

Senate 2019-2020 Year-End Retrospective

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June 25 2020

YORK 



The Only Constant is Change

External Context Disrupting Postsecondary Education



Automation
and AI Digitization



Economy



Free
Speech



Equity, Diversity,
Inclusion and Access



Globalization

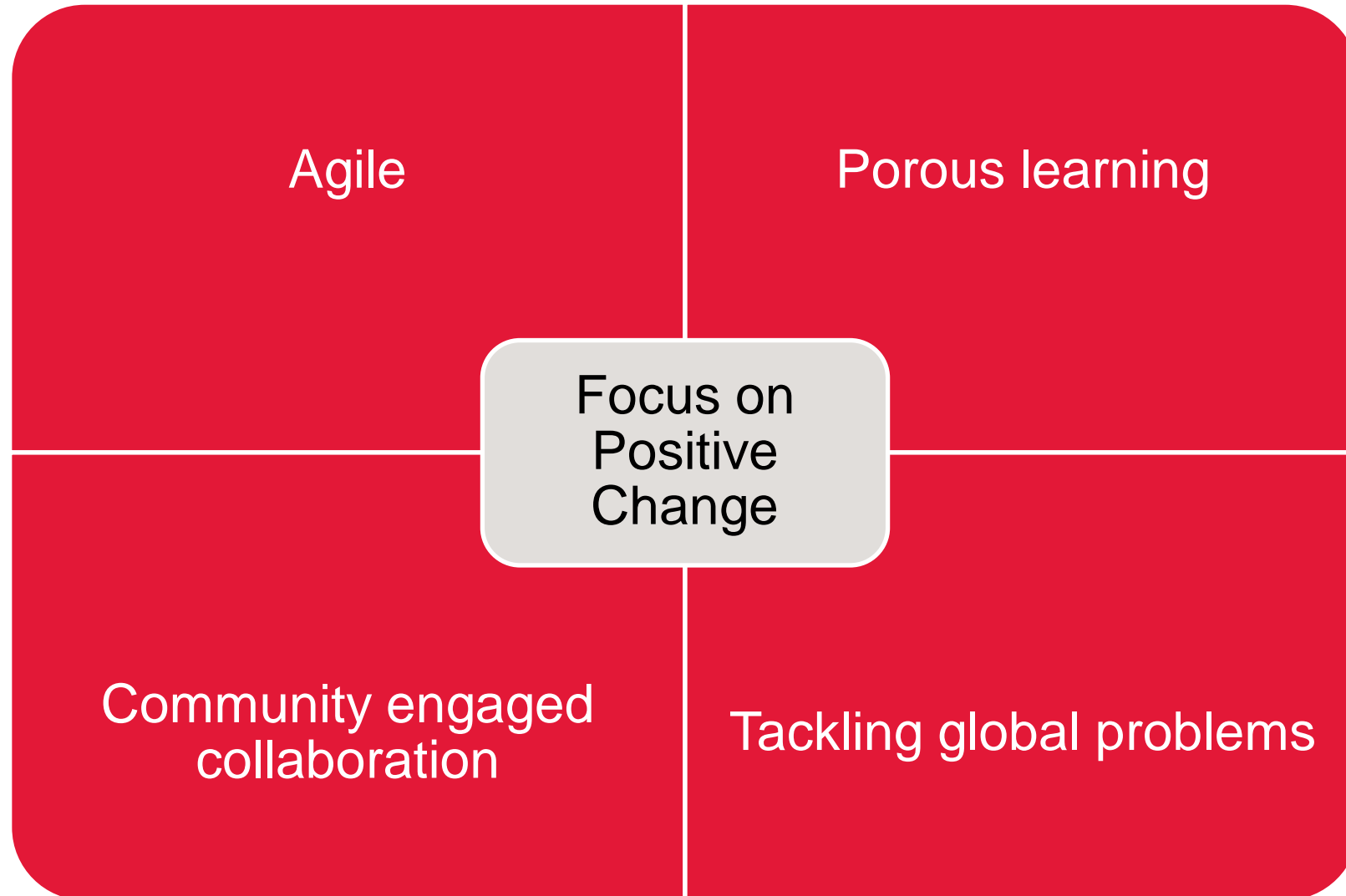


COVID-19



Cybersecurity

Differentiated Vision for York



Consolidated Progress in the Final Year of the UAP 2015-2020

Strengthened Innovative and High Quality Programs

- Program renewal continues in degree and non-degree – e.g.s.,
 - digital media
 - machine learning
 - new Wabaaan Indigenous Teacher Education Program
 - Black Canadian Studies Certificate
 - Global Health
- Ensuring excellence – achieved defined student learning outcomes in every program
- Cross-Faculty degree framework completed to enhance interdisciplinary study
- Award winning C4 Capstone Course where students from different programs work on global issues
 - Students taking combined credentials above target at 17% vs 11% in 2016-2017



Strengthened Innovative and High Quality Programs

- Significant ahead-of-target enrolment in School of Continuing Studies
- New Faculty of Environmental and Urban Change driving program renewal
- Launch of York@IBM offering course in the Bachelor of Commerce degree program and engage in a business environment including ventureLab entrepreneurs
- Increase in employment rates of graduates after 2 years at 92.8% vs 91.3% baseline



York University at IBM Canada, Markham

- In progress:
 - Six-year graduation rate on track to meet targets
 - International mobility on track until COVID-19, new “international at home” strategy in progress

Advanced Exploration, Innovation and Achievement in Scholarship, Research and Creative Activities

Intensified purposeful and impactful outcomes

Exceeded publication target

Maintained citation ranking
7th/15 in Ontario

External research funding
on track dollars up by \$43M
over previous year

Number of students engaged
in entrepreneurial activities
ahead of target

Completed Faculty
Research Plans

3rd in Ontario in online mass
media mentions and
2nd in print (source: SciVal)

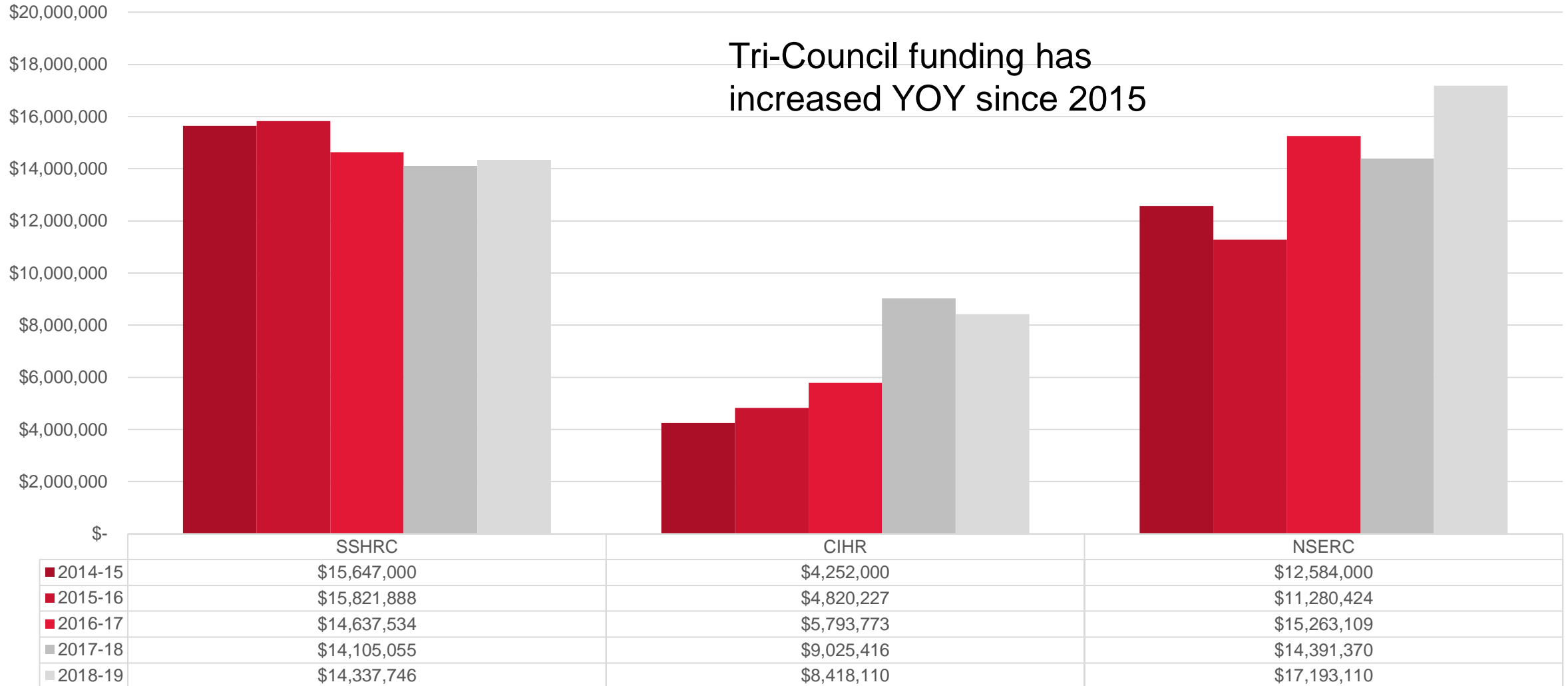
New Research Commons

Two new ORUs: Bee Ecology,
Evolution and Conservation;
Indigenous Knowledges
and Languages



York Tri-Council Research Funding

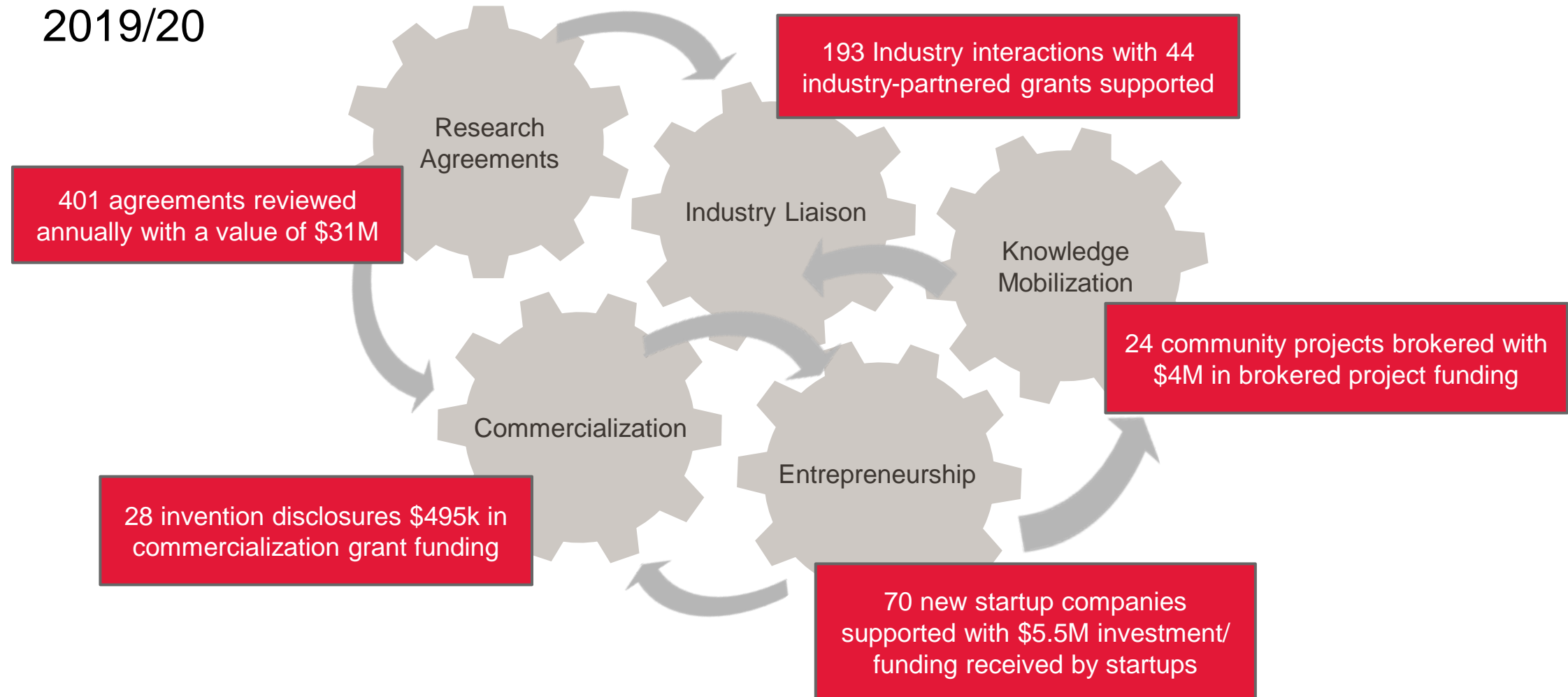
Tri-Council funding has increased YOY since 2015



Source: COFO Financial Report of Ontario Universities

Innovation York Activity

2019/20



Supported Entrepreneurs

- Innovation York has been awarded \$1.9M in funding to develop and launch an entrepreneurship and leadership alliance program under the Federal Government's Women's Entrepreneurship Strategy (WES).
- 57 women from 51 companies have been accepted into the program.



ELLA – Accelerator
for women entrepreneurs

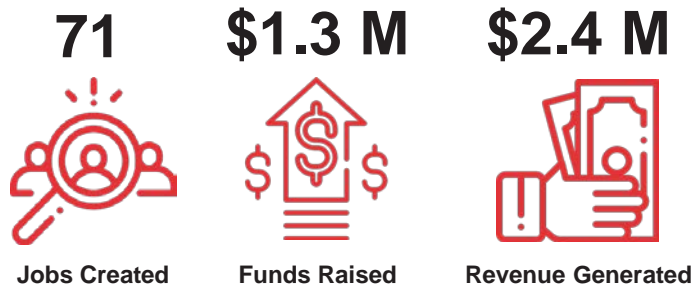
YSpace

Opened in 2018, YSpace has experienced significant growth in all activity areas doubling the size of its incubator. The innovation hub is currently home to 33 startup ventures and 11 entrepreneurs in residence (EiRs).

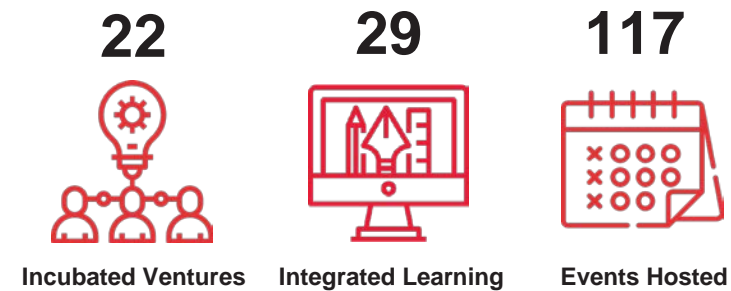
It has held over 221 events for the community, generated over \$2.9 million of revenue and raised over \$2.4 million in funding.



Our Ventures



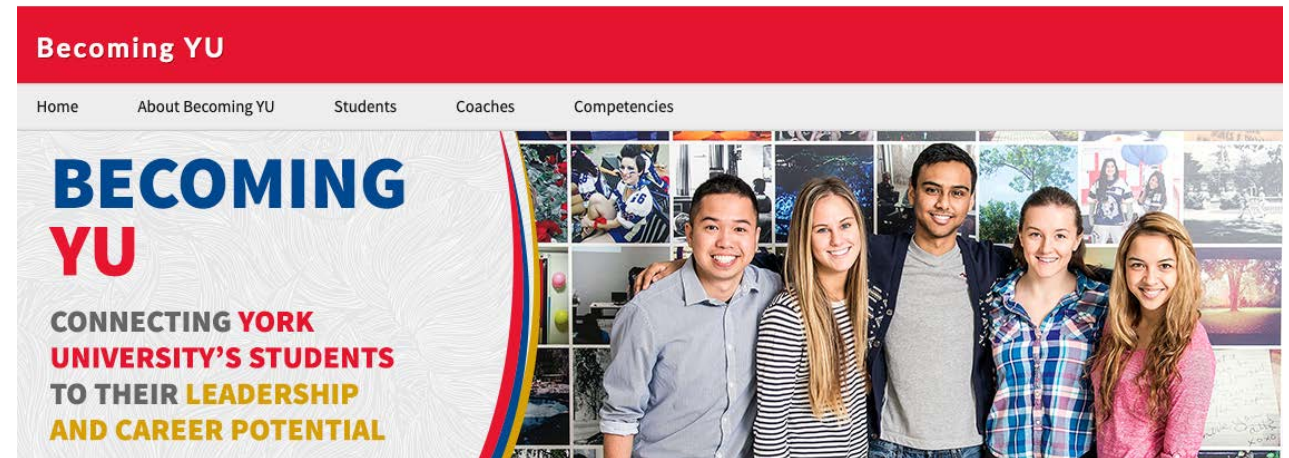
Our Community



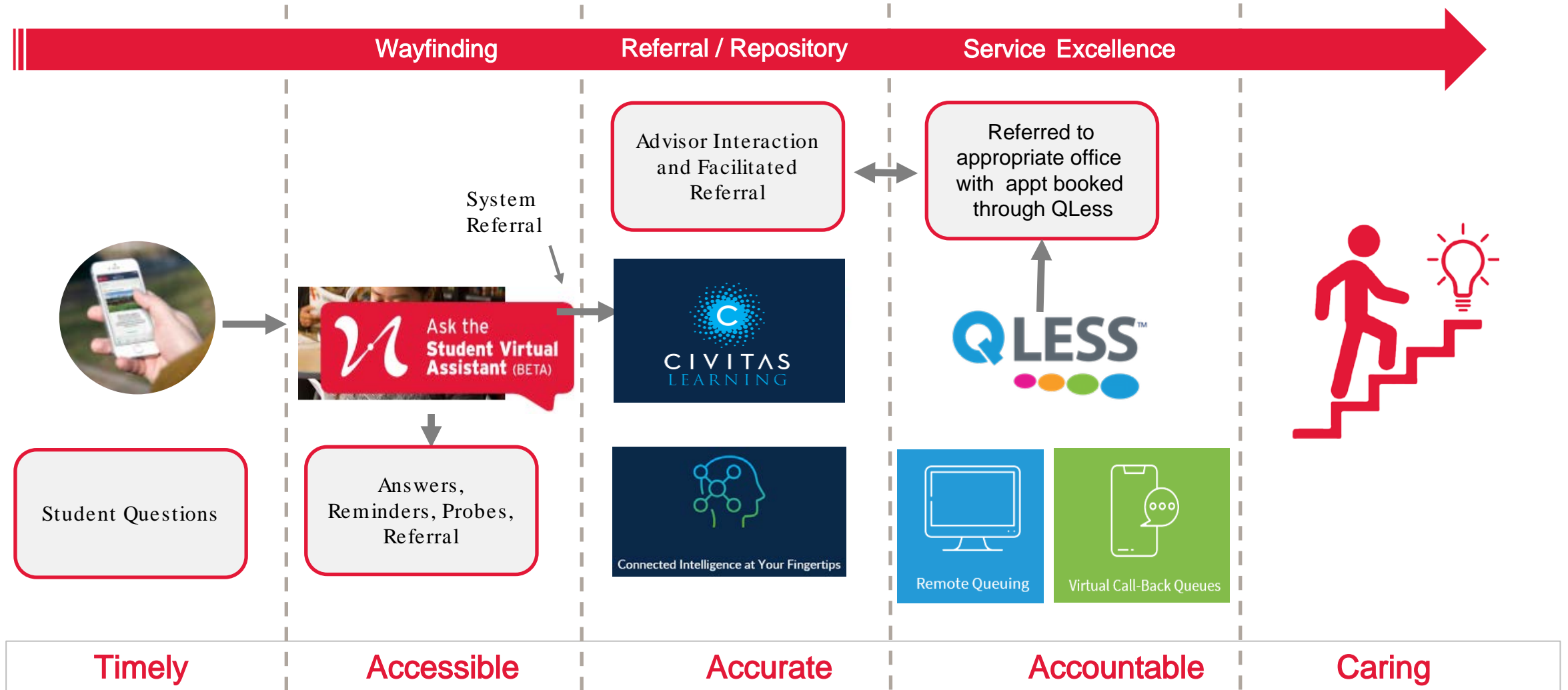
21st Century Learning

Strengthened teaching excellence including Work Integrated Learning/Experiential Education (WIL/EE) and flexible learning modalities such as online

1. Increase in Work Integrated Learning/Experiential Education well ahead of target/course tracking in place
2. 4th year students with research experience increased
3. Schulich students assisting small businesses to move online in innovative City of Toronto funded ShopHERE program
4. Integrating *BecomingYUEE* framework into 750 work study positions helps students identify and articulate transferrable skills
5. AIF supported Globally Networked Learning creating virtual study abroad experiences
6. Six percent or 83 net increase in tenure stream faculty to increase capacity for pedagogical innovation
7. Significant engagement in online/remote instruction as a result of COVID-19
8. Classroom upgrades on track
9. Significant investment in Teaching Commons



From Access to Success



Enhanced Campus Experience

Strengthened facilities and capital supporting core academic activities

- Renewing our infrastructure:
 - Classroom, bathroom and housing upgrades
 - Deferred maintenance strategy
 - IT investment in campus network
 - York Lions Stadium conversion
 - Major Science and Health refresh
 - Ross-Central Square Podium
 - Glendon Campus renewal
 - Lassonde capacity expansion
 - Atkinson Tower renewal
- Visionary projects today
 - Markham Centre Campus
 - New Goldfarb Art Gallery
 - New building for School of Continuing Studies
- Future Priorities
 - Neuroscience facility at Sherman Health Science
 - Behavioural Science Building



School of Continuing Studies



York Lions Stadium

Enhanced Community Engagement

Consolidated distinct, persuasive and differentiated vision strengthening the reputation of the University

- Developed evidence-based brand differentiation strategy
- York ranked 33rd in the world by Times Higher Education Impact Ranking in 2020
- York as influencer/thought leader on track
- Implemented Government Relations and Community Relations Strategies
- Global Engagement/Internationalization Strategic Plan in final stages



Enhanced Community Engagement

- Created new Division of Equity, People and Culture(EPC)
 - Inaugural VP Equity, People and Culture hired as well as new AVP Labour Relations and AVP Human Resources
 - Regular engagement with unions and other employee stakeholder groups throughout 2019 -2020
 - Establishing relationship with Indigenous Council
 - Response to Joint Subcommittee on Employment Equity and Inclusivity Report on Anti-Black Racism
 - Integration of Centre for Human Rights, Equity & Inclusion within the Division of EPC



Enhanced Community Engagement

- Community Conversations and broad engagement of community on key institutional initiatives including budget priorities, Strategic Mandate Agreement 2020 -2025, internationalization strategy and Equity, Diversity and Inclusion
- Implementation of Free Speech Working Group, Policies and Procedures
 - Cromwell Report in response to Nov 20th event
 - Internal Working Group assessment and report
- Community Safety Strategy implemented in 2019 -2020
 - Including NEW President's Award for Community Safety
 - Advanced Glendon Community Safety Council
- Campus Well-being Strategy on track
- Significant Increase in alumni engagement

Note:

- Competency Framework deferred as a result of COVID-19 until 2020 -2021
 - New Talent Acquisition Director hired in March, 2020

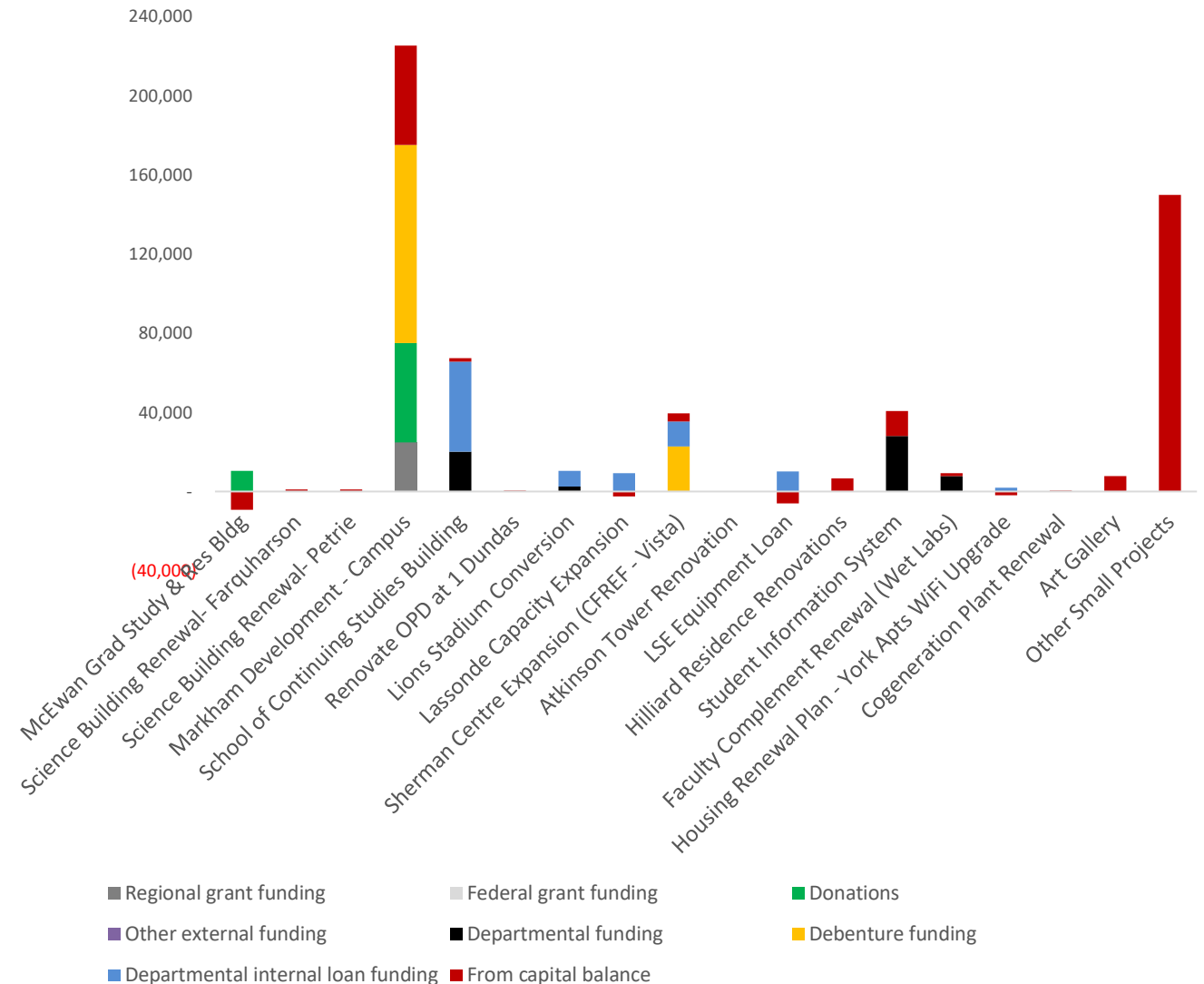


Enabled the Plan

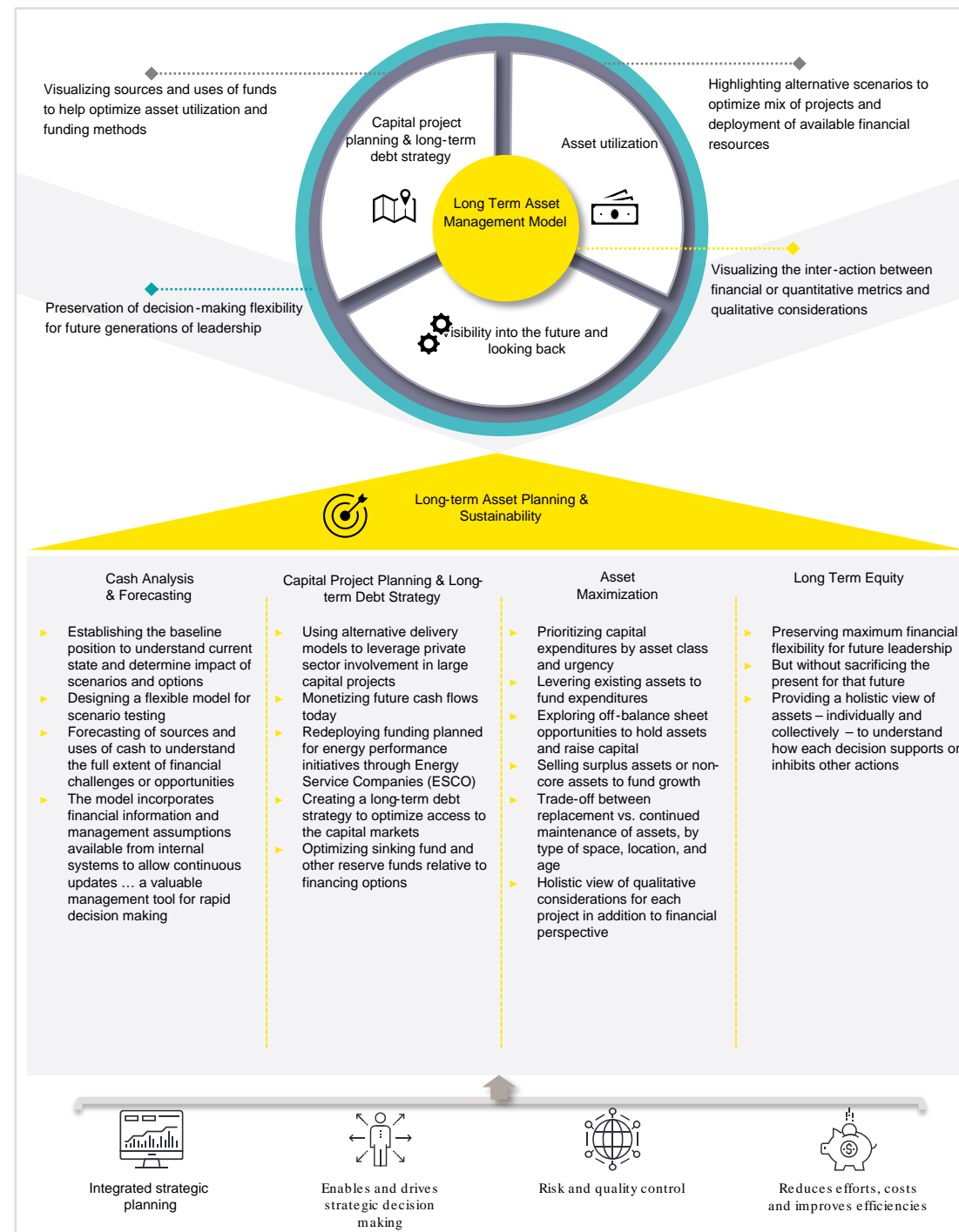
Draft Strategic Plan

- Major components complete:
 - External scan of higher education
 - Vision for York affirmed in UAP 2020-2025 and Strategic Communications consultations
 - UAP 2020-2025 complete / going to Senate for approval on June 25
 - Top priorities identified as well as commitment to advancing UN SDGs
 - Asset management tool complete in collaboration with E and Y
 - Lands for Landing launched to develop vision and strategy for further campus priorities, land development
 - Review of development options prepared by Deloitte
- Draft Strategic Plan to be finalized in fall informed by Integrated Resource Plans across all divisions, community consultations
- Presented to Board in 2020

Projects - Source of Funds (\$'000)



Long Term Asset Management Model Framework and Approach

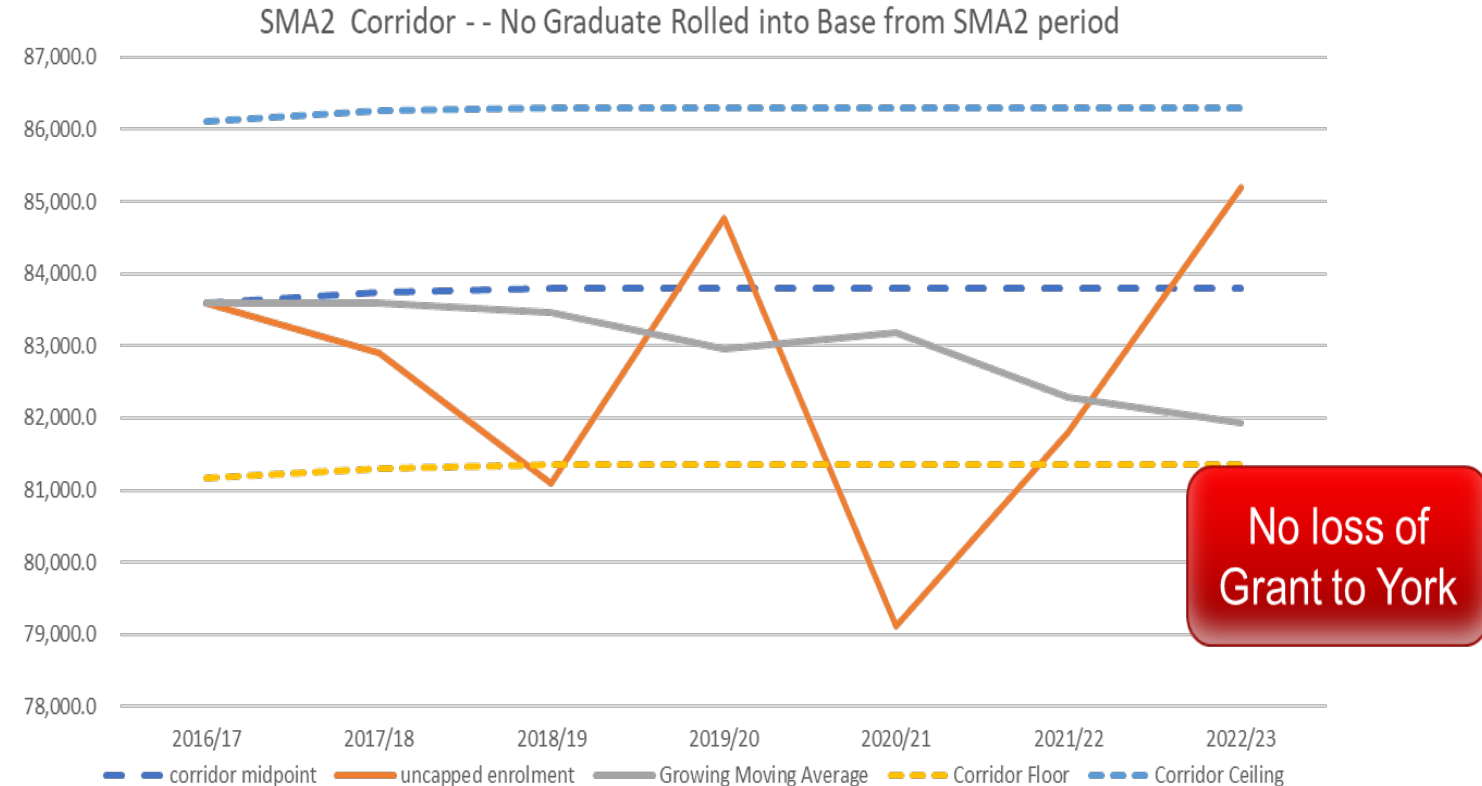


Enabled the Plan

Enrolment and Budget in 2019 -2020

- Enrolment recovery after 2018 -2019 labour disruption
- 2019 -2020 within 1% of enrolment target
- Effective strategy for addressing 2019 -2020 cut to tuition fees
- Contingencies not needed
- Positive budget variance

SMA2 Enrolment Corridor with COVID Enrolment Scenario



Enabled the Plan

- Service transformation on track
- Student System Renewal Project launched
- Review of SHARP budget model completed with recommendations for SHARP2
- Fund-raising goals met for 2019 -2020 with York Region Markham Centre Campus commitment
- Review of Enterprise Risk Management completed
- Swift and effective response, mitigation and recovery from cybersecurity attack



Carswell gift to accelerate research in dementia care



TD Engagement Centre Gift

Identified Opportunities to Advance York's Differentiated Vision and Strategic Priorities

Advanced Strategic Opportunities

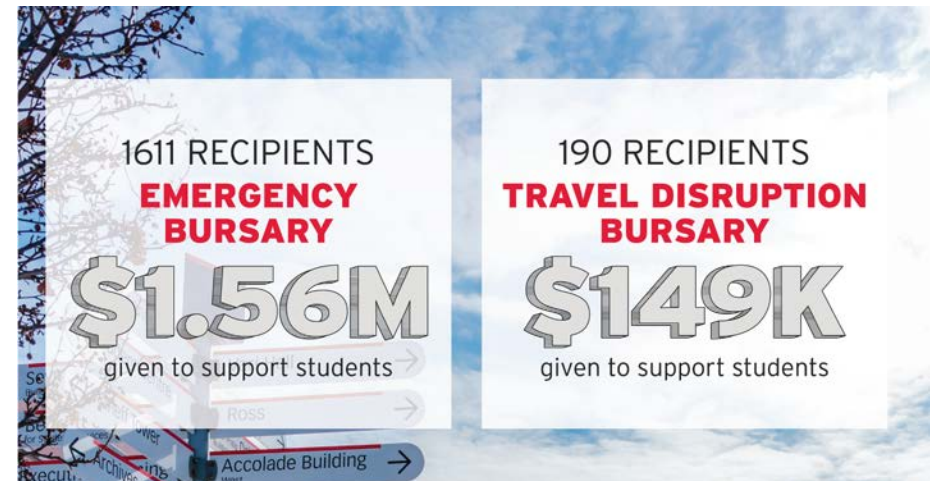


- Markham Centre Campus
- Vaughan Healthcare Precinct based on preventive, interprofessional and interdisciplinary model
- Interdisciplinary research organized around positive change in urgent global issues e.g., UN SDGs, York's leadership in Disaster and Emergency Management
- Continuing to establish York's leadership in advancing inclusive and equitable societies
- Leader in social as scientific and technological innovation e.g., Taskforce on AI and Society, NCE Charter Centre on Homelessness
- Continuing to strengthen new programming, flexible credentials, pedagogical innovation and student advising, supporting diverse student needs including reskilling mature learners and meeting future skills needs in a rapidly changing global knowledge economy



COVID-19: Response, Mitigation and Recovery

- Implemented Emergency Management Plan, including Emergency Operations Committee and Emergency Planning Group
- Successfully completed Winter term
- Transitioning all but required services off campuses
- Effectively establishing required services including services for remaining students in residences
- Implemented successful plan for full Summer programming online/remote - undergraduate enrolments 23% above target
- Undertook scenario planning for 2020 -2021:
 - enrolment impact
 - budget implications
 - contingency plans
- External consultations and shaping decisions with government through COU and UC
- Planned virtual convocation
- Supported community partners with requests for PPE, space, etc.
- Launched internal research fund for COVID-19 research
- Established York University Student Relief Fund in support of the Emergency Student Bursaries
- Creating 100 WIL opportunities for students while helping GTA business move online through the ShopHEREprogram.



COVID-19 Research Impact



Six York research teams have received \$1.78M in COVID-19 rapid research funding announced by the Canadian Institutes of Health Research (CIHR).
#1 among all Canadian Universities which do not have a medical school.



York has awarded \$250,000 in research grants to support 10 projects related to COVID-19.
An additional 10 projects will receive a total of \$50,000 in seed funding to develop their proposals further in order to attract external funding.
In all, more than 150 projects were proposed.



VPRI supported a Canada-China COVID-19 modeling online symposium with about 500 international and national participants.



Supporting York U Library to establish a virtual COVID-19 research guide resource capturing to what extend COVID-19 research is available open access-consolidating and drawing on international resources

Looking ahead

- 2019 -2020 was a very successful year overall despite the advent of COVID-19 demonstrating innovation and resiliency
- York is exactly the university needed now and for the future committed to equity, diversity, inclusivity, access, collaboration and positive change
- We are well-positioned to navigate these difficulties with effective response, mitigation and early recovery including efforts to leverage the investments and lessons from responding to the pandemic

