



Board of Governors: President's Mid-Year Update

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February 27, 2018

Overview

1. External Context
2. Internal Context
3. Implementing Integrated Resource Plans: Leveraging External Opportunities
4. Looking Ahead
 - a. SHARP Review
5. Sexual Violence Policy



1. External Context



External Context

New funding
model

Fixed
enrolment
corridor

SMA2
Priorities
& Metrics¹

Provincial
election²

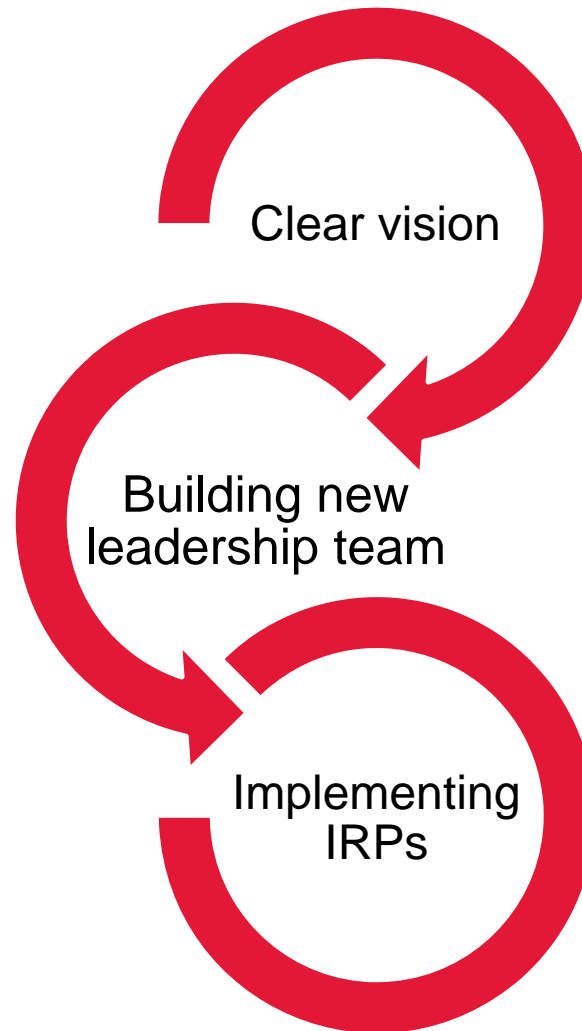
French
University

Emerging
Issues³

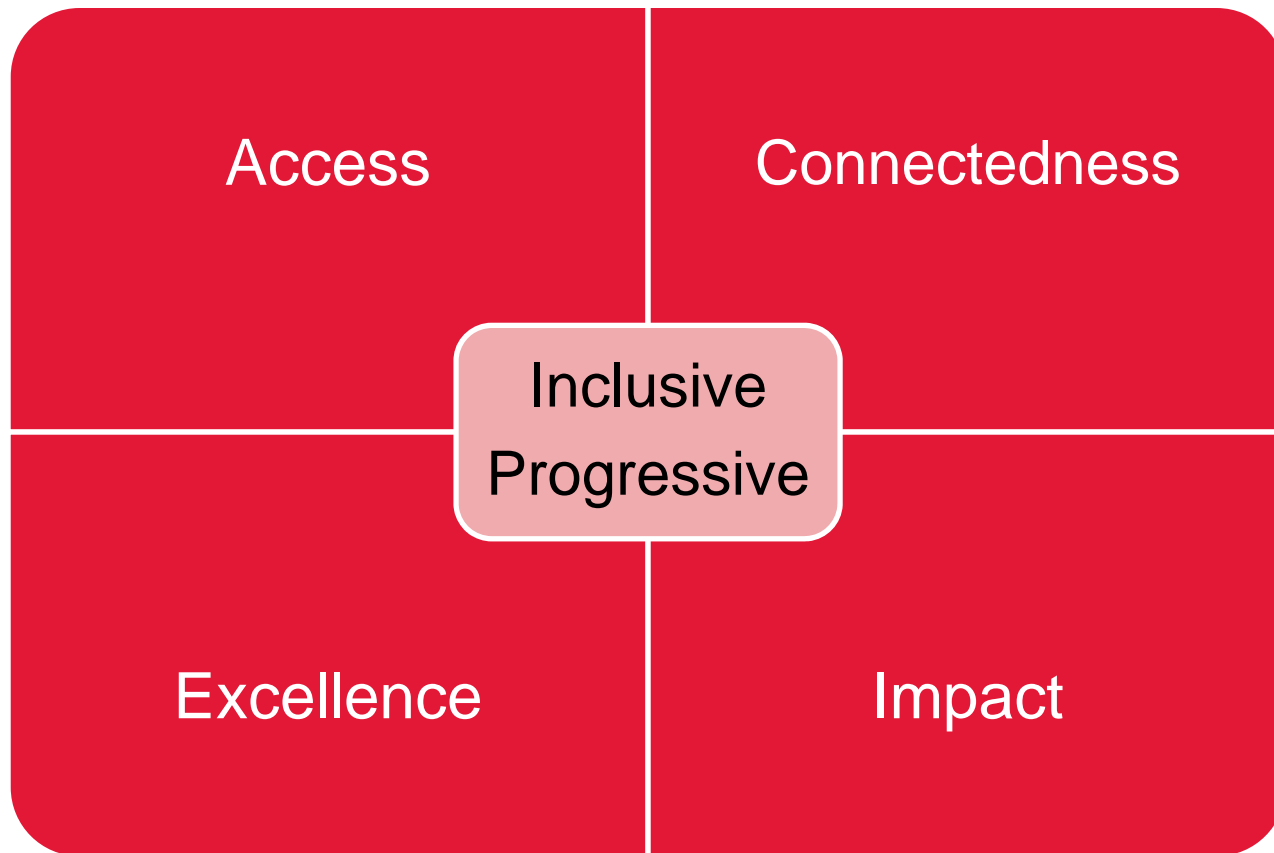


2. Internal Context

Advancing the UAP 2015-2020



Four Pillars Underpinning York's Vision



Leadership





3. Implementing Integrated Resource Plans: Leveraging External Opportunities



Access (from recruitment to graduation)

- Indigenous Strategic Framework
- Leveraging technology
 - YUStart
 - Wayfinding

Highlight – A Canadian First: York University Gives ‘Dreamers’ a Chance at a Degree

- Pilot project for undocumented students with FCJ Refugee Centre.
- Awarded \$235,685 over two years to facilitate PSE among Toronto youth with precarious immigration status.
- With successful completion of bridging course, students eligible for admission to York.
- Currently 10 students are enrolled in degree programs at York.



Excellence

- Faculty Program Quality Plans underway
- Academic Innovation Fund / *Forum of Ideas*
- Experiential Education Hub supporting increased activities
- New Strategic Research Plan developed – first draft due out in March 2018:
 - Submitted draft Diversity, Equity and Inclusion Action plan to CRC in December.
 - Submitted 13 CRC new nominations from May – November 2018.

Highlight – Markham Centre Campus



Approval of the design and budget for the approximately \$253 million project means the design development phase will now begin. Construction to start by the end of 2018.

Markham Centre Campus



Next Steps

Intermediate Steps

2a Design Development (Academic & Non-Academic User Group Consultations)

- Design Development Submission for Costing Jan 23, 2018
- Preparation of Cost Estimate Jan 23/18 to Feb 8/18
- Peer Review Analysis Feb 9 to Feb 23
- Value Engineering Workshop Feb 13
- Design Consultations cont'd week of Feb 12 & 26
- Site Plan Approval (SPA) Application Review Period Dec '17 to Mar '18

2b Working Drawings and Construction Documents (User Group Pre-Construction Input and PDC Signoff)

- 40% Contract Documents Dec '17 to Mar '18
- Preparation of Cost Estimate Mar 29 to Apr 18
- Peer Review Analysis Apr 19 to May 4
- 90% Contract Documents Mar 29 to Aug 24
- Preparation of Cost Estimate Jul 19 to Aug 8
- Peer Review Analysis Aug 9 to Aug 24
- Building Permit Application & Review May 24 to Jul 25

3 Construction Procurement and Award of Contract (Board of Governors Update)

- Pre-qualification of General Contractor Mar. to Apr. 2018
- Request for Proposal (Tender) Aug. to Oct. 2018
- Award of Contract Oct. 2018
- Start Construction Nov. 2018

Feb 2018



August 2018



October 2018



Design Development Phase

Working Drawings and Construction Documents

Procurement and Construction Phase

Governance Body Reporting

Project Delivery Committee
YUMCC Steering Committee

Project Delivery Committee
YUMCC Steering Committee

Project Delivery Committee
YUMCC Steering Committee
York University Board of Governors

Impact through Amplification of SRC and Innovation Activities

- Research Income for 2016-2017 (to be reported publicly in fall 2018) was \$96M, the highest ever for York and the first time ever our research income has topped \$80M.
- **CFREF VISTA** – started Jan. 1, 2017; completing first full year.
- Part of the successful *Advanced Manufacturing* supercluster bid and academic lead for the microelectronics component.
- Innovation York activities breaking participation records:
 - Launch of IgniteUP mentorship program supporting startups
 - AccelerateUP completed 3rd cycle competing for Aird and Berliss Start Up Source Award
 - 2086 participants in LaunchYU entrepreneurship events in May-Nov. 2017 (100+ more than all of 2016-17).

Some Highlights

- The Homelessness Hub, led by Professor Stephen Gaetz, invited to submit a full *Network Centres of Excellence* proposal in July. (\$25M, 5-year project would be a first for York). LOI approved in February.
- MCC IBM opened in January 2017 followed by YSpace in Fall 2017, representing first direct York presence in Markham and continuing expansion of engagement points for students, faculty and staff interested in entrepreneurship and innovation.
- Over Summer of 2017, York became Host of CIHR's Institute for Population and Public Health led by Stephen Hoffman.

Connectedness

- Employee Engagement Survey – plans underway for improvement:
 - 87 Academic reports
 - 50 Staff only reports
 - 19 Union affiliation reports
- New Student Centre opening Fall 2018
- Enhancing campus experience priorities e.g., student lounge seating
- Strategic Community Safety Plan completed and approved by PVP February 2018.

Employee Engagement Survey

Institutional Actions:

York's Value: Excellence

- Exploring ways that this value has a greater resonance with employees in the execution of their work

Opportunities for Advancement

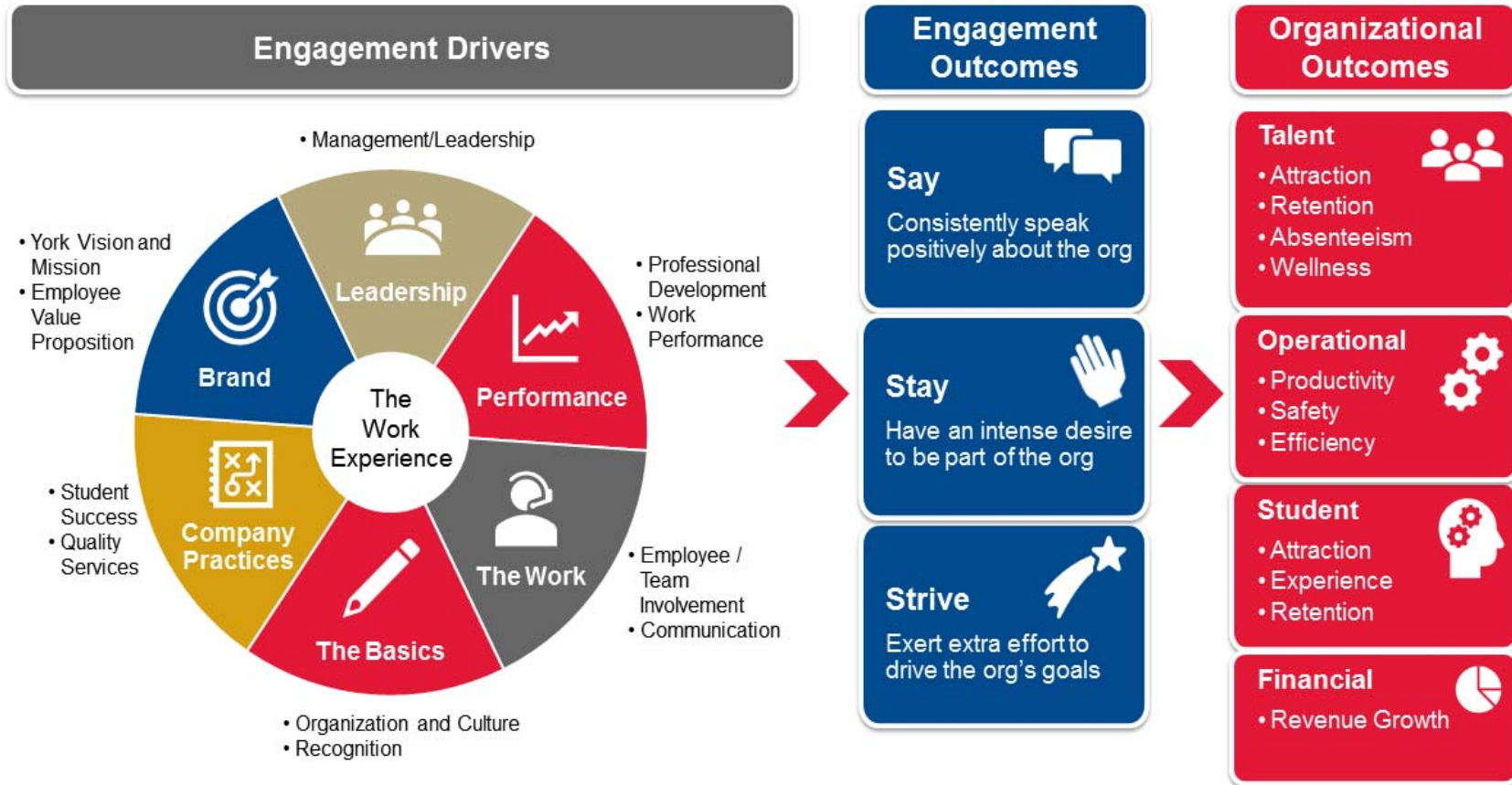
- Ensuring York has greater visibility in fair hiring practices; promotions; and advancement opportunities

Leadership Capacity-Building

- Ensuring those undertaking leadership roles are supported through professional development and clear expectations

Employee Engagement Survey

Engagement Drivers, Outcomes & Organizational Outcomes



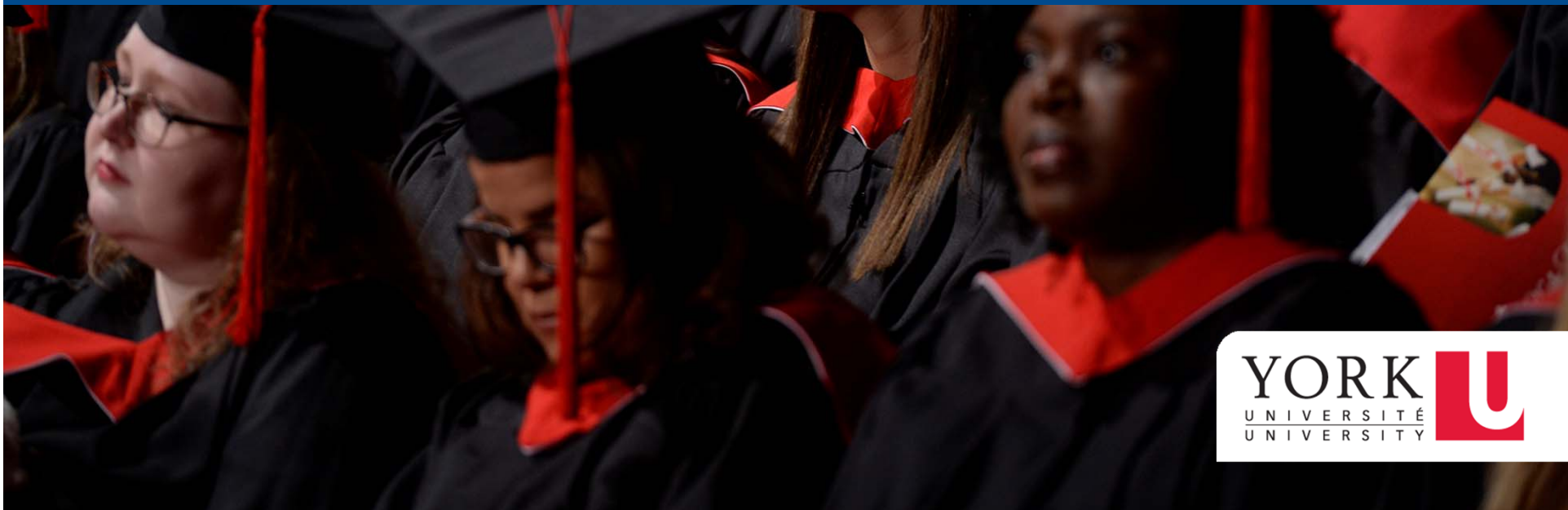
Highlight – Leveraging Subway to Enhance Campus Experience and Connectedness throughout GTA

- Historic opening of two new subway stations @ Keele December 15, 2017:
York University Station
Pioneer Village Station
- Official opening event with Prime Minister Trudeau, Premier Wynne, Mayor Tory and many other government and community partners.
- Enhancing York as a destination stop in the heart of new developments in the region.





4. Looking Ahead



Balance of the Year

- Continue to implement Institutional Integrated Resource Plan (IIRP)
- Complete capital projects, including plans for new SCS
 - Campus experience e.g., Commons plan
- Advancing Markham Centre Campus
- Continue to amplify SRC
- Complete plan for Internationalization strategy
- Continue to strengthen collegial governance
- Progress on the Impact Campaign
- Complete labour negotiations

Challenges

- Glendon Campus
 - Securing funding for bilingual institutions
 - French University collaboration
- Capital needs and deferred maintenance
- Labour Relations
 - CUPE 3903 negotiations
- Transit / Fare Integration
- Changing political context

Enabling Success

- Aligning enrolment, complement and budget plans with new SMA2 parameters:
 - New enrolment corridor
 - New funding formula with differentiation bucket
- New SHARP budget model implemented 2017-2018:
 - SHARP Governance Committee established; consultation process rolling out in March
 - SHARP2 in development
- Full-time faculty complement plan in progress to increase FTF over next five years (61% of all courses currently taught by FTF)
- Benchmarking exercise for strengthening administrative effectiveness in progress
- Enhanced communication strategy