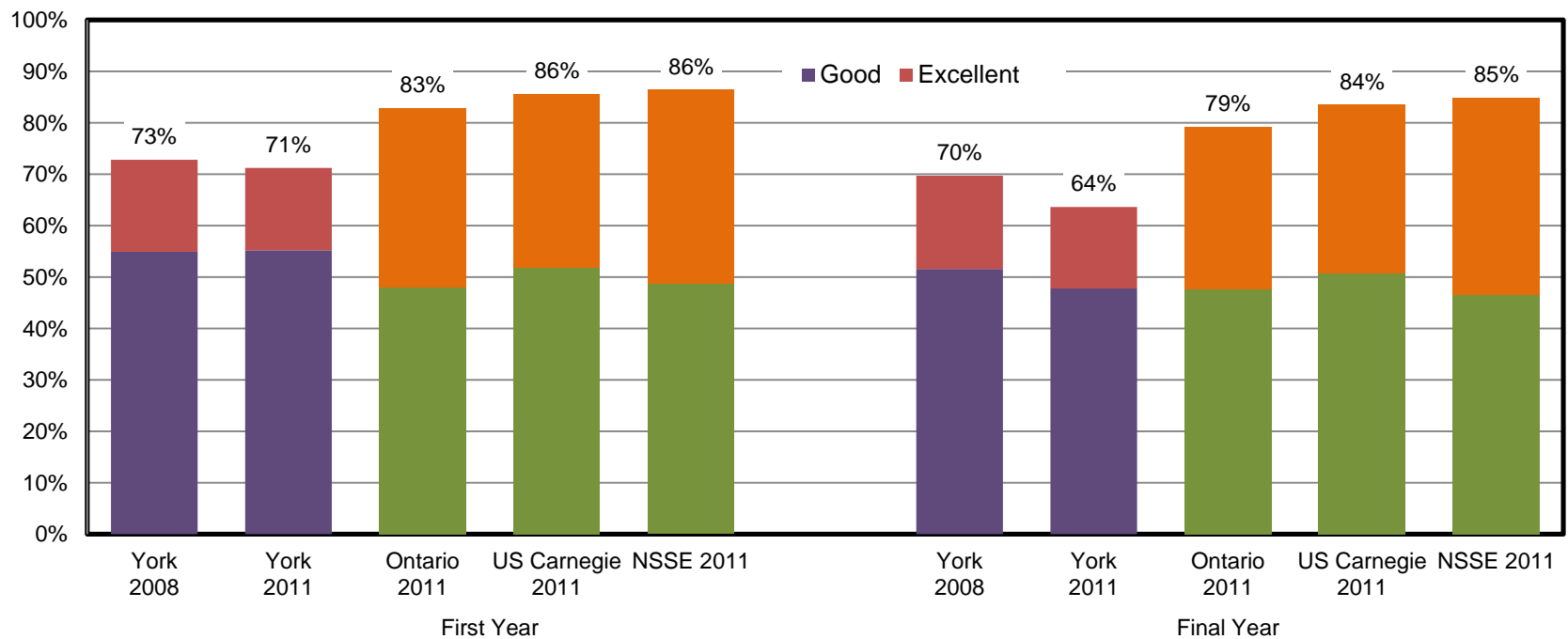


Above data includes both Eligible and International Students

NSSE Overall Evaluation 2008-2011

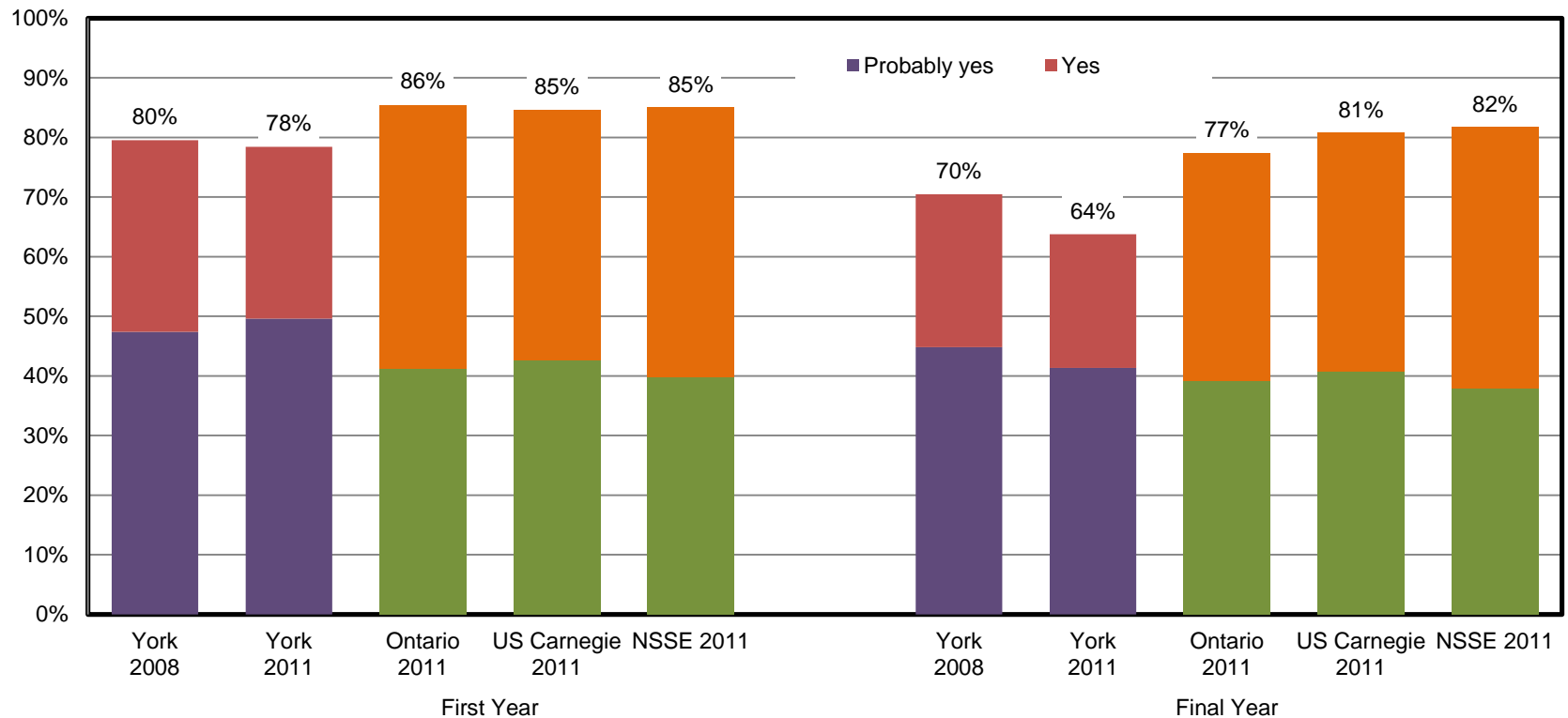
Q13 How would you evaluate your entire education experience at this institution?

(Respondents who answered "Good" or "Excellent")



NSSE Would You Attend Same University? 2008-2011

Q14 If you could start over again, would you go to the SAME INSTITUTION you are now attending?
 (Respondents who answered "Probably Yes" or "Yes")

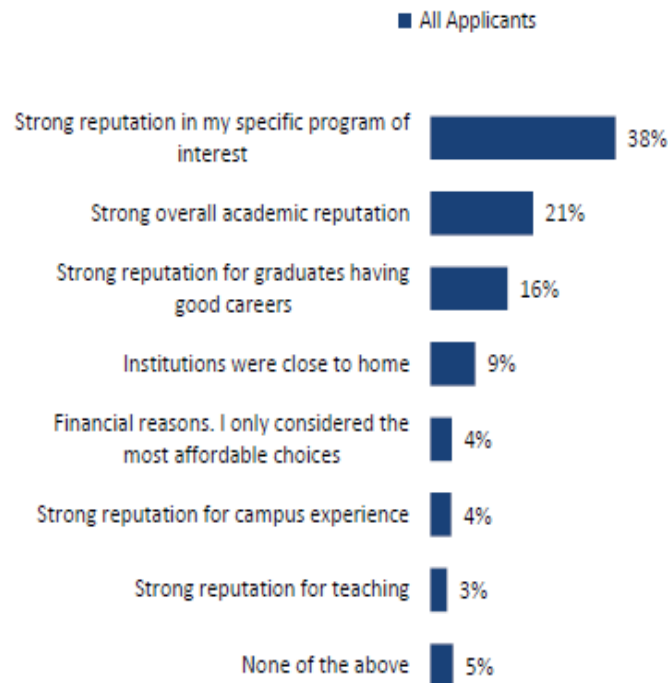


SEM Leadership Retreat (May 2013) prioritized following opportunities that build on existing efforts most likely to have significant impact:

- Institutional positioning (what is our promise? program distinctiveness?)
- Integrated approach to recruitment and retention involving institutional planning (Office of Provost with faculties), coordination and management (Vice Provost Students), implementation of strategic initiatives (faculties) and analysis (OIPA) with a focus on:
 - recruitment strategy that will diversify student population (and recover 105) – customer relationship management (reduce 4/5 current systems to a single communications strategy through the student’s life cycle)
 - institutional retention strategy sharing best practices (i.e., including early alert and intervention in every Faculty)
 - student advising – i.e., Front load advising (YU Start, colleges, PRASE) combined with enhanced academic advising in faculties
 - application of strategic enrolment intelligence (mining of data, market analyses)
 - enhanced scholarship/award packages including review of renewals (report due September 2013)
- Enhanced experiential and online learning opportunities not already saturated in market (Teaching and Learning portfolio)
- New professional graduate programs
- Simplified curriculum

What matters to students...

Single Most Important Consideration for Choosing an Institution

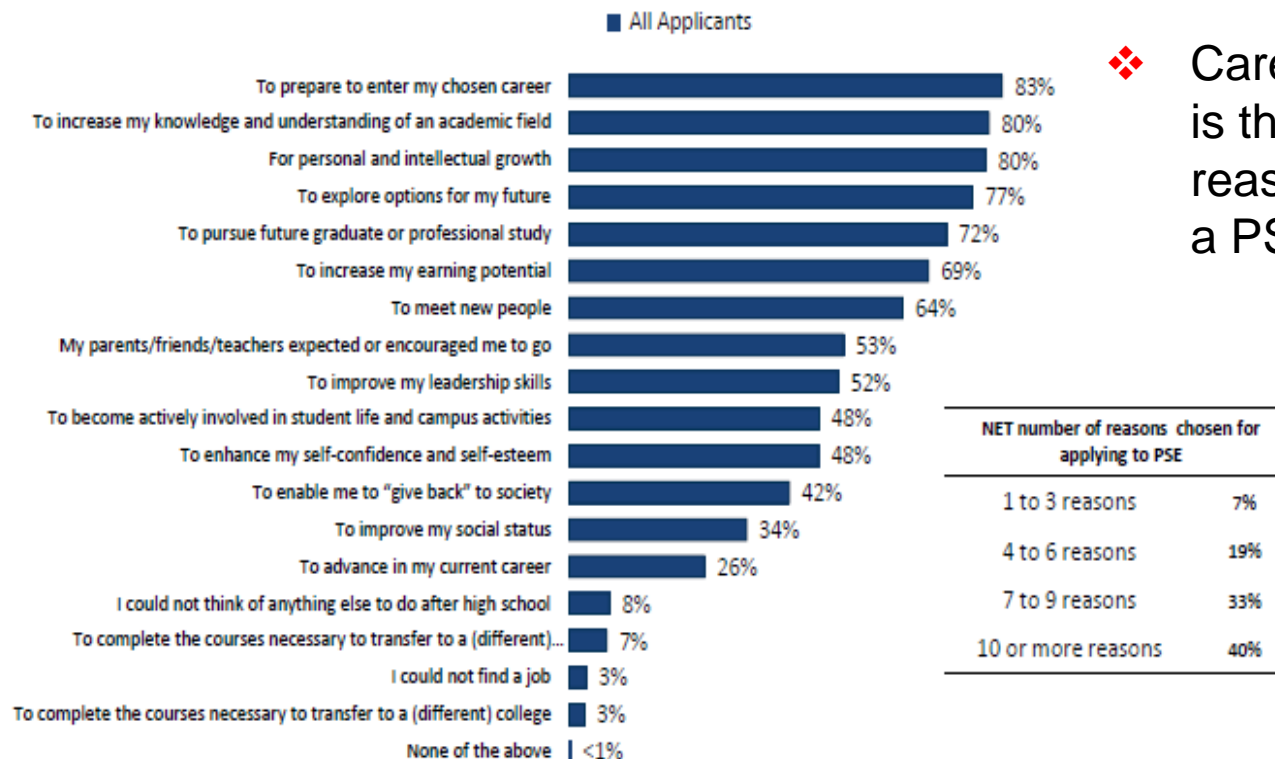


❖ Reputational factors are primary in the selection of an institution. Supported by Strategic Counsel surveys done in 2010 & 2012.

❖ Other factors include availability of programs, experiential education opportunities, location, quality of teaching and campus.

Primary reasons for applying to PSE are career-related

Main Reasons for Applying to Post-Secondary Education

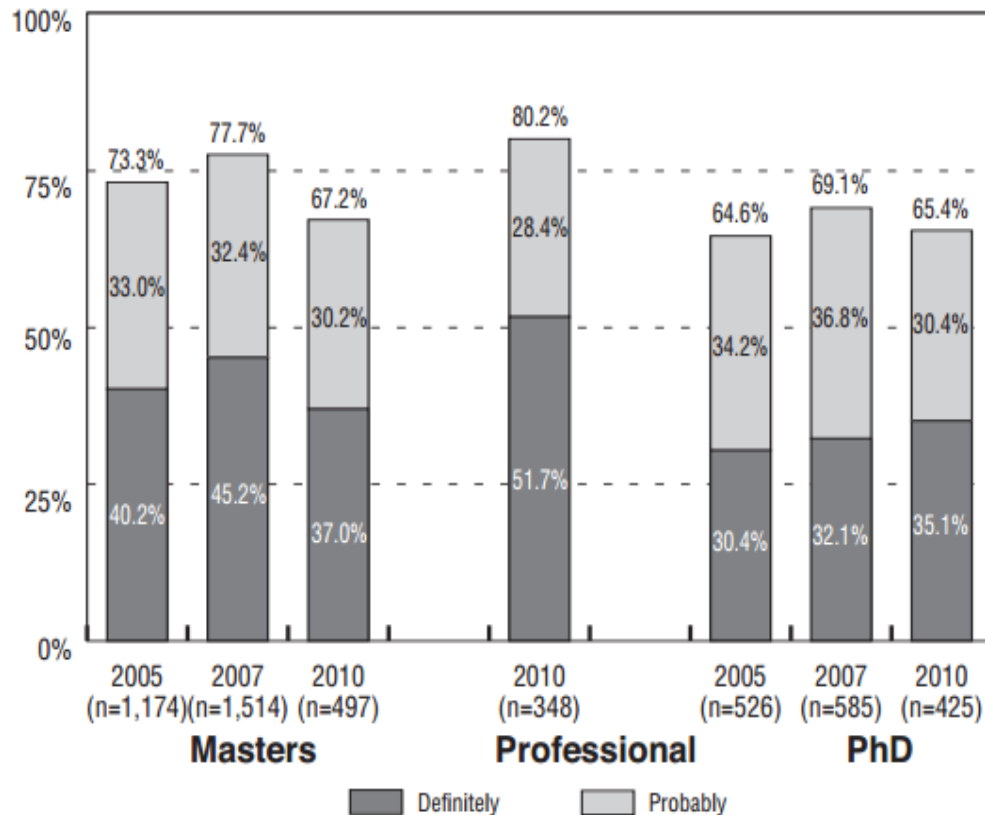


❖ Career preparation is the primary reason for seeking a PSE.

NET number of reasons chosen for applying to PSE	
1 to 3 reasons	7%
4 to 6 reasons	19%
7 to 9 reasons	33%
10 or more reasons	40%

Canadian Graduate & Professional Student Survey: York University grads say...

University Totals



❖ About 70% of research based masters and over 80% of professional based masters would recommend their program to others.

❖ In total, over 65 per cent of doctoral students would recommend their program to others, down from 2007.

Current Initiatives aimed at Student Success

Strategic Enrolment Planning	Targeted Recruitment	Evidence-Based Retention Strategies	Teaching & Learning Innovation
<ul style="list-style-type: none"> SEM Leadership Strategy 2013-14 Data 'warehouse' project Summer @ York PRASE initiatives: <ul style="list-style-type: none"> - academic advising dashboard - live academic calendar - on-line enrolment project Scholarship program under review 	<ul style="list-style-type: none"> Spring Gala Student ambassadors International students: airport pick-up program Enhanced graduate scholarships 	<ul style="list-style-type: none"> Pan-University 1st Year Experience Program: YU Start 1st year experience projects by Faculty/College: HealthAid Supplemental instruction programs Peer mentoring: Student Ombuds Service (Bethune College) 	<ul style="list-style-type: none"> eLearning integration strategy (Report prepared for ongoing consultation and implementation in 2013-14) experiential education integration strategy (due Nov 13) AIF Teaching and Learning Innovation Celebration event New "Teaching Commons" Specialized professional development support for Course Directors in EE and eLearning "Teaching in Focus" Conference

Approved Multi-Year Budget Plans 2006 - 2016

	(\$ Millions)									
	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Revenue										
Total Operating Revenue per June 2004 Plan	584.2	584.2	584.2	584.2	584.2	584.2	584.2	584.2	584.2	584.2
Enrolment Growth (Graduate/Undergraduate)	20.6	32.1	33.0	44.1	45.6	68.0	71.7	72.5	73.5	78.1
Domestic & International Tuition Fee Increases	7.0	16.3	30.4	40.4	52.7	63.0	76.3	89.6	104.0	118.5
Other	20.0	15.5	24.5	20.5	19.4	20.4	20.4	20.4	20.4	20.4
Total Revenue Changes	47.6	63.9	87.9	105.0	117.7	151.4	168.4	182.5	197.9	217.0
Total Operating Revenue per June 2012 Plan	631.8	648.1	672.1	689.2	701.9	735.6	752.6	766.7	782.1	801.2
Expense										
Total Budgeted Expenses per June 2004 Plan	585.1	585.1	585.1	585.1	585.1	585.1	585.1	585.1	585.1	585.1
Academic (Including Complement Investments)	17.7	22.9	32.1	39.1	44.2	56.0	66.1	73.0	75.3	79.6
Student Financial Support	5.8	11.5	29.2	17.2	18.2	16.7	15.5	16.5	16.5	17.5
Compensation										
Salary and Benefit Increases (ATB's)	9.4	22.4	35.4	50.4	65.4	80.4	93.3	107.9	122.9	139.9
Pension Deficit Payments	3.0	1.5	3.0	4.5	4.5	14.5	25.5	33.5	33.5	33.5
Subtotal	12.4	23.9	38.4	54.9	69.9	94.9	118.8	141.4	156.4	173.4
Facilities/Capital/Energy Management	7.0	7.0	7.0	9.1	9.6	8.8	10.8	13.3	13.3	13.3
Institutional										
Energy Inflation	4.8	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Insurance	1.4	1.6	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Admin/FOI/Records Management Investments	1.0	0.8	0.5	1.4	2.0	3.0	3.0	3.0	3.0	3.0
Campus Safety				1.5	1.5	1.5	1.5	1.5	1.5	1.5
PRASE						2.0	4.0	2.0	0.0	(2.0)
Subtotal	7.2	7.4	7.3	9.7	10.3	13.3	15.3	13.3	11.3	9.3
Other	(1.1)	1.4	2.2	9.0	9.3	12.0	13.5	12.5	12.0	12.0
Total Budget Cuts	(6.3)	(6.3)	(13.3)	(28.0)	(42.7)	(52.2)	(75.9)	(80.6)	(81.6)	(96.3)
Total Expense Changes (net of budget cuts)	42.7	67.8	102.9	111.0	118.8	149.5	164.1	189.4	203.2	208.8
Total Budgeted Expenses per June 2012 Plan	627.8	652.9	688.0	696.1	703.9	734.6	749.2	774.5	788.3	793.9
Annual Surplus/(Deficit)	4.0	(4.8)	(15.9)	(6.9)	(2.0)	1.0	3.3	(7.9)	(6.2)	7.2
Annual Budget Cut	2.50%	0.00%	2.00%	3.50%	3.50%	2.25%	3.25%	3.50%	3.50%	3.50%

2012-2016 Budget Plan: Summary

(approved June 2012)

OPERATING BUDGET PLAN SUMMARY 2012-13 to 2014-16 (in \$millions)

	2012-13	2013-14	2014-15	2015-16
Revenue				
Total Operating Revenue per June 2011 Plan	753.67	771.04	771.04	771.04
Planning Changes (May 2012)				
Enrolment Growth				
Domestic Growth				
Grant Funding - <i>eliminating growth plan</i>	(1.25)	(2.50)	(2.50)	(2.50)
Tuition Funding - <i>eliminating growth plan</i>	(1.25)	(2.50)	(2.50)	(2.50)
Tuition reduction- Education	(0.85)	(0.85)	(0.85)	(0.85)
Graduate Accessibility Adjustment (phased recovery)		(3.00)	(2.00)	(0.50)
VPA International Growth	In Plan	In Plan	In Plan	3.10
Domestic Tuition increases	In Plan	In Plan	12.00	24.00
International Tuition Increases	2.20	4.50	6.90	9.40
Total Revenue (Increases)	(1.15)	(4.35)	11.05	30.15
Operating Revenue - June 2012 Plan	752.52	766.69	782.09	801.19
Expenses				
Total Operating Expenses per May 2012 Plan	757.56	773.04	773.04	773.04
Academic Investments:				
Student Support				1.00
VPA - Domestic Growth	(1.50)	(3.00)	(3.00)	(3.00)
VPA International fee increase	1.60	3.30	5.00	6.80
VPA International Growth				2.20
Graduate Student support lower costs	(3.00)	(2.00)	(2.00)	(2.00)
Funding CRC increments	0.90	1.05	1.20	1.35
Library Inflation	0.20	0.40	0.60	0.80
	<u>(1.80)</u>	<u>(0.25)</u>	<u>1.80</u>	<u>7.15</u>
Compensation/Benefit:				
Compensation	In plan	In Plan	15.00	32.00
Strategic Investments:				
Student Experience	1.50	2.00	2.00	2.00
Reputation- support for Marketing/Branding	1.50	1.00	0.50	0.50
Faculty Complement Top Up	0.50	0.75	1.00	1.00
Prase Savings-(Institutional/Central Recovery)		(1.00)	(3.00)	(5.00)
	<u>3.50</u>	<u>2.75</u>	<u>0.50</u>	<u>(1.50)</u>
Sub Total Expenditure Increase:	1.70	2.50	17.30	37.65
Budget Measures:				
Targetted Savings	10.00			
Net Excess Expenditures after Targetted Savings	(8.30)	2.50	17.30	37.65
Budget Cuts:				
2013-14 increase by 0.25%		1.05	1.05	1.05
2014-15 increase by 0.25%			1.05	1.05
2015-16 New Cut of 3.5%				14.70
Total Impact of Budget Cut Adjustments		1.05	2.10	16.80
Total Expenses (Decrease)Increase	(8.30)	1.45	15.20	20.85
Operating Expenses - May 2012 Plan	749.26	774.49	788.24	793.89
Annual Surplus(Deficit)	3.26	(7.80)	(6.15)	7.30
Carryforward Balances from Prior Year-End	0.18	3.44	(4.36)	(10.51)
	<u>3.44</u>	<u>(4.36)</u>	<u>(10.51)</u>	<u>(3.21)</u>

Elimination of planned enrolment growth

Academic Investments

Assumption for modest Compensation

Strategic Investments

Targetted Savings

Budget Cuts :

2012-13 – 3.25%
2013-14 – 3.50%
2014-15 – 3.50%
2015-16 – 3.50%

Projected in year surplus