Senate President’s Remarks COVID-19 Response

With support from Sarah Cantrell AVP Institutional Planning and Analysis
April 24, 2020
Agenda

• COVID-19 Response
• Reflection on our successes
  o Kudos Report
  o THE International Impact Rankings
• THANK YOU!!
Our Approach to COVID-19

• Our approach to COVID-19 necessarily needs to incorporate:
  o *Responding to issues* (e.g., finishing off the winter term, multiple Senate Executive approved academic accommodations for students, the laptop loan program, shifting all but required services off campus, see posted communications for further details, CORONAVIRUS.INFO.YORKU.CA)
  o *Mitigating the risks* (e.g., planning for a robust summer, preparing courses for online/remote delivery)
  o *Stimulating early recovery* (e.g., planning for the Fall term, maintaining momentum re important priorities in the UAP)
  o *Visioning new post-recovery paradigms* (e.g., assessing what a new normal might entail)
Broader Role

• We are also contributing to COVID-19 research including:
  o Faculty members with CIHR funding
  o Launching our own $250k research fund for COVID-19 related projects
  o Dr Jianhong Wu who is part of national modelling team
• Our students are engaged in various ways e.g., Schulich students developed a new predictive dashboard
• We are supporting hospitals and other community partners e.g., donating PPE, potential use of our campus space
• We launched the Student Relief Fund – community members are donating
York Context

• York’s Strategic Plan:
  o ensures sustainable decision-making
  o Supports alignment of revenue with UAP priorities

• York’s Enterprise Risk Management (ERM):
  o identifies top areas monitored by the senior administration as part of our accountability to Board that have the potential to significantly impact the University

York’s Strategic Framework

Priorities
- Complement, deferred maintenance, classroom upgrades, bathroom upgrades, capital needs, SIS

Timeline
- Year 2019 2020 2021 2022 2023 etc

Revenue Source
- Tuition, grant, philanthropy, leases, etc
Enterprise Risk Management

• 11 Risks are monitored – e.g., enrolment, financial sustainability, government, information security and management, academic quality

• Each risk is assessed and put through the lens of COVID-19

• Decision-making is supported by our Emergency Preparedness Program:
  o Bringing together academic and administrative considerations
  o Linking administration, Board and Senate
Community Safety - Emergency Operations Committee Organization Chart

**Emergency Policy Group**
- Chair R Lenton

**EOC Director**
- Samina Sami

**EOC Staff**
- Lead Briefing / Documentation O: Susan Seaby
- Chief EOC Ops: Aldo Altomare

**Command Staff**
- CIO: D Ipperciel
- HR O: MC Masciangelo
- Legal O: L De Filippis
- Liaison O: Neville McGuire
- York International O: V Gengatharan
- Academic Expert Panel
  - P McDonald
  - J Orbinski
  - S Hoffman

**Academic Continuity**
- Lisa Phillips

**Business Continuity**
- Richard Ooi

**Legend**
- **Emergency Policy Group**: Sets policy and strategic direction for the university and liaises with senate.
- **EOC Director**: Sets objectives and priorities, has overall responsibility of the EOC and event. Reports to EPG.
- **Command Staff**: Provides expert advise to the EOC Director.
- **Academic Expert Panel**: Provides academic expertise to inform the EOC practices.
- **Planning Section**: Develops the action plans to accomplish objectives, collects and analyses intelligence. Maintains contingency and risk analysis.
- **Operations Section**: Conducts tactical operations to carry out plans, develops the tactical objectives, organization, and directs all resources.
- **Logistics**: Provides and organizes resource support to meet event needs.
- **Finance / Administration**: Monitors costs related to event, provides financial analysis, procurement, and financial risk analyses.
- **Communications Section**: Develops internal and external communications, products and strategies. Manages issues and interfaces with public and media.
Enrolment as a Key Risk

• Initial focus was to complete winter
• Then plan for summer
• Our attention is now on longer term planning for 2020-2021
• Given the high level of uncertainty regarding the behaviour of the pandemic, we must necessarily model a few scenarios to support our ability to be agile
• The scenarios also provide a framework for assessing our ability to manage different circumstances
Three Scenarios

Scenario 1
• Summer 2020 online/remote learning
• In-person classes for Fall and Winter Terms 2020
• International travel starting in September 2020 with some restrictions

Scenario 2
• Summer 2020 online/remote learning
• Online/remote learning with some access to in-person Fall 2020 (likely with social distancing measures)
• Winter 2021 normal operations (potential risk of a further interruption)
• Limited international travel in Fall 2020 / returning to normal level in Winter 2021

Scenario 3
• Summer 2020 online/remote
• Fall 2020 online/remote
• Return to in-person January 2021 with robust winter intake
• International borders / travel significantly reduced until January 2021 with slow building trust impacting winter 2021
Translating Scenarios into Enrolment Impact

The Enrolment Scenarios illustrate negative impact on FFTEs and include consideration of:

- New incoming students and continuing students
- Domestic and international students
- Undergraduate and Graduate programs

**Important note:** Scenarios presented only take into consideration the enrolment impacts (focusing on 2020-21) and do not factor in any concomitant cost savings associated with reduced amount of courses, support and supervisory activities. The flow-through impacts beyond 2020-2021 must also be calculated.
University Sector Impact Scenarios
## COU Estimated Sector Impact:
### Enrolment and Tuition Scenarios

### Estimated Sector Level FTE and Tuition Revenue Impacts for Domestic and International

**SCENARIOS**

<table>
<thead>
<tr>
<th>Intake</th>
<th>1-Optimistic</th>
<th>2-Medium</th>
<th>3-Pessimistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>-10%</td>
<td>-15%</td>
<td>-20%</td>
</tr>
<tr>
<td>International</td>
<td>-50%</td>
<td>-75%</td>
<td>-100%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Continuing</th>
<th>1-Optimistic</th>
<th>2-Medium</th>
<th>3-Pessimistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>-5%</td>
<td>-10%</td>
<td>-15%</td>
</tr>
<tr>
<td>International</td>
<td>-15%</td>
<td>-25%</td>
<td>-35%</td>
</tr>
</tbody>
</table>

### ENROLMENT IMPACT (FTEs)

<table>
<thead>
<tr>
<th>FTEs</th>
<th>1-Optimistic</th>
<th>2-Medium</th>
<th>3-Pessimistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>24,590</td>
<td>43,466</td>
<td>62,318</td>
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<tr>
<td>International</td>
<td>19,694</td>
<td>30,651</td>
<td>41,596</td>
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<tr>
<td>Total</td>
<td>44,283</td>
<td>74,117</td>
<td>103,914</td>
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</table>

### TUITION REVENUE IMPACT

<table>
<thead>
<tr>
<th>$</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic</td>
<td>196,577,396</td>
<td>349,555,154</td>
<td>502,346,370</td>
</tr>
<tr>
<td>International</td>
<td>713,119,078</td>
<td>1,116,150,137</td>
<td>1,519,219,699</td>
</tr>
<tr>
<td>Total</td>
<td>909,696,473</td>
<td>1,465,705,291</td>
<td>2,021,566,070</td>
</tr>
</tbody>
</table>

York’s proportion of system scenarios 1, 2 and 3 is 11.4%, 9.7% and 9.4% respectively.
York University Enrolment Impact Scenarios
# York COVID Enrolment Scenarios

<table>
<thead>
<tr>
<th>York Scenarios</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intake New Students</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>-10%</td>
<td>-15%</td>
<td>-20%</td>
</tr>
<tr>
<td>International</td>
<td>-50%</td>
<td>-75%</td>
<td>-100%</td>
</tr>
<tr>
<td><strong>Continuing</strong></td>
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<td>-20%</td>
<td>-25%</td>
<td>-35%</td>
</tr>
</tbody>
</table>

**Note:** York Scenarios mirror COU scenarios except for Scenario 1 where COU continuing international is 15% and York scenario is 20% decline.
Enrolment Scenarios – FFTE Impact

2020/21 Full Year FFTEs, relative to Contract by Degree Type

2019-20 Final | Scenario 1 | Scenario 2 | Scenario 3
---|---|---|---
UG, (424) Masters, (72) PhD, (55) **Total, (551)** | UG, (4,220) | UG, (6,394) | UG, (8,837)
Masters, (1,671) | Masters, (2,259) | Masters, (2,858)
PhD, (394) | PhD, (575) | PhD, (767)
**Total, (6,286)** | **Total, (9,228)** | **Total, (12,462)**

Preliminary Summer 2020 Accounts for -331 FFTEs shortfall in each Scenario
Corridor Scenarios

DRAFT Grant Impact Illustrations
Enrolment Grant Funding

York University receives funding for eligible (largely domestic) enrolments as long as we stay within the enrolment corridor:

- Funding is flowed at the midpoint level for the SMA period
- Enrolment must stay within +/- 3% of the midpoint
- If enrolment goes above the midpoint, no additional grant funding is provided
- If enrolment falls below the corridor floor (-3% of midpoint) funding is lost only when the 5 year moving average falls below the corridor floor.
- Funding lost is the amount of WGUs below the corridor floor (not the midpoint).

The following slides provide illustrations of York’s corridor performance pre-COVID and the projected impact of Scenarios 1, 2 and 3 on grant funding.
SMA Corridor Sensitivity – Enrolment Contracts Pre-COVID

Actual WGUs to 2020-21; Enrolment Contract thereafter

<table>
<thead>
<tr>
<th>Contract Periods</th>
<th>SMA2</th>
<th>SMA3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17 - 2022/23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>mid1point</td>
<td></td>
<td></td>
</tr>
<tr>
<td>actual/projected enrolment no caps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>actual/projected enrolment with caps</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Growing) Moving Average</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corridor Floor</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contract WGUs</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
</tr>
</thead>
<tbody>
<tr>
<td>midpoint</td>
<td>83,789.4</td>
<td>83,789.4</td>
<td>83,789.4</td>
<td>83,789.4</td>
</tr>
<tr>
<td>actual/projected enrolment no caps</td>
<td>84,763.3</td>
<td>83,714.3</td>
<td>85,751.7</td>
<td>88,509.5</td>
</tr>
<tr>
<td>actual/projected enrolment with caps</td>
<td>84,763.3</td>
<td>83,627.3</td>
<td>84,763.7</td>
<td>86,426.5</td>
</tr>
<tr>
<td>(Growing) Moving Average</td>
<td>82,956.4</td>
<td>82,189.0</td>
<td>82,194.4</td>
<td>83,427.1</td>
</tr>
<tr>
<td>Corridor Floor</td>
<td>81,348.9</td>
<td>81,348.9</td>
<td>81,348.9</td>
<td>81,348.9</td>
</tr>
<tr>
<td>WGU gap btw moving average and floor</td>
<td>1,607.4</td>
<td>688.7</td>
<td>1,845.4</td>
<td>2,078.1</td>
</tr>
</tbody>
</table>
Enrolment Grant Funding - Scenarios

Is York’s Grant Funding At Risk?

Scenario 1:
- For the first three years of SMA3, there is no anticipated loss of grant funding
- The moving average does not fall below the corridor floor

Scenario 2:
- In 2022-23 there is an anticipated loss of grant funding of about $4.45 million
- The moving average falls below the corridor floor and will be below the floor for ~ 2 years

Scenario 3:
- There is an anticipated multi-year loss of grant funding starting in 2021-22 at $2.33 million and growing to $9.87 million
- The moving average falls below the corridor floor in 2021-22 and will be below the floor for ~3-4 years.

Scenarios emphasize the need to advocate to government to remove COVID year(s) from corridor calculations and/or reset the moving average calculation.
SMA Corridor Sensitivity – Scenario 1

Weighted Grant Units (WGUs)

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<tr>
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</thead>
<tbody>
<tr>
<td>WGU gap btw moving average and floor</td>
<td>2,435.0</td>
<td>2,295.0</td>
<td>2,110.6</td>
<td>1,607.4</td>
<td>1,840.1</td>
<td>968.8</td>
<td>312.9</td>
</tr>
<tr>
<td>% gap btw moving average and floor</td>
<td>3.0%</td>
<td>2.8%</td>
<td>2.6%</td>
<td>0.0%</td>
<td>2.3%</td>
<td>1.2%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>
SMA Corridor Sensitivity – Scenario 2

**Graph Description:**
- The graph illustrates the SMA Corridor Sensitivity for Scenario 2, showing the corridor floor, midpoint, and ceiling over time.
- Actual WGUs from 2020-21 to scenarios thereafter.
- The chart includes a table tracking Weighted Grant Units (WGUs) from 2016/17 to 2022/23.

**Table: Weighted Grant Units (WGUs)**

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>WGU gap</td>
<td>3,450.0</td>
<td>2,295.0</td>
<td>2,110.6</td>
<td>1,607.4</td>
<td>1,840.1</td>
<td>114.8</td>
<td>1,406.6</td>
</tr>
<tr>
<td>% gap</td>
<td>3.0%</td>
<td>2.8%</td>
<td>2.6%</td>
<td>0.0%</td>
<td>2.3%</td>
<td>0.1%</td>
<td>-1.7%</td>
</tr>
</tbody>
</table>

**Legend:**
- **midpoint**
- **(Growing) Moving Average**
- **actual/projected enrolment with caps**
- **Corridor Ceiling**
- **Corridor Floor**

**Highlights:**
- Growth in WGUs from 2016/17 to 2020/21.
- Decline from 2020/21 onwards.
- 2021/22 shows a slight increase compared to 2020/21.
- 2022/23 shows a significant decrease.
SMA Corridor Sensitivity – Scenario 3

<table>
<thead>
<tr>
<th>Year</th>
<th>Weighted Grant Units (WGUs)</th>
<th>WGU gap btw moving average and floor</th>
<th>% gap btw moving average and floor %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td>2,435.0</td>
<td>3.0%</td>
<td>23</td>
</tr>
<tr>
<td>2017/18</td>
<td>2,295.0</td>
<td>2.8%</td>
<td>23</td>
</tr>
<tr>
<td>2018/19</td>
<td>2,110.6</td>
<td>2.6%</td>
<td>23</td>
</tr>
<tr>
<td>2019/20</td>
<td>1,607.4</td>
<td>0.0%</td>
<td>23</td>
</tr>
<tr>
<td>2020/21</td>
<td>1,840.1</td>
<td>2.3%</td>
<td>23</td>
</tr>
<tr>
<td>2021/22</td>
<td>736.0</td>
<td>-0.9%</td>
<td>23</td>
</tr>
<tr>
<td>2022/23</td>
<td>3,119.9</td>
<td>-3.8%</td>
<td>23</td>
</tr>
</tbody>
</table>
Factors that Impact Enrolment Assumptions

• When international borders open and with what countries
• Ability of programs to pivot to on-line/remote delivery models and the quality of delivery
• Accessibility and appeal of on-line/remote delivery
  - Survey out to all students for summer session
• Impact of recession on student participation
• OSAP reform or other measures to create affordability given loss of summer / PT jobs
• Summer session enrolment
• Behaviour of international students
  - May want to delay international travel until January 2021
• Retention of students
  - COVID containment and impact on students and their families
Next Steps

• Utilizing best available information from student surveys, government, sector and Canadian meetings, and our summer enrolment - *confirm most likely scenario*
• Estimate budget implications – loss of revenue, ability to reduce expenditures, any savings
• Continue advocacy with government for student support, stabilizing the PSE sector, supporting new costs e.g., investment in online/remote learning
• Calculate the remaining gap and develop further actions to address the gap
• We may choose to delay some priorities but we need to balance impact of our actions on all 11 risks as well as on early recovery and long-term realization of UAP priorities
Some Successes

- MCU has delayed implementation of SMA3 until the COVID-19 pandemic is behind us
- MCU has invested $25m in PSE to offset some costs – York’s share was $400k
- Advocacy with Federal government has resulted in the announcement today of a $9B Canada Emergency Student Benefit
Kudos

- Important to celebrate our successes
- Just yesterday, York University was recognized for second year in a row by the Times Higher Education International Impact Rankings which measure our contributions to the 17 UN Sustainable Development Goals
- Ranked 33/767 universities
- Performed especially well on the Inclusive and Equitable Communities, Sustainable Communities and Partnerships SDGs