

Senate Update November 26, 2015

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Agenda

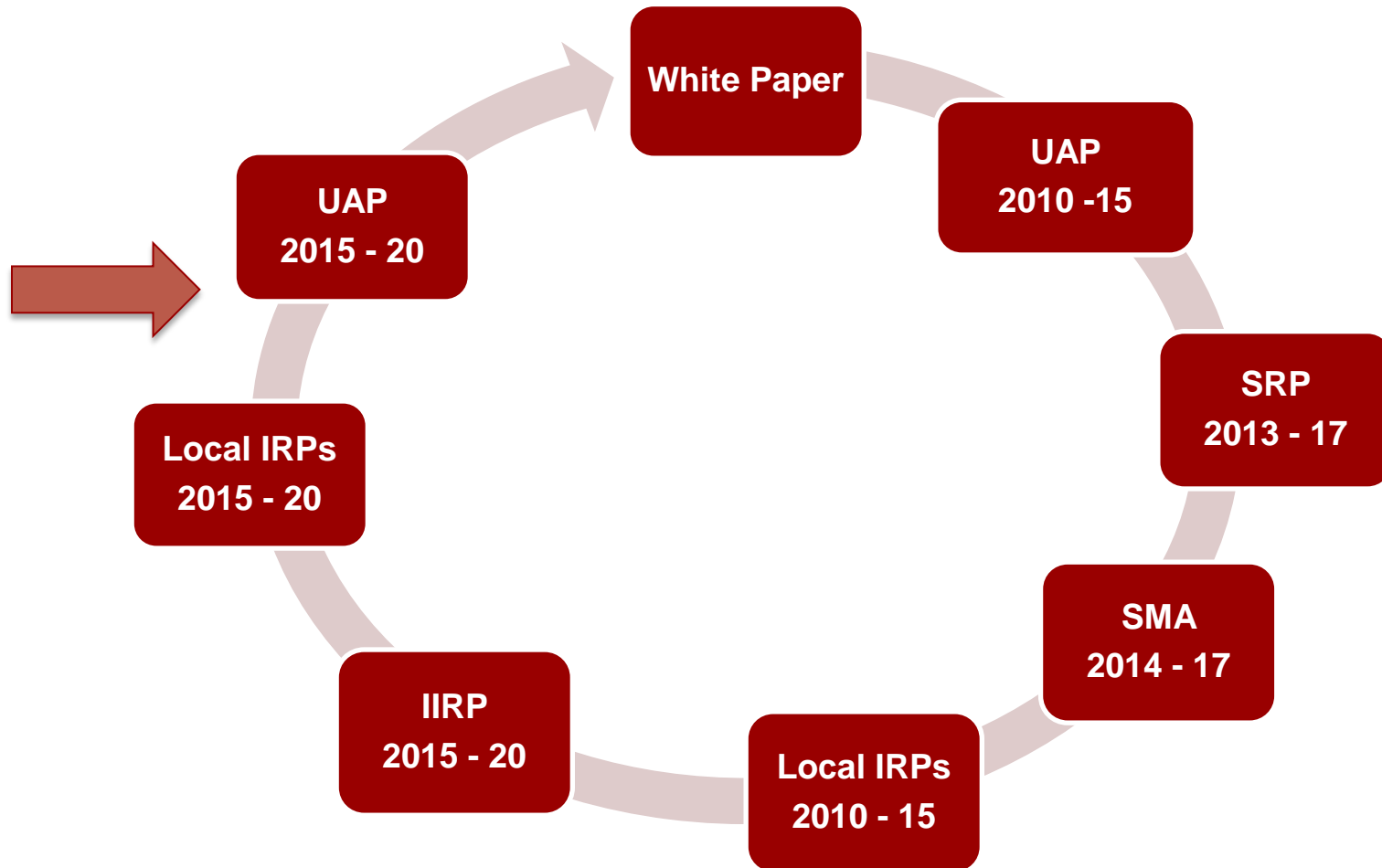
- ❑ Planning Update / UAP 2015 - 2020
- ❑ IIRP Update
- ❑ Enrolment Update
- ❑ Complement Update
- ❑ Markham Update
- ❑ Budget Update
- ❑ SHARP

Planning Update

Internal and External Planning Context Budget/Enrolment/Government/Students/AAPR



Considerable Progress Towards White Paper



IIRP Update

Institutional Integrated Resource Plan

Institutional Working Groups

- ❑ Recommended slates for the pan-university working groups to be submitted to President for:
 - teaching and learning
 - program quality
 - student experience – advising
 - student experience – the campus experience
 - shared services
 - role of the Faculty of Graduate Studies

- ❑ Two existing working groups to be expanded based on indications of interest in IIRP nominations process:
 - technology-enhanced learning
 - experiential education

Faculty Working Groups/Collegial Processes on Program Action Plans

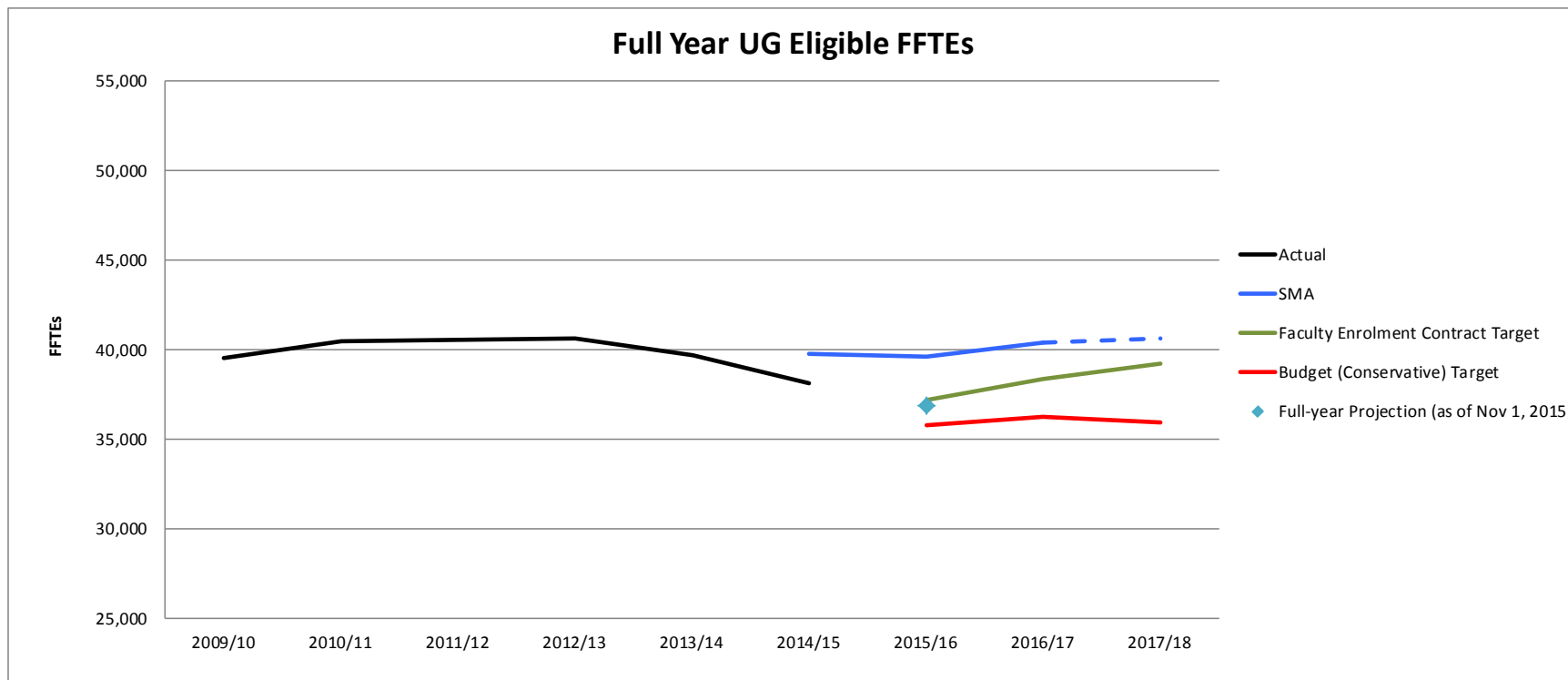
- ❑ Commitment to continual improvement
- ❑ Led by those with program expertise
- ❑ Flexibility and program customization essential
- ❑ Different ways to think about quality (e.g., faculty expertise, reputation, innovation, outcomes, student interaction, learning assessment, skills acquisition)
- ❑ Different opportunities for program effectiveness (e.g., class size, section fill rate, course scheduling)

Next Steps

- Immediate:
 - Working groups selected
 - Terms of reference established and meetings commence
- Q1 2016:
 - Working groups well underway
 - Input to UAP process (as appropriate)
 - Work aligned/informs local IRP's
- Q2 2016 onwards:
 - Recommendations come forward
 - Implementation commences/ongoing

Enrolment Update

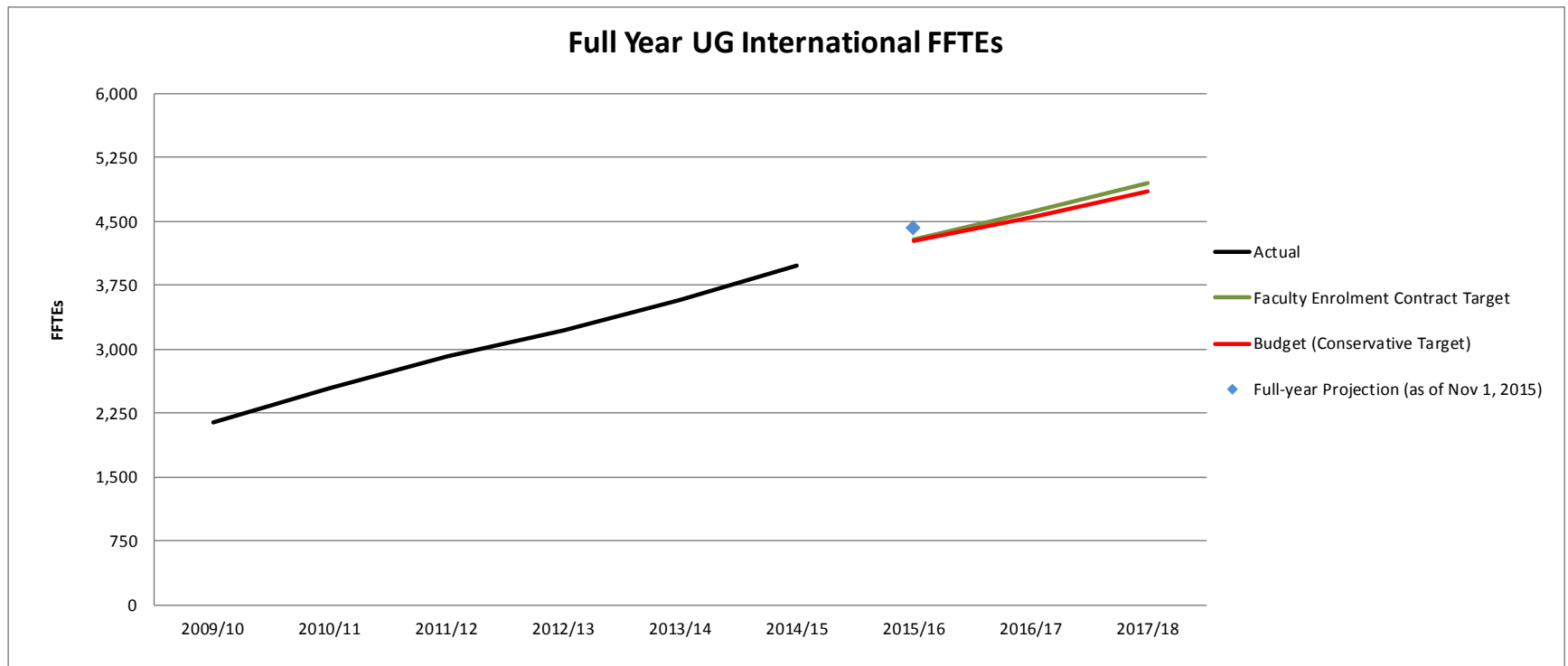
UG Eligible Enrolment (FFTEs)



FULL YEAR UG ELIGIBLE FFTEs

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Actual	39,527	40,469	40,551	40,628	39,711	38,095			
SMA						39,760	39,625	40,415	40,635
Faculty Enrolment Contract Target							37,194	38,364	39,228
Budget (Conservative) Target							35,796	36,248	35,942
Full-year Projection (as of Nov 1, 2015)							36,890		
Projection Minus Faculty Target							-304		
Projection Minus Budget Target							1,094		

UG International Enrolment (FFTEs)



FULL YEAR UG INTERNATIONAL FFTEs

	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Actual	2,138	2,538	2,920	3,215	3,575	3,987			
Faculty Enrolment Contract Target							4,286	4,611	4,946
Budget (Conservative Target)							4,279	4,554	4,848
Full-year Projection (as of Nov 1, 2015)							4,423		
Projection Minus Faculty Target							137		
Projection Minus Budget Target							144		

2015-16 Undergraduate Preliminary FFTE Projections

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Enrolment Contract Target	2015-16 University Budget Target **	2015-16 Projected *
Eligible	40,631.8	39,713.7	38,095.8	37,194.1	35,796.0	36,890.1
Visa	3,211.7	3,569.9	3,994.2	4,286.4	4,278.0	4,423.0
Other Ineligible	437.0	457.6	471.9	471.9	471.9	444.2
Total	44,280.5	43,741.2	42,561.9	41,952.4	40,545.9	41,757.3

* Summer actuals and fall and winter estimates as of November 16, 2015

** University Budget Target includes projected Engineering growth over 2011-2012

2015-16 Undergraduate Conversion Success

SEM strategies implemented at University and Faculty levels in 2015 have resulted in:

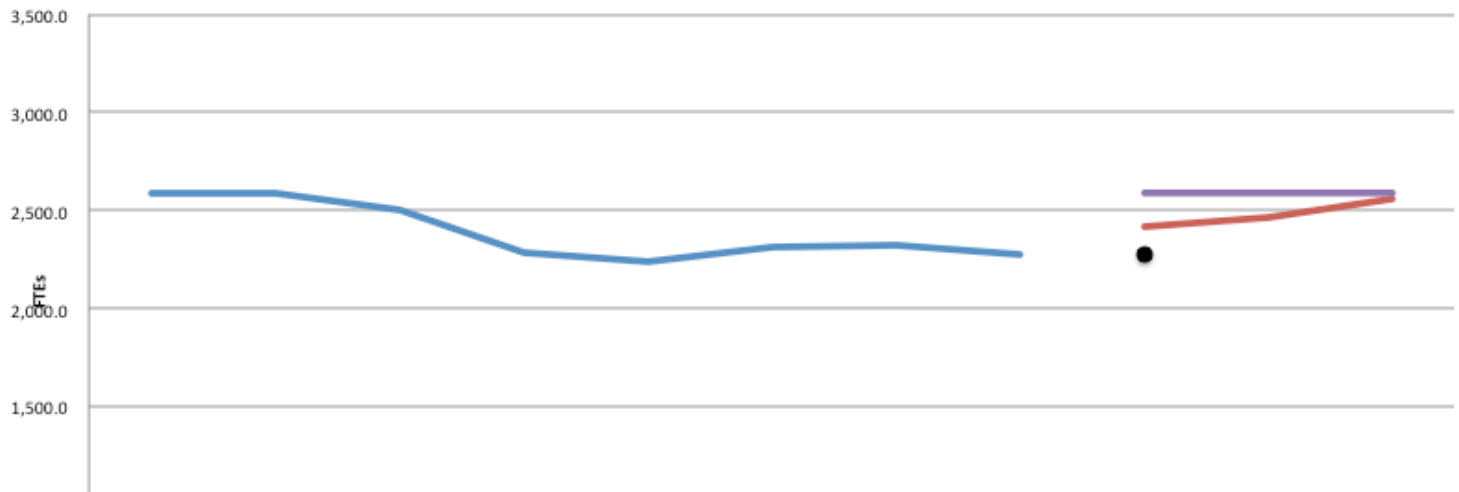
- ✓ 5 percentage points higher on 101 confirmation rates compared to Ontario system
- ✓ 4.31% overall (domestic and international) improvement in confirmation rates over 2014

Examples of SEM strategies used in 2015-16:

- ✓ Data-informed conversion activity
- ✓ Coordinated execution of conversion strategies
- ✓ Strategic financial aid
- ✓ Improved admissions processing

Masters Eligible Enrolment (FTEs)

Masters Eligible FTEs at Nov 1st : 2007 to 2017



	Actual Nov-07	Actual Nov-08	Actual Nov-09	Actual Nov-10	Actual Nov-11	Actual Nov-12	Actual Nov-13	Actual Nov-14	Plan Nov-15	Plan Nov-16	Plan Nov-17
Nov Eligible Actual	2,587.7	2,588.9	2,503.9	2,288.3	2,238.7	2,310.1	2,320.5	2,277.2			
Nov Eligible Plan FTEs									2,415.0	2,465.4	2,556.4
Preliminary Nov 1st FTEs									2,278.3		
MTCU SMA Target									2,589.4	2,589.4	2,589.4

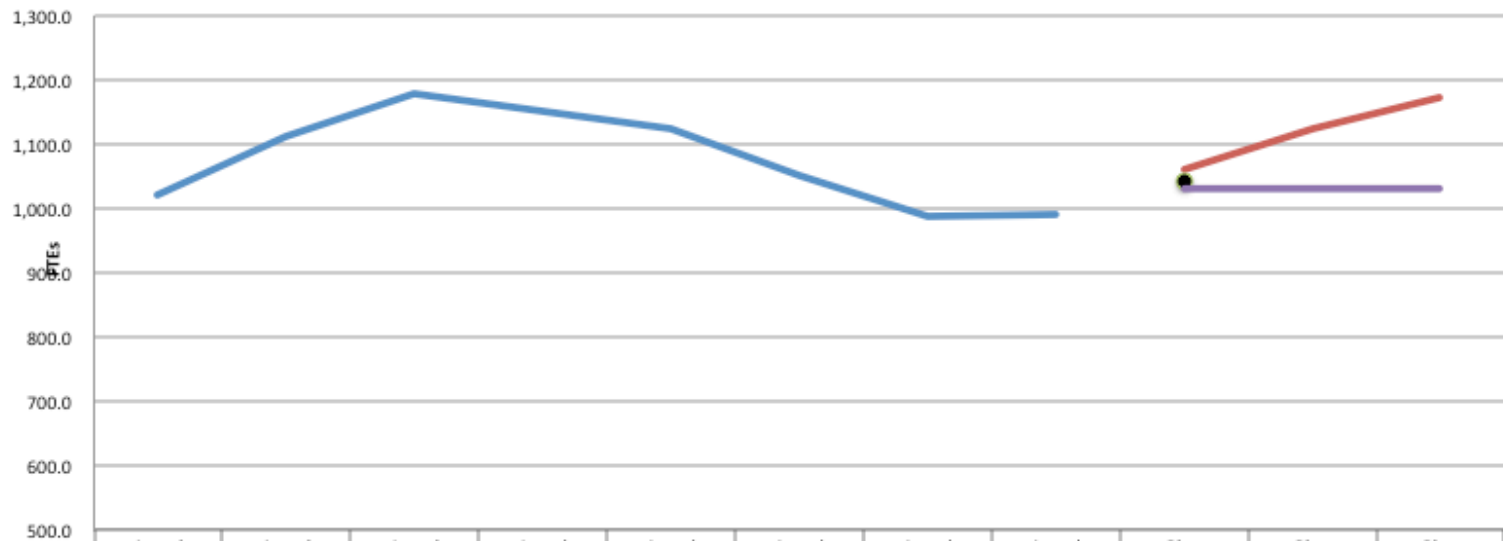
2015-16 Masters Preliminary Fall FTEs

	Nov 2007 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Actual	Nov 2015 Enrolment Contract Target	2014/15 to 2016/17 Ministry Target *	Nov 2015 Preliminary
Eligible	2,587.7	2,310.1	2,320.5	2,280.4	2,415.0	2,589.4	2,278.3
Visa	160.3	385.4	414.6	559.3	559.3	N/A	561.9
Other Ineligible	119.6	155.5	148.0	148.4	148.4	N/A	133.8
Total	2,867.6	2,851.0	2,883.1	2,988.1	3,122.7	N/A	2,974.0

- Targets as provided in SMA, April 16, 2014
- Government reduced the target from the previous target by 159.58 FTEs from 2,748.98 FTEs

Doctoral Eligible Enrolment (FTEs)

Doctoral Eligible FTEs at Nov 1st - 2007 to 2017



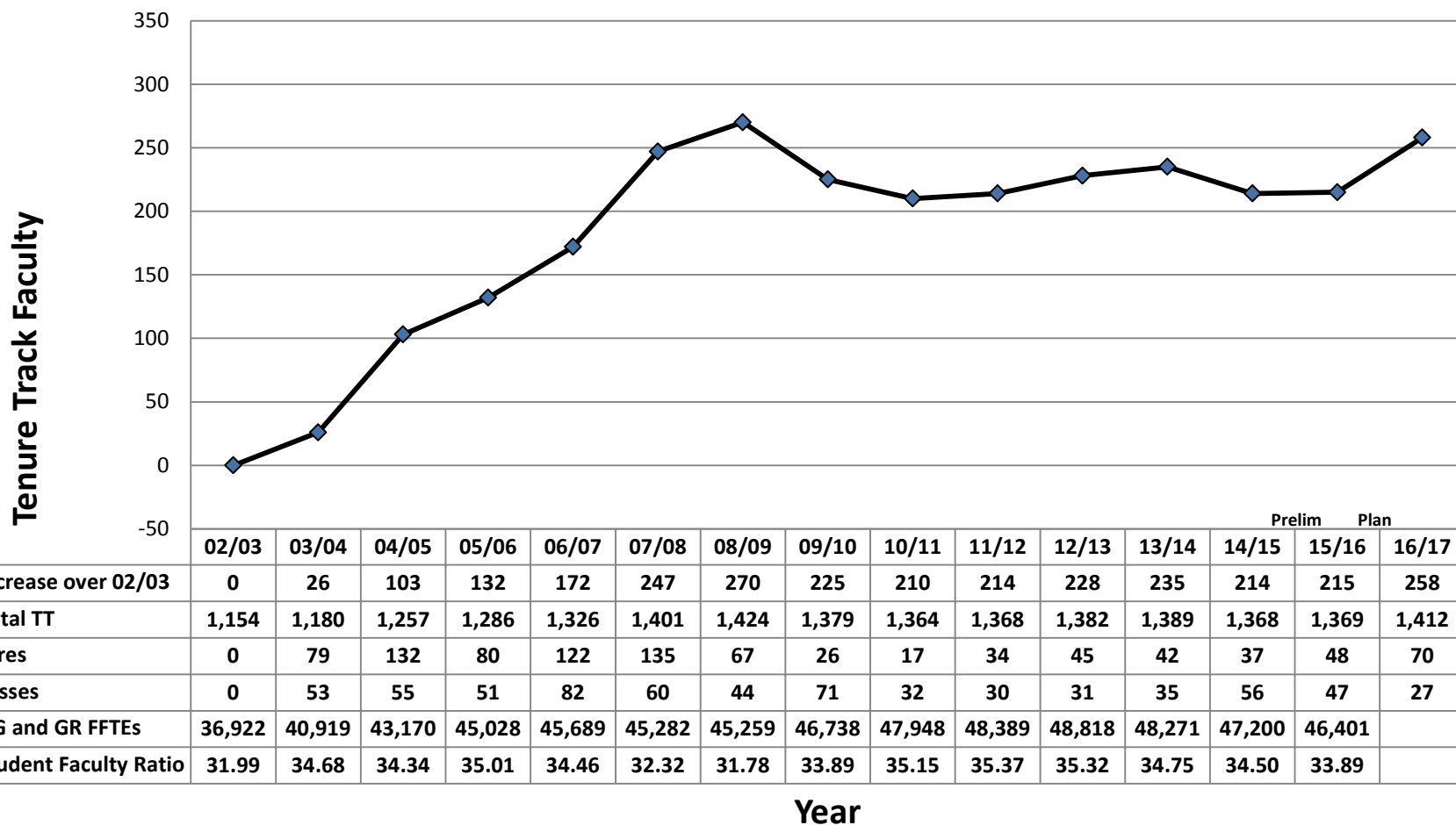
2015-16 Doctoral Preliminary FTEs

	Nov 2007 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Actual	Nov 2015 Enrolment Contract Target	2014/15 to 2016/17 Ministry Target *	Nov 2015 Preliminary
Eligible	1,019.4	1,051.7	987.0	987.3	1,060.4	1,030.56	1,040.5
Visa	127.3	173.3	196.1	204.3	204.3	N/A	213.0
Other Ineligible	274.1	460.6	463.8	429.6	429.6	N/A	414.1
Total	1,420.8	1,685.6	1,646.9	1,621.2	1,694.3	N/A	1,667.6

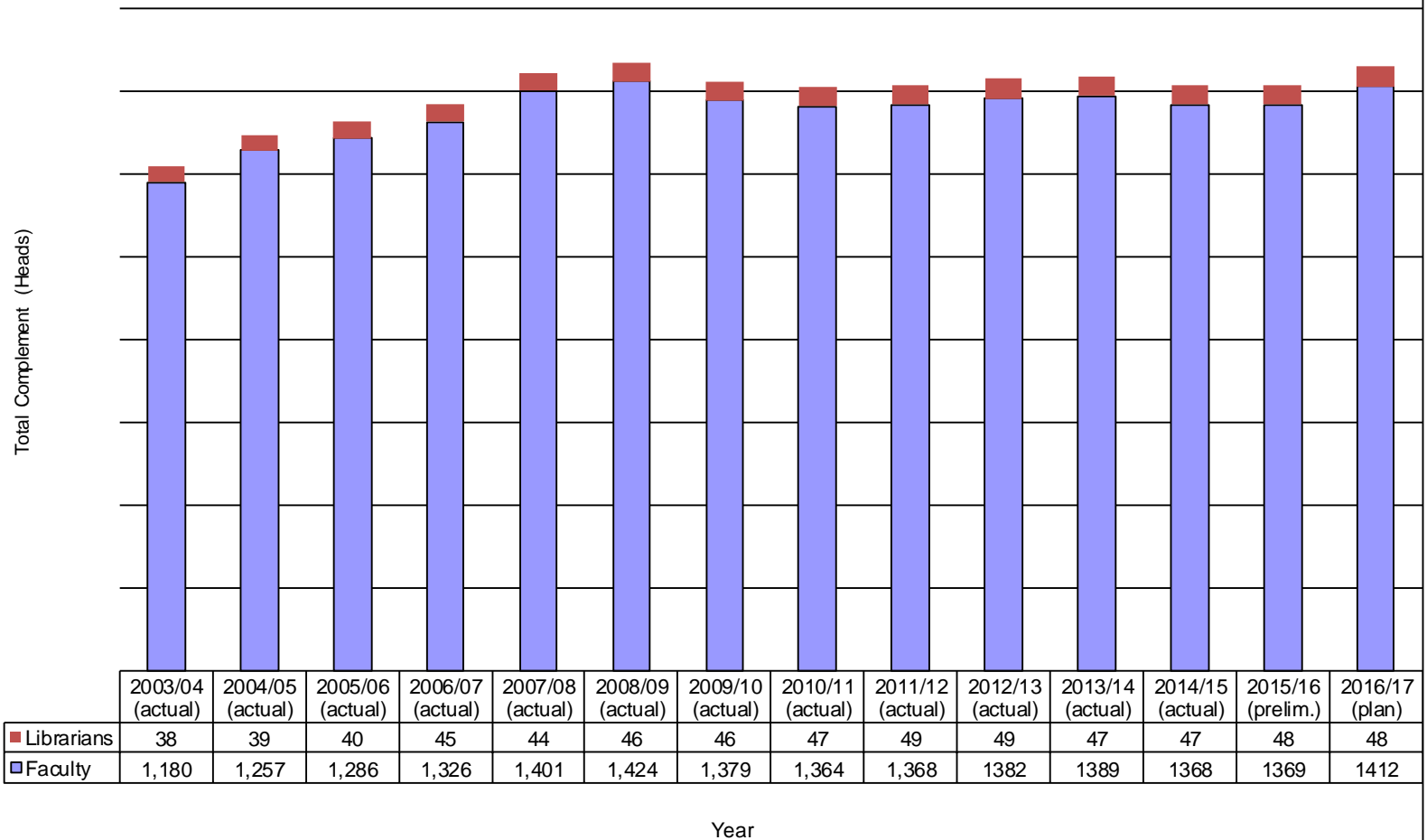
- Targets as provided in SMA, April 16, 2014
- Reduced from previous target by 181.6 from 1,212.16

Complement Update

Complement Recovery – Cumulative Change in Tenure Track Faculty Complement (Heads), 2002-03 to 2016-17 (October 1 to October 1) (excluding Librarians)



TENURE TRACK COMPLEMENT PLANNING: FACULTY AND LIBRARIANS (Heads) (October 1 to October 1)



FACULTY RENEWAL CONTINUES: 2014-2015 CYCLE FOR 2015-2016 TENURE TRACK APPOINTMENTS (HEADS)

Faculty	Authorized 2015-16			Total Authorized 2015-16	2015-16 Appointments Made (as of November 15, 2015)	2015-16 Appointments in Progress/Failed (Nine (9) Failed and Rolled Over to 16-17)	2016-17 SEARCHES AUTHORIZED (as of November 15, 2015)
	\$30k Central top-ups (rolled over)	\$30k Central top-ups	Funded other sources				
AMPD	1	1	1	3	1	2 (2)	3
Education	0	1	1	2	1	1	0
FES	0	1	1	2	2	0	2
Glendon	0	2	5	7	6	1 (1)	9
Health	1	0	3	4	1	3 (2)	11
LA&PS	1	5	11	17	11	6 (2)	12
Lassonde	1	2	9	12	9	3 (2)	11
Libraries	0	0	1	1	1	0	0
Osgoode	0	0	2	2	2	0	2
Schulich	0	1	2	3	3	0	4
Science	0	2	3	5	5	0	8
TOTAL	4	15	39	58	42	16 (9)	62

- Authorized and Made between July 1, 2015 and June 30, 2016
- Note: Bracketed numbers are positions rolled over to 2016-17
- Source: Office of VPA&P

Markham Campus Planning

Markham - Tentative Timeline

2015 – 2016

• PLANNING

- Focus on the MOUs and early planning
- Complete negotiations with IO/MTCU on funding envelope
- Sign MOUs
- Confirm programs & enrolment plans
- Review governance issues
- Begin program plans at Faculty level
- Develop complement plans
- Appoint Markham Advisor/ED

2016 - 2017

• DEVELOPMENT

- Hire Vice Provost Markham
- Focus on development of academic plans
- Potential for strategic appointments for new program development/chairs
- Building plans continue
- Student services planning
- Confirm governance arrangements for program approvals etc

2017 - 2018

• APPROVALS

- Program approvals
- Administrative services confirmed
- Student services confirmed
- Finalize building plans

2018 – 2019

- **BUILDING**
- Building the campus
- Further appointments

2019 - 2020

- **BUILDING** continues
- Staff hired
- Move in date

2020 - 2021

- **DOORS OPEN**

YORK
UNIVERSITY
UNIVERSITY

Redeem THE POSSIBLE.

Markham Planning Update - Enrolment and Programs

- ❑ Two growth models
 - Model A: Faster growth model reaches 6,529 FTH count in 6 years (all in)
 - Model B: Slower growth model based on obtaining about 2/3 of Model A in 6 years (all in)
- ❑ Faculties are identifying and developing programs
- ❑ Program collaboration with Seneca on-going
 - 703 Seneca FTEs in Model B (joint degree and pathways)
- ❑ Detailed programmatic enrolment projections are being developed with faculties
- ❑ Complement needs to be assessed and integrated in the institutional complement plan
- ❑ Governance planning commences

Programs (* potential collaborations with Seneca)

Tentative plans

Faculty	Undergraduate Programs	Graduate Programs
AMPD	Interactive Information Design Interactive Media Design* Games and New Entertainment Media Digital Cultures and Media Industry	Interactive Information Design Games and New Entertainment Media Digital cultures and Media Industry Digital cultures
ED	Technology Education New Learning Technologies Educational Studies: Instructional Design*	New Learning Technologies Educational Studies: Instructional Design
FES	Environmental Management* Geoinformation Technologies in Sustainable Spatial Planning (certif.) Sustainable Energy/Community Energy Planning (certif.)	
LA&PS	Commerce* Justice Administration* Liberal arts/social science major with professional minor*	
Science	Medical Science & Biotechnology Entrepreneurial Science*	
LSE	Engineering Design*	Engineering

Proposed Governance

- *Vice Provost* to lead Markham campus made up of academic units
- Programs offered under auspices of existing faculties
- Students must be able to complete programs at Markham but traffic expected between campuses
- Program approvals and reviews would flow through existing Faculty Councils
- Consideration should be given to any implications for Senate representation

Budget Update

Context for 2015 Approved Budget Plan

- ❑ Approved Budget Plan covers the period to 2016-17
- ❑ In Fall 2014 the University confirmed its Transition Plan to the new SHARP (Shared Accountability Resource Plan) Model effective fiscal 2017-18.
- ❑ The presentation format for the SHARP Budget Model will be considerably different under SHARP and will provide an increased level of detail
- ❑ The numbers for 2017-18 are provided to demonstrate the impacts of budget assumptions for that fiscal year (for illustrative purposes)
- ❑ Impact of the new Markham Campus has not been incorporated into the 2015 Budget Plan. Budget Plan impacts are anticipated to occur beyond the approved budget planning horizon.

Budget Plan Summary 2015-2018 – (including Projected Divisional Deficits)

Conservative Model	SHARP TRANSITION YEAR		
	2015-16	2016-17	2017-18
	(in \$millions)		
Revenue per June 2014 Plan	759.29	778.99	778.99
Revenue Changes per 2015 Plan	<u>(5.46)</u>	<u>(0.46)</u>	<u>10.67</u>
Total Revenue per June 2015 Plan	<u>753.83</u>	<u>778.53</u>	<u>789.66</u>
Expenditures per June 2014 Plan	754.22	770.70	770.70
Expenditures Changes per 2015 Plan	<u>27.45</u>	<u>22.47</u>	<u>27.05</u>
Total Expenditures per June 2015 Plan	<u>781.67</u>	<u>793.17</u>	<u>797.75</u>
Net Annual Surplus including Divisional Over Expenditures	(27.84)	(14.64)	(8.09)
Carryforward Balances including Divisional Deficit Positions	<u>(18.17)</u>	<u>(46.01)</u>	<u>(60.65)</u>
Ending Cumulative Balance including Divisional Deficit Positions	<u>(46.01)</u>	<u>(60.65)</u>	<u>(68.74)</u>
Budget Cut	3.00%	2.50%	TBD

Managing the Projected Deficit

- ❑ The 2014 Budget Plan projected a deficit including Divisional Deficit Positions of \$50.4 million (2014/15 projected year end) - with this deficit to be addressed over a three year planning period.
- ❑ The actual financial results at the end of fiscal 2014-15 reported an accumulated deficit of just under \$20 million - a positive variance of \$30.5 million compared to last year's projection.
- ❑ The proposed 2015 Budget Plan is based on the in-year structural deficits being reduced over the next three fiscal years to result in an in-year balanced position by 2018-19. A projected cumulative deficit of \$68.7 million is reached by the end of 2017-18.
- ❑ The accumulated divisional deficits will have to be addressed in subsequent budget years.

Academic Strategic Investment Contingency Fund

- In the 2014 Approved Budget Plan the University created an Academic Strategic Investment Contingency Fund from the net savings created from lower Required Special Pension Contributions. These savings were realized as a result of higher employee contributions, matched by the employer, strong investment performance in recent years, and Stage II solvency relief approved by the Government, which deferred solvency contributions for a total of four years.

- The following schedule outlines the commitments against this fund and the value of uncommitted funds that are available to assist in managing a number of institutional risks including:
 - The potential rebase of the MTCU Operating Grant as a result of declining domestic enrolments
 - The potential Solvency Special Payments that may be required in 2018
 - The changing demographic in domestic enrolments over the next 3-5 years

Academic Strategic Investment Contingency Fund

	2014-15	2015-16	2016-17	SHARP TRANSITION YEAR 2017-18	Total
	(in \$millions)				
Contributions					
Budget Plan 2014	18.3	11.0	8.4	8.4	
Actual 2015 Adjustment	4.8				
Budget Plan 2015 Contribution		6.0	6.0	6.0	
Total Contributions	23.1	17.0	14.4	14.4	68.9
Commitments					
Faculties					
SHARP Implementation		10.0	15.0		
Lassonde	0.4	0.4	0.4		
Total Faculties	0.4	10.4	15.4		26.2
Academic Support					
YU Start		0.5	0.5	0.5	
Strategic Enrolment Response	0.8	1.0			
Student Aid/Scholarship		1.0	1.0	1.2	
Total Academic Support	0.8	2.5	1.5	1.7	6.5
Institutional Other					
York in York Region	1.0				1.0
Total Commitments	2.2	12.9	16.9	1.7	33.7
Net In-Year Contributions	20.9	4.1	(2.5)	12.7	35.2
Cumulative Ending Balance	20.9	25.0	22.5	35.2	35.2

Key Budget Planning Assumptions and Risks

- ❑ Achievement of Enrolment Plan
- ❑ Divisional Deficit Positions
- ❑ Government Grant Rebasing Risk (Undergraduate and Graduate)
- ❑ Provincial Government University Funding Formula Review
- ❑ Tuition Fee Framework beyond 2017
- ❑ Compensation – YUFA/OHFA/OPSEU/3903 Unit 4 collective bargaining underway
- ❑ Capital Markets

Capital Market Performance (October 31, 2015)

Endowment Performance to October 2015		
	Fiscal YTD 6 months October	Calendar YTD 10 months ended October
Total Fund	-1.93%	4.60%
Benchmark	-1.19%	5.96%
Value Added	<u>-0.74%</u>	<u>-1.36%</u>

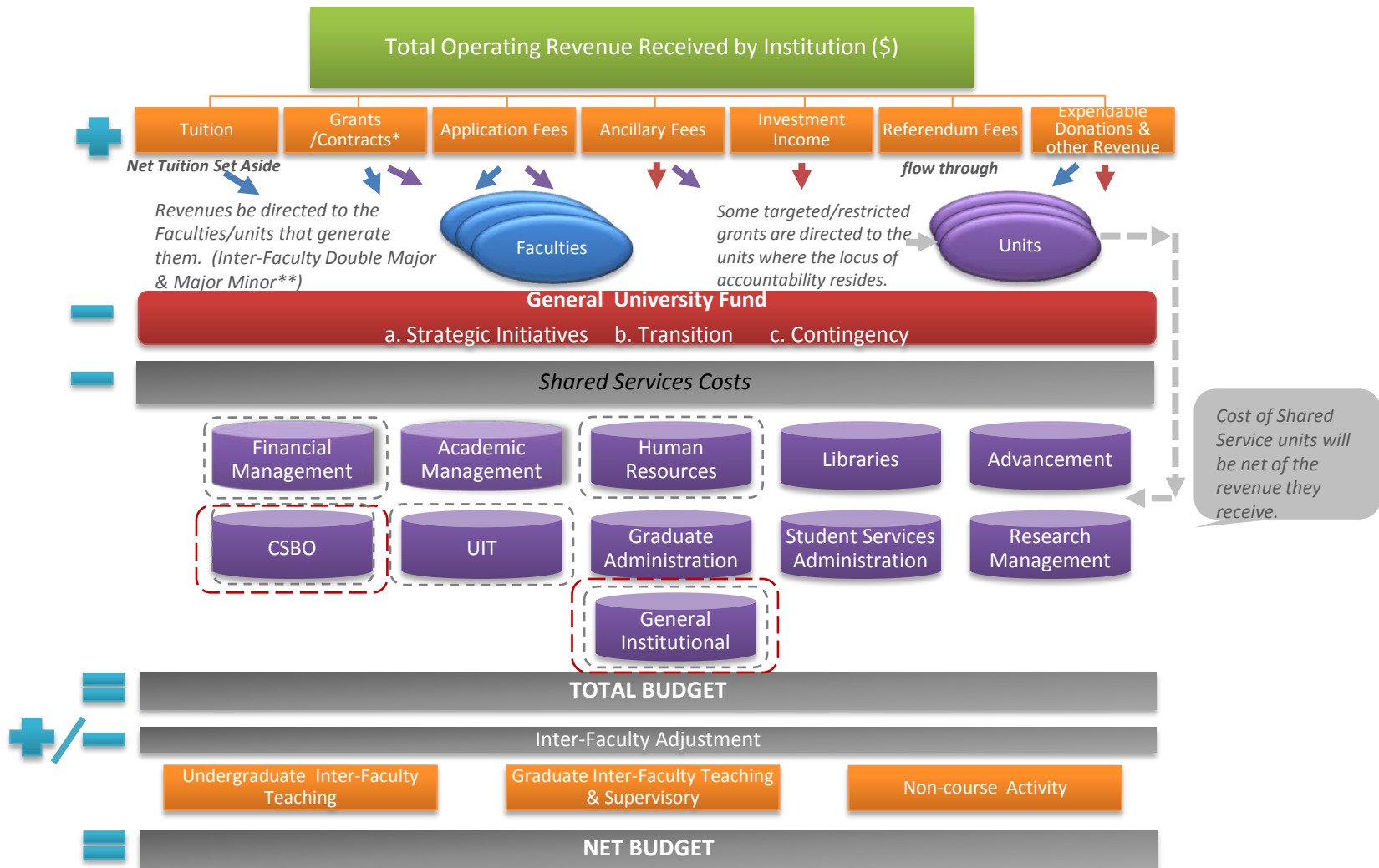
Pension Fund Performance to October 2015	
	Calendar YTD 10 months October
Net Rate of Return	6.72%
Benchmark (preliminary)	8.80%
Value Added	<u>-2.12%</u>

SHARP Budget

Sharp Budget Model

- ❑ Conceptual Design
- ❑ Budget Model – Guiding Principles
- ❑ Benefits of SHARP Budget Model
- ❑ Shadow Budget Results
- ❑ Transition Plan – Framework

SHARP Budget Model - Conceptual



- * Grants /Contracts includes formula funding, target grants, research overhead, accessibility grants, grant in lieu .
- ** Inter-Faculty tuition and grant revenues for Double Major and Major Minor programs will be allocated to both Faculties.
- Shared Service units cost bins attributed to Faculties. Each cost bin has associated sub-bins and drivers. Service level and commitments will be defined through SHARP.
- Cost attribution to Faculties and Ancillary units.
- ◻ Assigned space (CSBO bin), Collective Agreement benefit commit. and Pension & post-retirement benefit costs (GI bin) attributed to Faculties, Ancillary and Shared Service units.

SHARP Budget Model – Guiding Principles

- ❑ Important to note that there is no perfect budget model
- ❑ Each budget model is based on assumptions and estimates
- ❑ You want to develop a model that:
 - suits the complexity of the institution
 - supports the vision and academic priorities
- ❑ The WGBM established principles for developing the new budget model for York
- ❑ Resulted in a number of significant benefits

SHARP Budget Model – Benefits

SHARP Budget model:

- ❑ Is fully **transparent**
- ❑ Facilitates greater **alignment of resources with priorities**
- ❑ Provides faculties with **greater control over the revenue** they generate
- ❑ Provides faculties with **greater control over the costs** they incur
- ❑ Creates **incentives** for faculties to seek out new opportunities for revenue growth and cost control
- ❑ Is based on **clear and agreed upon allocation methodologies**
- ❑ Provides clarity around inter-Faculty adjustments in support of interdisciplinary programs, service teaching, graduate education
- ❑ Provides a **predictable and sustainable framework** for budget planning
- ❑ Clearly identifies **accountability**
- ❑ Supports better understanding of budgets
- ❑ Highlights costs of operating and opportunities to improve service

Shadow Budget Results

- ❑ Shadow Results (2011-12, 2012-13, 2013-14)
 - Some Faculties will receive a “Hold Harmless” budget adjustment at the time of implementation
 - Some Faculties will receive “Additional Funding” under the new model
 - One Faculty is in transition to SHARP methodology
- ❑ The University Fund is being used to support the Hold Harmless adjustment
- ❑ Under the SHARP model, all units across the University will contribute to the General University Fund
- ❑ In recognition of past commitments under the incremental model including the recognition that BIU weights do not fully align with costs, the decision was made to use the midpoint for positive adjustments - results in a more manageable percentage contribution to the University Fund for all units

SHARP Implementation Transition Funding - (\$M)

FACULTY	"HOLD HARMLESS/ ADDITIONAL FUNDING (2017/18 onwards)
LAPS	5.5
AMPD	(14.2)
Environ. Studies	(4.2)
Education	(2.9)
Glendon	(4.2)
Schulich	(1.5)
Osgoode	(4.4)
Health	9.5
Science	(9.4)
Lassonde	N/A

Transition Plan – Bridging Framework

- ❑ Budget Model Design frozen effective fiscal 2013-14
- ❑ Transition Plan:
 - All Faculties, Shared Services Units and Ancillary Units will be required to make contributions to the General University Fund
 - Funds contributed to the General University Fund will be used to fund the Budget Transition as well as institutional initiatives
 - Faculties eligible for “Additional Funding” will receive phased in incremental funding on an OTO Basis until the year of transition
 - Faculty in transition will convert to full SHARP in transition year
 - All other Faculties will receive a “Hold Harmless” adjustment in the year of transition to offset the negative budget impact of the conversion to SHARP (calculated based on 2013-14 fiscal year results)
 - Until 2017-18, all Faculties and Shared Services Units will continue to follow the incremental budget model. The full effect of the new model will be felt going forward from the year of transition (2017-18).

Appendix

IIRP Institutional Initiatives

Quality teaching and learning

- Advance innovative /signature pedagogies
- Develop strategies to achieve White Paper benchmarks in regards to undergraduate and graduate teaching priorities

High quality academic programs

- Advance quality in academic programs
- Address programmatic issues with declining enrolment
- Streamline degree requirements

High quality affordable administrative services

- Develop and implement a comprehensive shared services model

Optimal academic organizational structures

- Complete graduate revisioning
- Undertake organizational review of faculties and academic units

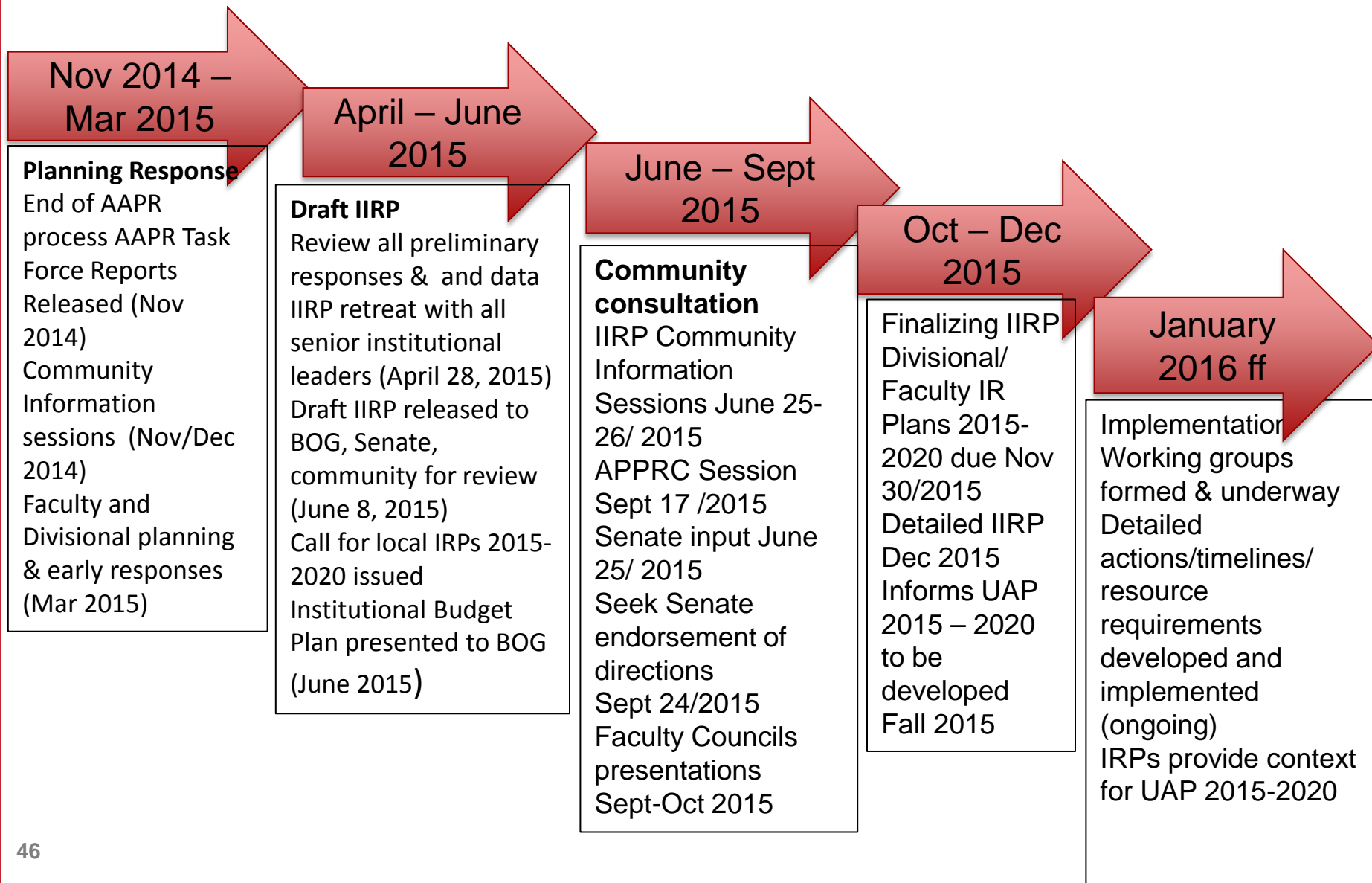
Student Centric approach

- Reform student advising experience
- Enhance campus experience

Research intensification

- Develop pan-university operational plan to support research intensification

IIRP Timelines



More Information re. IIRP

Additional Information:

<https://yulink.yorku.ca/group/iirp>

Student Portal:

<http://www.yorku.ca/vpstdnts/iirp2015/>

2015-16 Undergraduate Preliminary Eligible Responsible FTEs by Faculty *

	2014-15 Actual FTEs	2015-16 Projected Eligible FTEs	2015-16 Enrolment Contract Target	+ / (-) Previous Year (2014-15)	+ / (-) Enrolment Contract Target
AMPD	2,797.3	2,557.8	2,843.6	(239.5)	(286.3)
Education	1,121.6	684.2	586.9	(437.4)	97.4
Env. Studies	477.1	418.2	488.4	(58.9)	(70.2)
Glendon	1,860.1	1,869.0	1,846.5	8.9	22.5
Health	6,580.0	6,681.1	6,503.0	101.1	178.2
Lassonde	707.0	904.5	833.2	197.5	71.5
LA&PS	17,436.9	16,713.0	16,918.7	(723.8)	(205.7)
Osgoode	933.2	917.2	921.7	(16.0)	(4.5)
Schulich	1,141.5	1,160.6	1,145.9	19.1	14.7
Science	4,872.5	4,807.1	4,925.7	(65.4)	(118.3)
Other	168.7	177.3	180.5	8.6	(3.2)
Total	38,095.8	36,890.0	37,194.1	(1,205.8)	(304.1)

* Summer actuals and fall and winter estimates as of November 16, 2015

2015-16 Undergraduate Preliminary International Responsible FTEs by Faculty *

	2014-15 Actual FTEs	2015-16 Projected Ineligible International FTEs	2015-16 Enrolment Contract Target	+ / (-) Previous Year (2014-15)	+ / (-) Enrolment Contract Target
AMPD	178.3	211.2	213.6	32.9	(2.4)
Education	14.3	4.0	2.5	(10.3)	1.5
Env. Studies	29.6	36.9	37.7	7.3	(0.8)
Glendon	137.0	146.2	148.2	9.2	(2.0)
Health	151.6	176.7	163.6	25.1	13.1
Lassonde	134.7	167.7	134.3	33.0	33.4
LA&PS	2,675.5	2,940.2	2,892.1	264.7	48.2
Osgoode	13.6	18.0	13.2	4.4	4.8
Schulich	66.3	75.0	75.5	8.7	(0.4)
Science	584.8	635.5	591.8	50.7	43.7
Other	8.7	11.6	14.0	2.9	(2.5)
Total	3,994.4	4,423.0	4,286.3	428.6	136.5

* Summer actuals and fall and winter estimates as of November 16, 2015

2015-16 Undergraduate Preliminary Eligible+ International Responsible FTEs by Faculty *

	2014-15 Actual FTEs	2015-16 Projected Eligible + Ineligible International FTEs	2015-16 Enrolment Contract Target	+ / (-) Previous Year (2014-15)	+ / (-) Enrolment Contract Target
AMPD	2,975.6	2,769.0	3,057.2	(206.6)	(288.2)
Education	1,135.9	688.2	589.4	(447.7)	98.8
Env. Studies	506.7	455.1	526.1	(51.6)	(72.5)
Glendon	1,997.1	2,015.2	1,994.7	18.1	20.1
Health	6,731.6	6,857.8	6,666.6	126.2	191.2
Lassonde	841.7	1,072.2	967.5	230.5	105.4
LA&PS	20,112.4	19,653.3	19,810.8	(459.1)	(155.5)
Osgoode	946.8	935.2	934.9	(11.6)	(0.5)
Schulich	1,207.8	1,235.6	1,221.4	27.8	14.1
Science	5,457.3	5,442.6	5,517.5	(14.7)	(74.9)
Other	177.4	188.9	194.5	11.5	(3.1)
Total	42,090.3	41,313.1	41,480.4	(777.2)	(167.3)

* Summer actuals and fall and winter estimates as of November 16, 2015

2015-16 Preliminary Eligible Masters FTEs by Faculty *

	Nov 2007 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Actual	Nov 2015 Actual	Nov 2015 Enrolment Contract Target	+ / (-) Target
AMPD	238.8	196.2	205.2	179.2	185.3	209.3	(24.0)
Education	114.5	111.4	105.4	115.1	117.0	120.5	(3.5)
Env. Studies	295.5	219.9	213.3	220.2	222.5	228.5	(6.0)
Glendon	31.2	80.8	106.8	105.5	81.2	118.7	(37.5)
Health	228.7	254.1	236.1	232.7	231.2	227.3	3.9
Lassonde	Incl. in Science	18.9	42.1	44.1	44.7	62.7	(18.0)
LA&PS	614.5	603.8	612.3	583.1	612.4	661.4	(49.0)
Osgoode	148.0	112.0	140.0	172.6	186.3	156.6	29.7
Schulich	699.7	558.1	526.7	495.7	454.2	493.9	(39.7)
Science	216.8	154.9	132.6	132.2	143.5	127.2	16.3
Total	2,587.7	2,310.1	2,320.5	2,280.4	2,278.3	2,415.0	(136.7)

2015-16 Preliminary Eligible Doctoral FTEs by Faculty *

	Nov 2007 Actual	Nov 2012 Actual	Nov 2013 Actual	Nov 2014 Actual	Nov 2015 Preliminary	Nov 2015 Enrolment Contract Target	+ / (-) Target
AMPD	37.8	111.4	85.3	74.6	81.8	80.7	1.1
Education	45.6	63.0	54.6	52.4	52.7	50.7	2.0
Env. Studies	37.0	37.3	39.6	37.3	43.6	38.3	5.3
Glendon	0.0	8.2	9.8	14.2	10.2	20.7	(10.5)
Health	138.1	183.7	177.6	177.6	185.0	197.0	(12.0)
Lassonde	Incl. in Science	23.0	36.4	41.5	42.2	65.2	(23.0)
LA&PS	498.7	437.8	422.7	436.7	459.8	455.9	3.9
Osgoode	69.3	39.5	33.9	35.3	35.3	34.2	1.1
Schulich	31.0	20.0	20.3	21.3	21.3	24.7	(3.4)
Science	161.9	127.8	106.8	96.4	96.4	93.0	3.4
Total	1,019.4	1,051.7	987.0	987.3	1,040.5	1,060.4	(19.9)

Complement: Update on Tenure Track Appointments for 2015-16 and Authorizations for 2016-17 (Heads)

FACULTY	Total Authorized for Search 2015-16	Total Appointments Made to Date 2015-16	Appointments in Progress 2015-16	2015-16 Delayed/ Failed Appointments (Rolled over to 2016-17)	Tenure Track Professorial Stream Authorized for 2016-17	Tenure Track Alternate Stream Authorized for 2016-17	Tenure Track Endowments Authorized for 2016-17	Canada Research Chairs 2016-17	Total Authorized for Search 2016-17 (includes 9 rolled over from 2015-16)
AMPD	3	1	-	2 (2)	2	-	-	1	3
Education	2	1	1		-	-	-	-	-
FES	2	2	-		-	2	-	-	2
Glendon	7	6	-	1 (1)	9	-	-	-	9
Health	4	1	1	2 (2)	9	1	-	1	11
LA&PS	17	11	2	4 (2)	10	1	-	1	12
Lassonde	12	9	1	2 (2)	9	-	1	1	11
Libraries	1	1	-	-	-	-	-	-	-
Osgoode	2	2	-		2	-	-	-	2
Schulich	3	3	-		2	-	1	1	4
Science	5	5	-		2	2	-	4	8
TOTAL	58	42	5	11 (9)	45	6	2	9	62

Source: Office of VPA&P

Note: Bracketed numbers are positions rolled over to 2016-17

November 2015

2015-16 TENURE STREAM APPOINTMENTS (July 1, 2015 to June 30, 2016) TO DATE (by Faculty): EQUITY STATUS

FACULTY	APPTS MADE (to date)	MALE	FEMALE (self-Id*)	CANADIAN	NON-CANAD.	VISIBLE MINOR.*	DIS-ABILITY*	ABORIGINAL*
AMPD	1	-	1 (1)	1	-	-	-	-
Education	1	-	1 (1)	1	-	-	-	-
FES	2	-	2 (2)	2	-	1	-	-
Glendon	6	2	4 (4)	6	-	-	-	-
Health	1	-	1 (1)	1	-	-	-	-
LA&PS	11	2	9 (9)	10	1	4	1	-
Libraries	1	-	1	1	-	-	-	-
Lassonde	9	8	1 (1)	9	-	3	-	-
Osgoode	2	-	2	2	-	-	-	-
Schulich	3	1	2 (2)	1	2	-	-	-
Science	5	2	3 (3)	3	2	1	-	-
TOTAL	42	15	27 (24)	37	5	9	1	-

*Note: Equity statistics are based on self-identification in the hiring process, so may underestimate actual totals. Bracketed numbers in the Female column are those who self-identified.

TRENDS 2002-03 TO 2015-16: TENURE TRACK APPOINTMENTS MADE: GENDER BREAKDOWN

APPT. YEAR	MALE		FEMALE		TOTAL # OF APPTS.
2002-03	41	54.7%	34	45.3%	75
2003-04	46	55.4%	37	44.6%	83
2004-05	66	46.8%	75	53.2%	141
2005-06	41	53.2%	36	46.8%	77
2006-07	79	56%	62	44%	141
2007-08	53	52.5%	48	47.5%	101
2008-09	39	56.5%	30	43.5%	69
2009-10	9	50%	9	50%	18
2010-11	5	35.7%	9	64.3%	14
2011-12	26	65%	14	35%	40
2012-13	26	47%	29	53%	55
2013-14	23	64%	13	36%	36
2014-15	22	51%	21	49%	43
2015-16	15	35.7%	27	64.3%	42
TOTAL	491	53%	444	47%	935

TRENDS 2002-03 TO 2015-16: TENURE STREAM APPOINTMENTS MADE: EQUITY STATUS

APPT. YEAR	CANADIAN		NON- CANADIAN		VISIBLE MINORITY.*		DISABILITY*		ABORIGINAL*		TOTAL APPTS
2002-03	56	74.7%	19	25.3%	12	16%	2	2.7%	0	0%	75
2003-04	68	82%	15	18.1%	11	13.3%	0	0%	1	1.2%	83
2004-05	120	85.1%	21	14.9%	25	17.7%	2	1.4%	3	2.1%	141
2005-06	63	81.8%	14	18.2%	21	27.2%	1	1.3%	0	0%	77
2006-07	112	79.4%	29	20.6%	37	26.2%	2	1.4%	1	.7%	141
2007-08	85	84.2%	16	15.8%	23	22.8%	1	1.0%	2	2.0%	101
2008-09	63	91.3%	6	8.7%	9	13.0%	1	1.4%	1	1.4%	69
2009-10	16	88.9%	2	11.1%	2	11.1%	1	5.5%	0	0%	18
2010-11	13	92.9%	1	7.1%	4	28.6%	0	0%	0	0%	14
2011-12	34	85%	6	15%	12	30%	2	5%	1	2.5%	40
2012-13	44	80%	11	20%	14	25.4%	0	0%	1	1.8%	55
2013-14	33	92%	3	8%	12	33%	3	8%	0	0%	36
2014-15	36	84%	7	16%	4	9.3%	0	0%	2	4.6%	43
2015-16	37	88%	5	12%	9	21.4%	1	2.4%	0	0%	42
TOTAL	780	83%	155	17%	195	21%	16	1.7%	12	1.3%	935

• Statistics in equity categories refer to those who self-identified in hiring process, so may underestimate actual totals

• Source: Office of the VPA&P

November 2015

OTHER FULL-TIME COMPLEMENT: 2015-2016 Contractually Limited Appointments (Renewed/Continuing and New), Special Renewable Contracts (SRCs) and True Visitors

FACULTY	CLAs 2015-16 (as of November 1, 2015)		Continuing SRCs TOTAL	TRUE VISITORS SLOTS CONFIRMED 2015-16 (16 available in total)
	RENEWED/ CONTINUING	NEW		
AMPD	1	2	1	1
Education	-	1	-	1
FES	-	-	-	-
Glendon	7	1	3	2
Health	11	2	-	1
LA&PS	38	2	6	5
Libraries	1	-	-	-
Lassonde	2	1	1	2
Osgoode	3	-	-	-
Schulich	3	2	-	-
Science	1	1	-	-
TOTAL	67	12	11	12

Source: Office of VPA&P

November 2015

2015-16 NEW CONTRACTUALLY LIMITED APPOINTMENTS (July 1, 2015 to June 30, 2016) MADE (by Faculty): EQUITY STATUS

FACULTY	APPTS MADE	CANA- DIAN	NON- CANAD.	MALE	FEMALE (self-ld*)	VISIBLE MINOR.*	DISA- BILITY*	ABORI- GINAL*
AMPD	2	2	-	2	-	-	-	-
Education	1	1	-	-	1 (1)	-	-	-
FES	-	-	-	-	-	-	-	-
Glendon	1	1	-	-	1 (1)	1	-	-
Health	2	2	-	1	1 (1)	1	-	-
LA&PS	2	2	-	1	1	1	-	-
Libraries	0	-	-	-	-	-	-	-
Lassonde	1	1	-	1	-	-	-	-
Osgoode	-	-	-	-	-	-	-	-
Schulich	2	2	-	1	1 (1)	1	-	-
Science	1	1	-	-	1 (1)	1	-	-
TOTAL	12	12	-	6	6 (5)	5	-	-

*Note: Equity statistics are based on self-identification in the hiring process, so may underestimate actual totals. Bracketed numbers in the Female column are those who self-identified.

TRENDS 2002-03 TO 2015-16: NEW CONTRACTUALLY LIMITED APPOINTMENTS MADE: GENDER BREAKDOWN

APPT. YEAR	MALE		FEMALE		TOTAL APPTS.
2002-03	9	47.4%	10	52.6%	19
2003-04	16	40%	24	60%	40
2004-05	23	53.5%	20	46.5%	43
2005-06	15	36.6%	26	63.4%	41
2006-07	12	44.4%	15	55.6%	27
2007-08	14	51.9%	13	48.1%	27
2008-09	6	40%	9	60%	15
2009-10	9	42.9%	12	57.1%	21
2010-11	18	51.4%	17	48.6%	35
2011-12	8	38.1%	13	61.9%	21
2012-13	16	35%	30	65%	46
2013-14	9	36%	16	64%	25
2014-15	13	36%	23	64%	36
2015-16	6	50%	6	50%	12
TOTAL	174	43%	234	57%	408

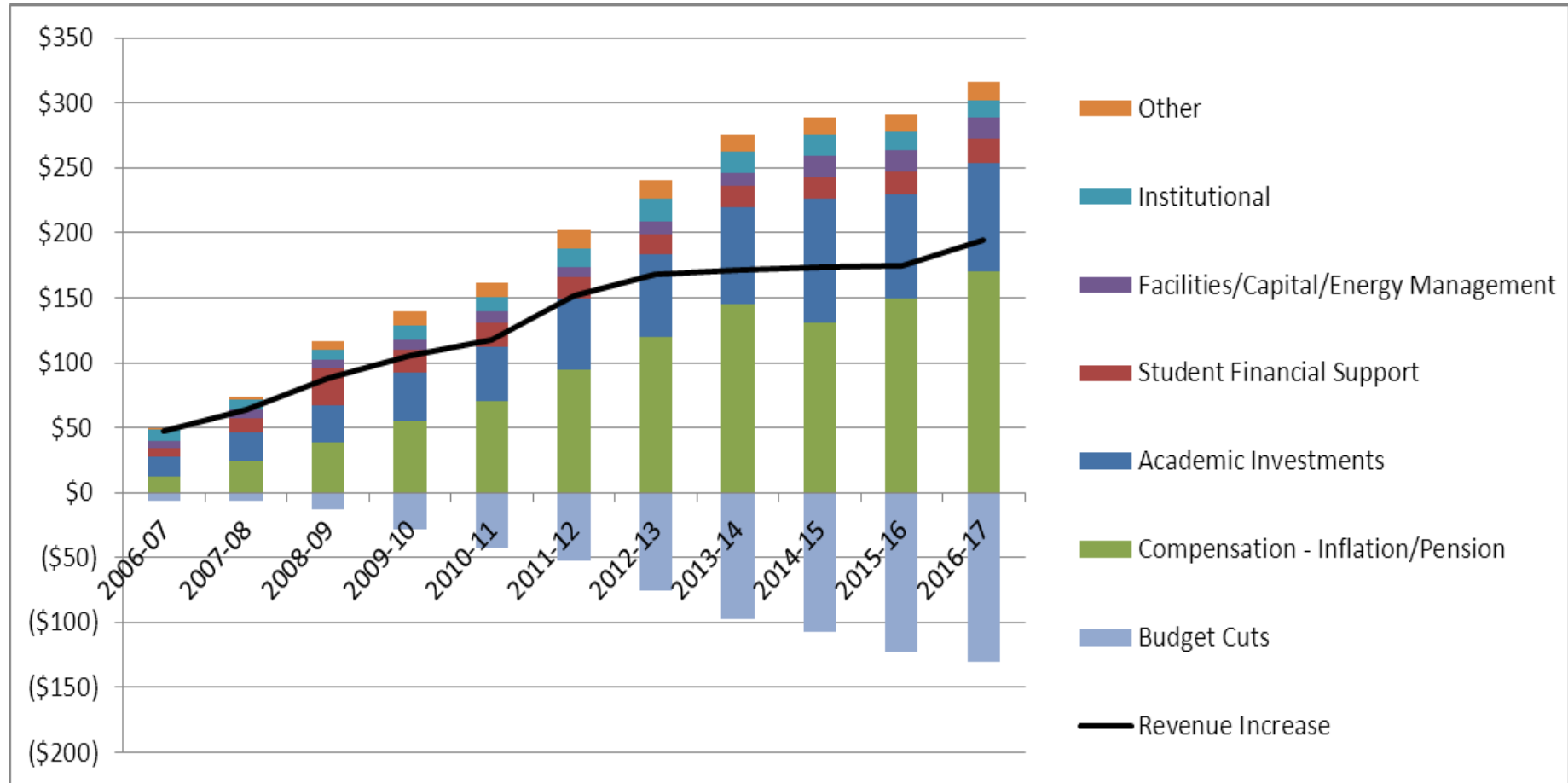
FIVE-YEAR TREND 2008-09 TO 2015-16: EQUITY STATUS: TENURE STREAM AND CONTRACTUAL APPOINTEES MADE TO DATE

APPT. YEAR		FEMALE		VISIBLE MINORITY*		DISABILITY*		ABORIGINAL*		TOTAL APPTS
2008-09	TS	30	44.8%	9	13.0%	1	1.4%	1	1.4%	69
	CLA	9	60.0%	3	20.0%	0	0%	0	0%	15
2009-10	TS	9	50.0%	2	11.1%	1	5.5%	0	0%	18
	CLA	12	57.1%	3	14.3%	0	0%	1	4.8%	21
2010-11	TS	9	64.3%	4	28.6%	0	0%	0	0%	14
	CLA	17	48.6%	7	20%	1	2.9%	1	2.9%	35
2011-12	TS	14	35%	12	30%	2	5%	1	2.5%	40
	CLA	13	61.9%	4	19%	1	4.8%	0	0%	21
2012-13	TS	29	53%	14	25.4%	0	0%	1	1.8%	55
	CLA	30	65%	16	35%	1	2.2%	0	0%	46
2013-14	TS	13	36%	12	33%	3	8%	0	0%	36
	CLA	16	64%	6	25%	0	0%	0	0%	25
2014-15	TS	21	49%	4	9.3%	0	0%	2	4.5%	43
	CLA	23	64%	9	25%	3	8.3%	1	2.7%	36
2015-16	TS	27	64.3%	9	21.4%	1	2.4%	0	0%	42
	CLA	6	50%	5	4.2%	0	0%	0	0%	12
TOTALS	TS	152	48%	66	21%	8	2.5%	5	1.6%	317
	CLA	126	60%	53	25%	6	2.8%	3	1.4%	211

Review of Budget Allocations: 2006/07 - 2016/17

- To provide additional context regarding the operating budget allocations made over the past several years, a summary was prepared showing cumulative incremental revenues and budget allocations from the June 2004 budget to the proposed June 2014 budget.
- The summary shows the growth in revenues and costs for fiscal years 2006/07 through 2016/17:
 - Total expense growth over that period is projected at \$185 M (primarily through tuition fee increases and enrolment growth)
 - The single largest increase in expenses is for annual compensation and benefit cost increases (\$170 M)
- The results are shown in following chart.....

Revenue/Expense Changes – 2006/07 to 2016/17



Projected Divisional Carryforward Positions Conservative Model Enrolment Assumptions

Actuals and Projected Positions

Division	Actual	Projected		
	2014-15	2015-16	2016-17	2017-18
(in \$millions)				
President's	1.26	0.76	0.37	0.00
VP Advancement	1.51	(0.13)	(2.07)	(4.45)
VP Academic	(32.56)	(55.07)	(62.85)	(69.86)
VP Finance & Administration	7.31	5.84	4.34	3.50
VP Research	2.32	1.90	1.17	0.00
Total All Divisions	(20.17)	(46.70)	(59.03)	(70.81)

Academic Divisional Budget: 2015-16 Projected Surplus/Deficit Results

Academic Division	Opening Cumulative Position	Budget In-year Surplus (Deficit)	Closing Cumulative Position
Arts, Media, Performance & Design	(11.34)	(2.57)	(13.91)
Education	4.76	(2.97)	1.79
Environmental Studies	(0.79)	(1.01)	(1.80)
Glendon	(7.26)	(1.31)	(8.57)
Graduate Studies	5.55	(1.86)	3.69
Health	(1.38)	(0.92)	(2.30)
Liberal Arts & Professional Studies	(41.82)	(3.49)	(45.31)
Lassonde School of Engineering	(9.20)	(4.36)	(13.56)
Osgoode Hall Law School	4.73	2.24	6.98
Schulich School of Business	(11.36)	(1.20)	(12.56)
Science	(3.12)	(0.90)	(4.02)
Libraries	0.47	(1.42)	(0.95)
Total Faculties	(70.76)	(19.75)	(90.52)
VPA&P	31.05	(2.22)	28.83
Vice Provost Students	7.17	(0.55)	6.61
VPA&P Division Total	(32.55)	(22.52)	(55.07)

VPAP includes Provost's Office, Vice-Provost Academic, AVP T&L, AVP International, SCS, OIPA, and AGYU