

# MEASURING SUCCESS 2020-2025

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**BOARD OF GOVERNORS**  
June 2023 Year End Report

YORK 

- The Measuring Success Report serves as an assessment tool to measure York's performance throughout the five -year period of the University Academic Plan (UAP) 2020-25. This comprehensive report incorporates key quantitative and qualitative measures to showcase the university's progress in achieving its academic and strategic objectives.
- The dashboard supports and facilitates institutional effectiveness and continuous improvement. Institutional Effectiveness is a comprehensive and ongoing process that focuses on continuously evaluating and enhancing institutional performance, identifying areas for improvement, and implementing strategies to optimize resources and support student learning and achievement.
- The dashboard is organized by UAP 2020-25 Priorities and PVP IRP Objectives:
  - Each PVP IRP objective includes at least one quantitative or qualitative measure.
  - Outcomes are expressed using numbers or qualitative descriptions.
  - Each measure includes a status update to indicate performance above or below the previous years' results. This allows for a clear assessment of the university's progress and helps identify areas where improvements have been made or where further attention is needed.
  - Out of the total of 62 indicators, **40** are on track, **17** are progressing, and **5** show no change.
  - The "no change" status is assigned to metrics where the performance remains the same or shows a difference of +/- 0.1% compared to the previous year.

On Track =  Progressing =  No Change = 

# Measuring Success 2020-2025: Overview

## 1. Leader in 21st Century Learning

### 1.1 Continuing to enhance the student learning experience /what and who we teach

#### **METRICS**

- 1.1.1 Employment rates - Undergraduate: 2 years and 6 months
- 1.1.2 OSAP Micro-Credentials
- 1.1.3 Percentage (%) of undergraduate students taking advantage of flexible program options
- 1.1.4 Experiential Education (EE) Courses
- 1.1.4 Experiential Education (EE) Enrolments
- 1.1.4 MITACS - Graduate Student EE
- 1.1.4 NSSE: Academic Challenge: Higher-Order Learning-First Year
- 1.1.4 NSSE: Academic Challenge: Higher-Order Learning-Senior Year
- 1.1.5 Number of Globally Networked Learning (GNL) Courses
- 1.1.7 Blended and Online Courses
- 1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives-First Year
- 1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives-Senior Year
- 1.1.7 Number of full-time tenure/tenure track faculty who attend professional development activities related to teaching and Learning

#### **QUALITATIVE UPDATE**

- 1.1.1 Continue to develop and approve strategic programs including those required for the Markham Campus
- 1.1.1 Professional Master's
- 1.1.2 Growth and innovation in non-degree/non-credit programs
- 1.1.3 Continue to consolidate York as a provincial leader for micro-credentials with highest number of credentials recognized by MCU (see metric 1.1.2)
- 1.1.6 Enhance EDI Curriculum
- 1.1.7 Capture lessons learned since March 2020 to develop longer-term online / TEL strategy

## 2. Knowledge for the Future

### 2.1 Continue to strengthen research excellence

#### **METRICS**

- 2.1.1 Faculty Complement Hiring
- 2.1.1 Number of Funding Applications
- 2.1.2 (Total) Externally Sponsored Research Income
- 2.1.2 York Publications
- 2.1.2 Field-Weighted Citation Impact
- 2.1.2 Tri-council income (all external grant and contract income)
- 2.1.3 Number of Large-Scale Applications and Dollars Awarded

#### **QUALITATIVE UPDATE**

- 2.1.2 Continue to build on largest success in CFI Innovation Fund
- 2.1.3 Advance strategy for identifying opportunities, mobilizing faculty and applying for /securing large scale research applications
- 2.1.4 Advance the research plan for the Vaughan Healthcare Precinct Strategy Implement MOU with Mackenzie Healthcare, Southlake and Oak Valley
- 2.1.4 Identify and advance areas of opportunities for leadership as identified in SRP including DEM, ORU, CIFAL York
- 2.1.4 Markham Research Plan – The Future of Research Excellence

## 2. Knowledge for the Future

### 2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

#### **METRICS**

- 2.2.1 Number of Entrepreneurs Applied
- 2.2.1 Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements
- 2.2.1 Number of Industry Agreements
- 2.2.1 Funding Raised by Start-ups
- 2.2.1 Number of Invention Disclosures
- 2.2.1 Commercialization Value of Grants Supported

#### **QUALITATIVE UPDATE**

- 2.2.1 Expand YSpace Innovation Ecosystem with the launch of YSpace Digital and YSpace Georgina, and planning for YSpace Vaughan
- 2.2.1 Roll-out of Entrepreneurship Strategy

## 3. From Access to Success

### 3.1 Continue to enhance coordinated and seamless SEM

#### **METRICS**

- 3.1.1 Full-Year FTE/FFTE Actual and Enrolment Contract Targets - Gap to Target (Undergraduate, Masters, and Doctoral)
- 3.1.1 Graduation Rate 4YR, 5YR, 6YR
- 3.1.1 Year 1 to Year 2 Retention Rate
- 3.1.1 101 Application Market Share
- 3.1.1 101 Confirmation Market Share
- 3.1.2 International Student Retention
- 3.1.2 Undergraduate Scholarships and Bursaries
- 3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors-First Year
- 3.1.4 NSSE: Campus Environment: Quality of Interactions -Academic Advisors-Senior Year

#### **QUALITATIVE UPDATE**

- 3.1.2 Complete recruitment strategy to diversify students by country (part of Internationalization and Global Engagement Plan)
- 3.1.3 Increase in recruitment efforts and student supports to strengthen representation of Indigenous and Black students
- 3.1.4 Advance Mental Health Strategy
- 3.1.4 Anti-oppressive training / unconscious bias training for staff / EDI training for students / implementation of recommendations from Open and Inclusive Dialogue Report /Athletics Review and Implementation of Recommendations
- 3.1.4 Enhance remote and one-stop services supported by new technologies
- 3.1.6 Implement a new advising model - **COMPLETE**

## 4. Advancing Global Engagement

### 4.1 Continue to advance York's global engagement and internationalization plan

#### **METRICS**

- 4.1.2 Diversification of Student Body
- 4.1.2 UG and G (domestic & international) Headcount
- 4.1.2 Percentage (%) of International Student Population
- 4.1.5 Percentage (%) of faculty who have completed their degrees abroad
- 4.1.5 Percentage (%) of York's collaborative publications that include an international co-author

#### **QUALITATIVE UPDATE**

- 4.1.1 New GE/Internationalization Strategy
- 4.1.2 Increase in internationalization in curriculum including GNL courses, enrolment #s (see metric 1.1.5)
- 4.1.3 5-year Las Nubes Plan - **COMPLETE**
- 4.1.4 Plan for outward mobility advanced successful application for Federal Outbound Mobility Program increases starting post-pandemic
- 4.1.6 Continue to advance strategic international collaboration with north-south consortia

## 5. Working in Partnership

### 5.1 Strengthen York's sense of community engagement

#### **QUALITATIVE UPDATE**

- 5.1.1 Collegial development of new Campus Vision and Strategy Initiative
- 5.1.1 Enhance consultations including Town Halls, Budget Consultations, develop post-pandemic cadence
- 5.1.2 Launch University Academic Leadership Forum for Academic Leaders meetings being regularly held on key initiatives aiming towards improved Employee Engagement (EE) over the UAP - **COMPLETE**
- 5.1.3 Regular PVP retreats are organized to facilitate prioritization, assess needs, and gain an understanding of capacity
- 5.1.3 Continue to consolidate Division EPC to set and advance priorities
- 5.1.4 Advance evolution of EPC Division including LR positions, AVP Indigenous Initiatives, AVP Faculty Affairs and assess CHREI org structure
- 5.1.4 Improve Labour Relations
- 5.1.5 Complete Freedom of Speech Committee Process
- 5.1.5 Design and implement new comprehensive policy framework and review Senate Policies
- 5.1.5 Design Markham Campus (MC) governance structure
- 5.1.5 Develop Governance Training for Senate, Board and Management

### 5.2 Enhancing stakeholder engagement – continue to build network of external partners

#### **METRICS**

- 5.2.4 Active Alumni
- 5.2.4 IMPACT Campaign
- 5.2.4 Annual Funds Raised

## 5. Working in Partnership

### 5.2 Enhancing stakeholder engagement – continue to build network of external partners (cont'd)

#### QUALITATIVE UPDATE

- 5.2.1 Develop a stakeholder relations strategy for York Region in support for the Markham campus as a pilot for Stakeholder Relations
- 5.2.2 Carnegie Pilot – Actively contribute to the co-creation with the Canadian cohort to a made in Canada Carnegie Classification for Community Engagement
- 5.2.2 Enhance GR and CR relationships/strategy at all levels
- 5.2.3 Advance Vaughan Healthcare Precinct
- 5.2.3 Develop and submit to government a distinct School of Medicine (SoM) proposal
- 5.2.4 Strengthen supports for York's Campaign

## 6. Living Well Together

### 6.1 Enhance Mino Bimaaddiziwin/The Good Life

#### METRICS

- 6.1.1 Affirmative Action Education
- 6.1.1 Equity, Diversity and Inclusion (EDI) Training
- 6.1.1 Employment Equity Statistics

#### QUALITATIVE UPDATE

- 6.1.1 Develop the Equity Strategy with a 5-year implementation plan
- 6.1.2 Continue to advance reconciliation in the curriculum and our research guided by the Decolonizing Research Report
- 6.1.3 Develop an ABR Framework and Action Plan in consultation with Black students, staff, faculty and alumni, and other stakeholders
- 6.1.4 Implement the Open and Respectful Dialogue recommendations on track (from Cromwell Review)
- 6.1.5 Convene and complete President's Working Group on Free Speech process - **COMPLETE**
- 6.1.6 Advance Glendon Strategy
- 6.1.7 Align Divisional/Faculty Plans and Performance with UAP 2020-2025 to encourage cohesiveness and connectedness across
- 6.1.8 Develop and roll out of the Transitional Remote Work Policy including evaluation to be undertaken for consideration of longer term implications for work
- 6.1.8 Enhance Mental Health Strategy
- 6.1.9 Advance on-time AODA requirements - **COMPLETE**

## 6. Living Well Together

### **6.2 Living Together: Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities**

#### **QUALITATIVE UPDATE**

- 6.2.1 Progress on addressing immediate needs for better/additional research and teaching spaces
- 6.2.1 Housing and Food Strategies
- 6.2.2 HR renewal strategy aligned with service culture transformation
- 6.2.3 Major capital projects on track based on benchmarks including Sherman, Goldfarb Gallery York University (GGYU), Markham Campus (MC), School of Continuing Studies (SCS)
- 6.2.4 Update Capital Priorities Process including PVP, UEC, Board
- 6.2.5 Continue to enhance safety including METRAC recommendations complete review of security model - **COMPLETE**
- 6.2.6 Develop clear procedures for consultation with Indigenous communities regarding capital development - **COMPLETE**
- 6.2.7 Advance discussions with City of Vaughan regarding Healthcare Precinct lands
- 6.2.8 Continue to enhance Enterprise Architecture / strengthen UIT supports

### **6.3 Establish Culture of Service Excellence**

#### **QUALITATIVE UPDATE**

- 6.3.1 Service Excellence Program
- 6.3.2 FGS Service Level Agreements - **COMPLETE**
- 6.3.3 Student System Renewal Program (SSRP)

### **6.4. Establish York's differentiated identity**

#### **METRICS**

- 6.4.1 Maclean's Comprehensive Category
- 6.4.1 Maclean's Reputation Rank
- 6.4.1 THE World University Rankings (WUR), QS World University (WUR), ARWU Shanghai
- 6.4.1 Brand Health (Net Promoter Score)
- 6.4.1 Stakeholder Perception (1st Choice, 2nd Choice and Non-applicants)
- 6.4.1 Stakeholder Perception (Influencers and Parents)
- 6.4.2 Percentage (%) describing news as positive or neutral
- 6.4.2 Percentage (%) describing social media as positive or neutral

#### **QUALITATIVE UPDATE**

- 6.4.1 Refine the reputation brand campaign to strengthen focus on Right the Future, extend to Markham Campus and embed in institutional materials and publications
- 6.4.2 Integrate brand in Employment Engagement Survey process
- 6.4.2 Signature e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards
- 6.4.2 Update Communication Plan Framework

## 6. Living Well Together

### **6.5 Continue to consolidate Strategic Plan, including sustainability plan**

#### **QUALITATIVE UPDATE**

- 6.5.1 Implement SHARP 2 budget model transition away from Hold Harmless and SHARP tax
- 6.5.2 Complete Campus Vision and Strategy (for edge lands, Commons, governance) for Board approval and begin execution
- 6.5.3 Implement new ERM
- 6.5.4 Monitor and successfully manage COVID-19 including: gradual re-opening of campuses and in-person activities
- 6.5.5 Evolve the Asset Management Strategy
- 6.5.6 Launch a Sustainability Framework and Strategy

## 7. Strengthening our Impact on the UN SDG

### **7.1 United Nations Sustainable Development Goals (UN SDG) Challenge**

Time Higher Education (THE) IMPACT Global Ranking  
Time Higher Education (THE) IMPACT National Ranking

#### **QUALITATIVE UPDATE**

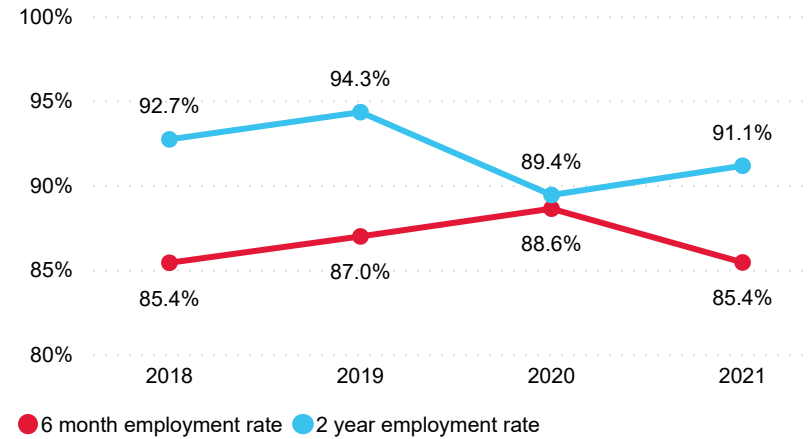
- 7.1.1 Advance plans for an ORU or Centre of Excellence in DEM
- 7.1.2 Develop an organizational structure to support York University as Living Lab to strengthen our impact on SDGs
- 7.1.2 Enhance visibility of our SDG activities
- 7.1.3 Establish and launch CIFAL York



# 1. 21st Century Learning

## 1.1 Continuing to enhance the student learning experience / what and who we teach

### 1.1.1 Employment rates – Undergraduate: 2 years and 6 months



**Narrative:**

The 2 year employment rate increased by 1.7%. 6 month employment rates experienced a slight dip of 3.1%.

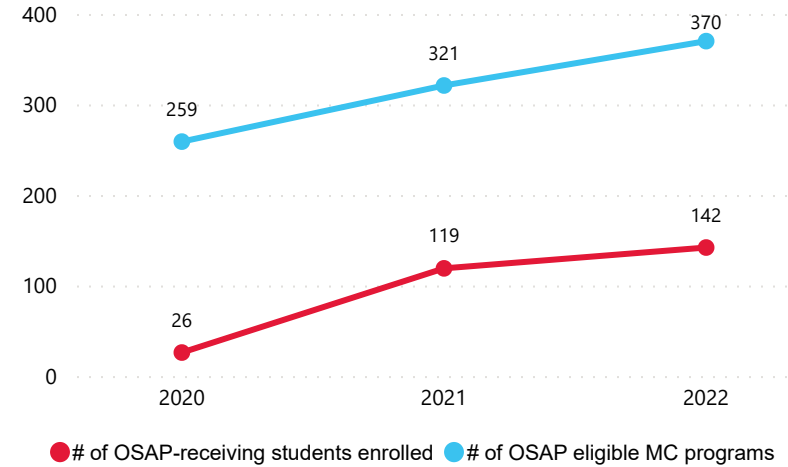
**2 Year Status:** ▲  
**6 Month Status:** ▼

**Definition:**

Graduates were asked questions regarding their employment situation six months and two years after graduation.

Note: 2022 results available July 2023.

### 1.1.2 OSAP Micro-Credentials (MC)



**Narrative:**

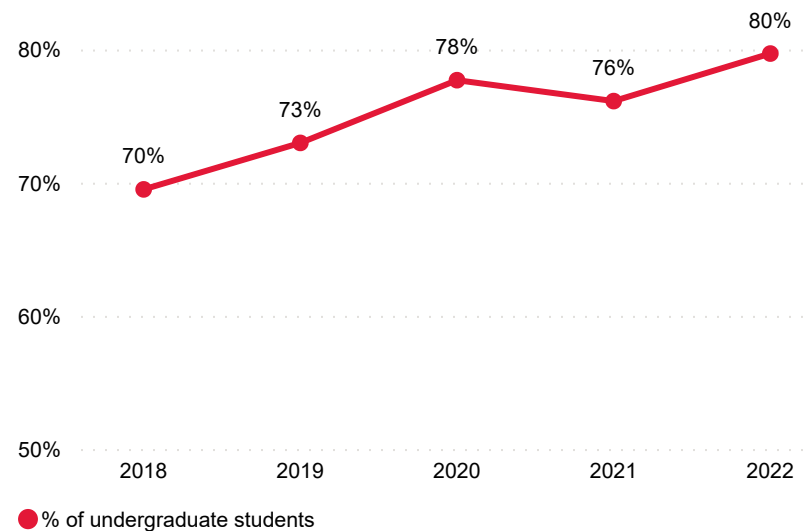
The number of OSAP-eligible micro-credential program offerings increased by nearly 450% since the start of the program. The results for 2022 are preliminary and will be finalized July 2023.

**Status:** ▲

**Definition:**

An Ontario Student Assistance Program (OSAP) micro-credential is an educational program supported by government funding.

### 1.1.3 Percentage (%) of undergraduates taking advantage of flexible program options



**Narrative:**

York's flexible approach to teaching and learning continues to support student access to university education. In Fall 2022, 52 hyflex courses were added.

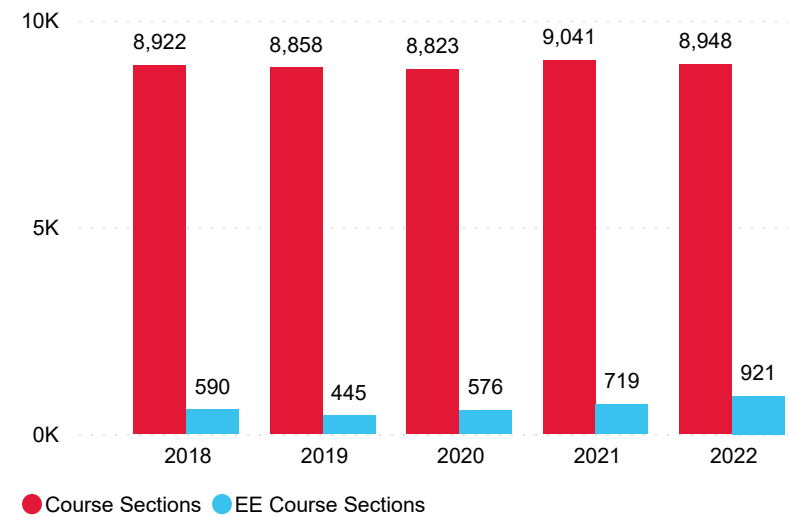
In 2022, **80%** of students took advantage of flexible program options.

**Status:** ▲

**Definition:**

Percentage of undergraduate students taking advantage of flexible program options (e.g., part-time study, online, hyflex).

### 1.1.4 Experiential Education (EE) Courses



**Narrative:**

York has increased the number of EE course sections. Note: 2022 results are preliminary and exclude Summer 2023 enrolments.

In 2022, **10%** of courses offered had EE, an increase of **2%** since 2021.

**Status:** ▲

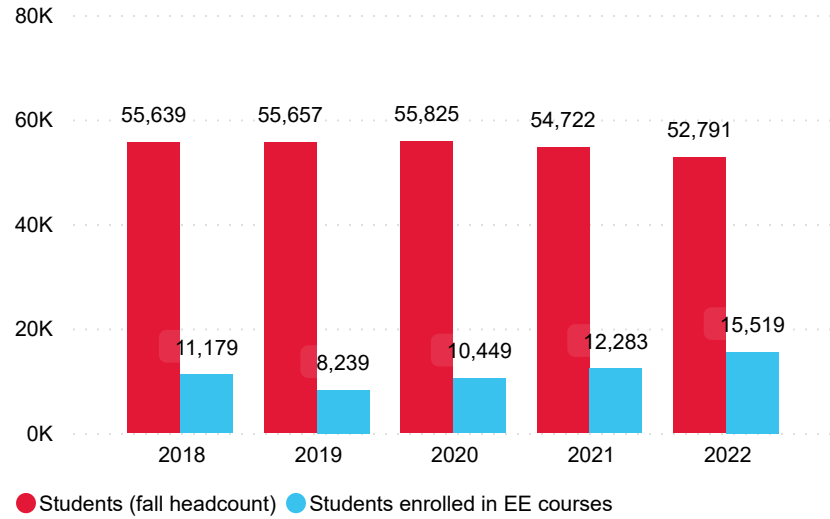
**Definition:**

Total course sections compared to EE course sections.

# 1. 21st Century Learning

## 1.1 Continuing to enhance the student learning experience / what and who we teach

### 1.1.4 Experiential Education (EE) enrolments



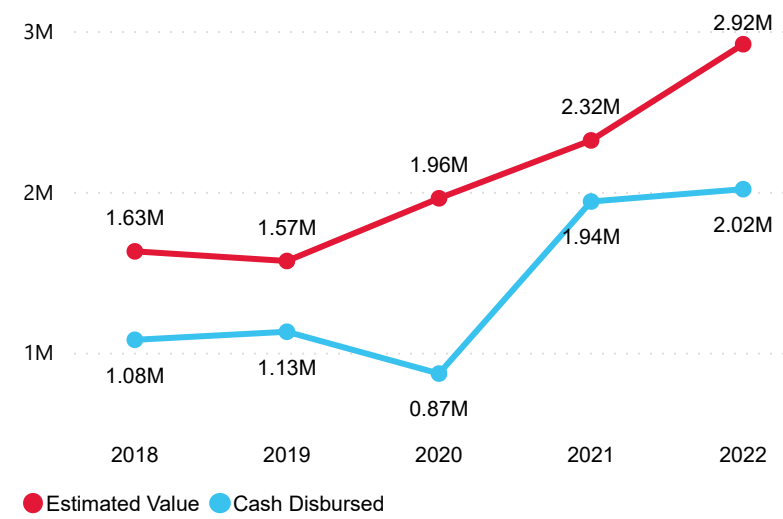
**Narrative:**  
York is seeing a substantial increase in EE course enrolments and offerings. Note: 2022 results are preliminary and exclude Summer 2023 enrolments.

In 2022, **29%** of students were enrolled in EE courses, an increase of **7%** since 2021.

**Status:** ▲

**Definition:**  
Total undergraduate and graduate students (unique students) enrolled in EE courses.

### 1.1.4 Mitacs - Graduate Student EE

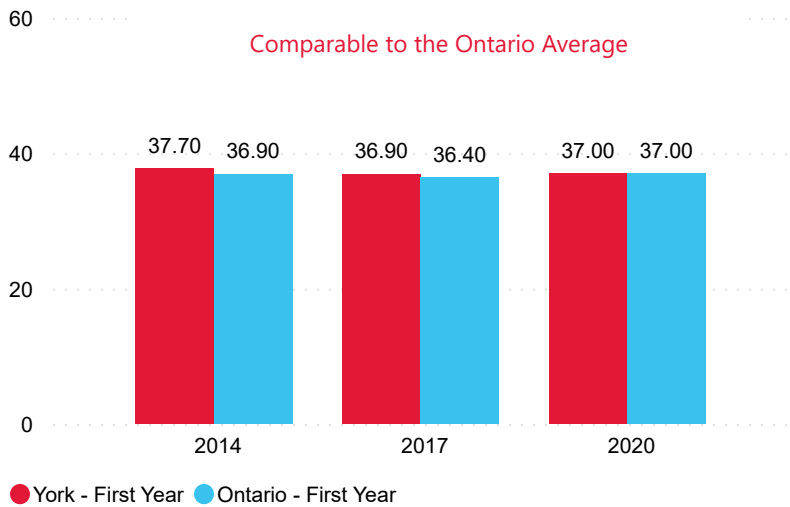


**Narrative:**  
York experienced a 6% increase in its level of activity with Mitacs, and ranks number 12 out of 19 universities in Ontario with 106 submissions.

**Status:** ▲

**Definition:**  
Estimated Value is based on the number of internship units submitted for approval. Cash Disbursed represents the actual dollars which flowed to York during the reporting period.

### 1.1.4 NSSE: Academic Challenge: Higher-Order Learning (First Year)



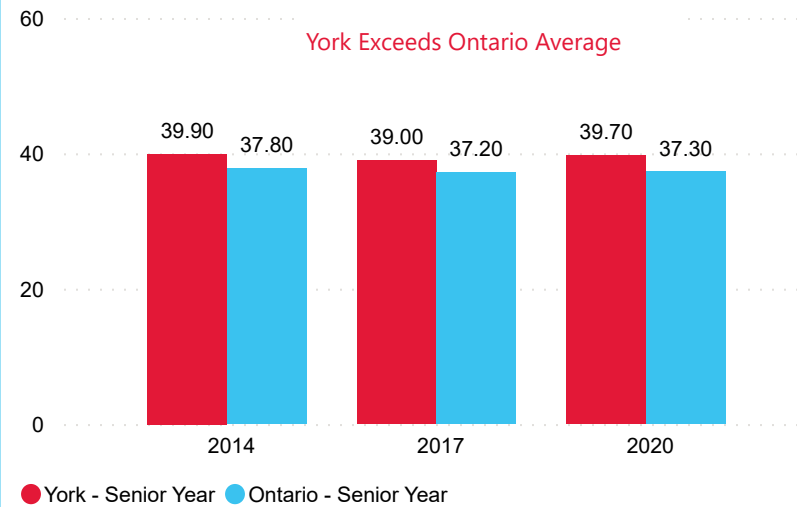
**Narrative:**  
York's Higher-Order Learning for first year students continues to improve.

**Status:** ▲

**Definition:**  
This engagement indicator captures the extent to which students' coursework emphasizes challenging cognitive tasks such as application, analysis, judgment, and synthesis.

Next update: August 2023

### 1.1.4 NSSE: Academic Challenge: Higher-Order Learning (Senior Year)



**Narrative:**  
York's Higher-Order Learning for senior year students exceeds the Ontario average.

**Status:** ▲

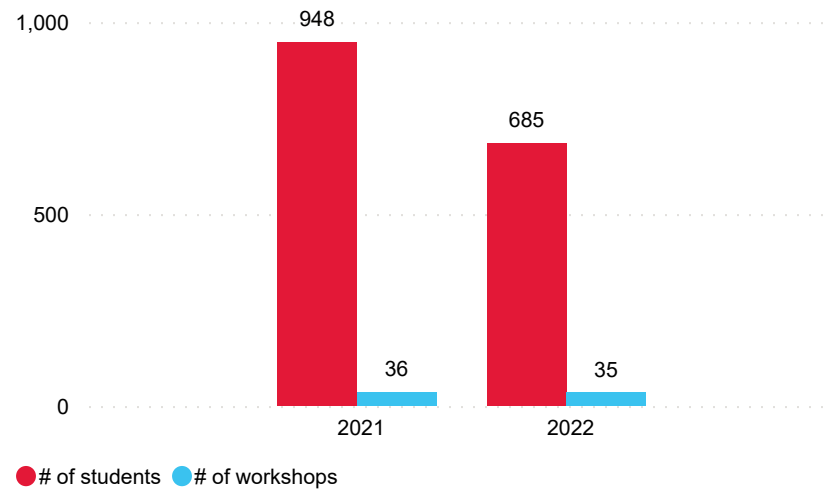
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This engagement indicator captures the extent to which students' coursework emphasizes challenging cognitive tasks such as application, analysis, judgment, and synthesis.

Next update: August 2023

# 1. 21st Century Learning

## 1.1 Continuing to enhance the student learning experience / what and who we teach

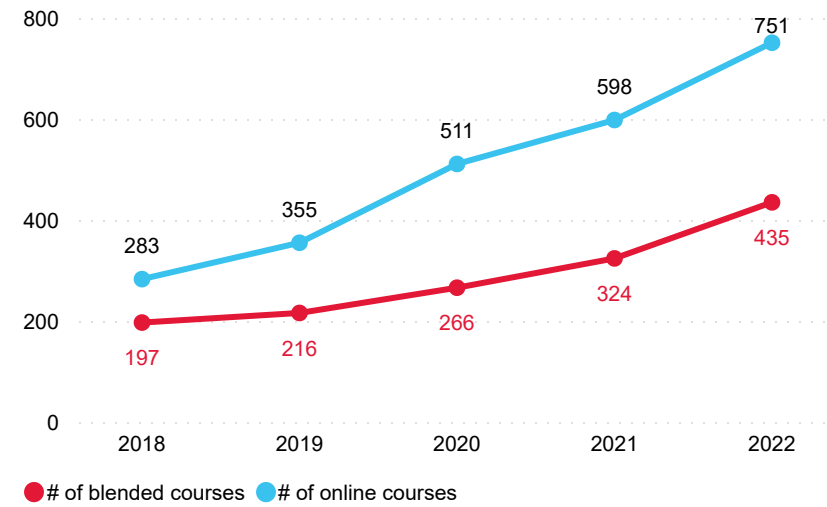
### 1.1.5 Number of Globally Networked Learning (GNL) courses



**Narrative:**  
In 2022, York International held 35 GNL workshops, engaging 685 students and partners in 9 countries. To date, 1600+ students have participated in GNL courses (614 York students, 1019 from partner institutions).

**Status:** ▼  
**Definition:**  
Globally Networked Learning (GNL) refers to a form of education or learning that takes place through global connections and collaborations facilitated by technology.

### 1.1.7 Blended and Online Courses

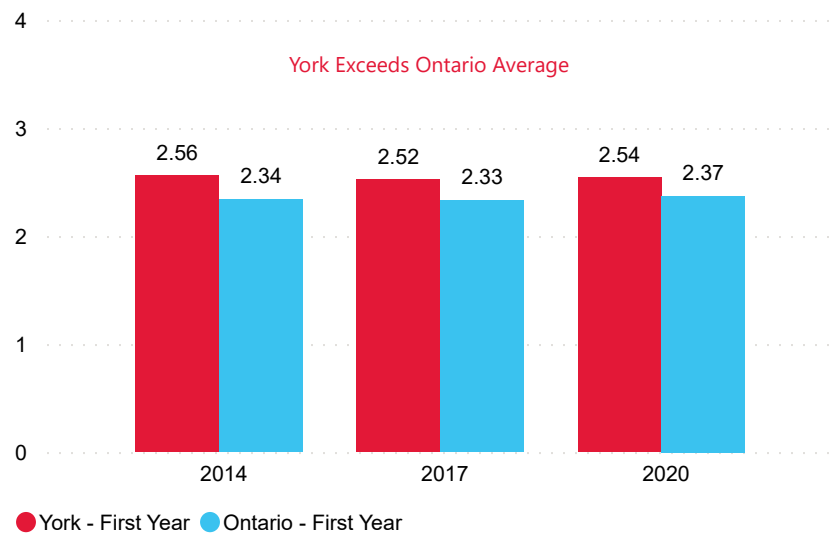


**Narrative:**  
Online and blended learning course offerings continue to increase.

26% increase in online since 2021  
34% increase in blended since 2021

**Status:** ▲  
**Definition:**  
Course sections coded as online or blended.

### 1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives (First Year)

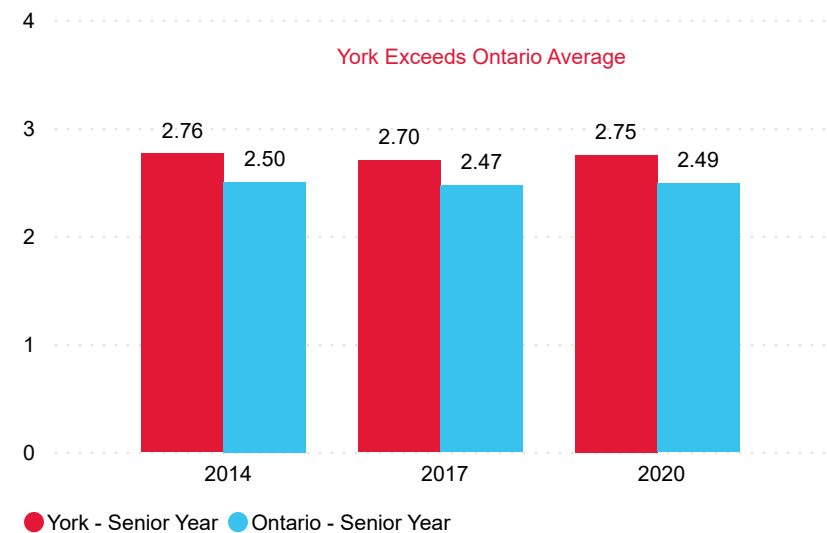


**Narrative:**  
This NSSE question assesses students' learning of diverse perspectives in course discussions and assignments using 4 questions.

**Status:** ▲  
**Definition:**  
Mean Score (out of 4) Question: During the current school year, about how often have you had discussions with people from the following groups: political, religious, racial/ethnic, gender etc.?

Next update: August 2023

### 1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning - Diverse Perspectives (Senior Year)



**Narrative:**  
This NSSE question assesses students' learning of diverse perspectives in course discussions and assignments using 4 questions.

**Status:** ▲  
**Definition:**  
Mean Score (out of 4) Question: During the current school year, about how often have you had discussions with people from the following groups: political, religious, racial/ethnic, gender etc.?

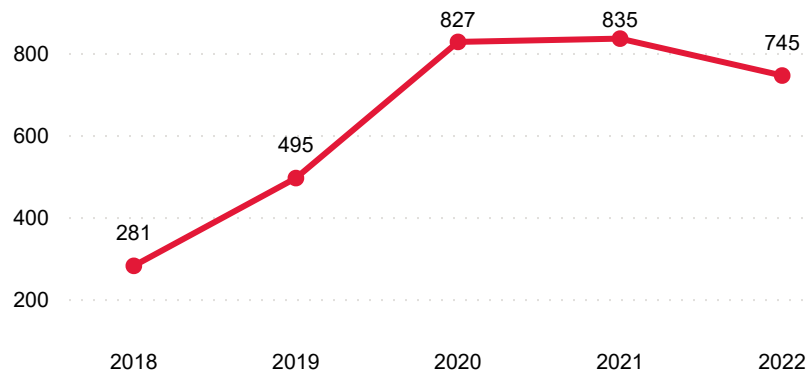
Next update: August 2023

# 1. 21st Century Learning

## 1.1 Continuing to enhance the student learning experience / what and who we teach

METRICS

### 1.1.7 Number of full-time tenure/tenure track faculty who attend professional development activities related to teaching and learning



● # of FT tenure/tenure track faculty

#### Narrative:

In addition to the 745 participants, 125 contract faculty members joined the activities offered by the Teaching Commons. Attendance among tenure/tenure track faculty members declined in comparison to the previous two years.

#### Status: ▼

#### Definition:

Inclusions: Teaching Commons webinars, workshops, courses, programs, Teaching in Focus (TIF), New Faculty Orientation (NFO).

### TEACHING COMMONS

*New faculty are required to attend ONE of the two scheduled sessions on "A Focus on Teaching, Learning and Student Success" in addition to the "Welcome to York Day".*

Metric 1.1.7

## 1.1 Continuing to enhance the student learning experience /what and who we teach

QUALITATIVE UPDATE



### 1.1.1 Continue to develop and approve strategic programs including those required for the Markham Campus

Keele Campus: A total of 7 new programs received approval including: 1 Undergraduate, 5 Master's, and 1 Doctoral. 9 Notices of Intent (NOIs) were approved, including 4 Master's, 3 Professional Master's, 2 Doctoral.



### 1.1.1 Professional Master's

Keel Campus: 5 Professional Master's programs received approval, and 6 Notices of Intent (NOIs) were approved.



### 1.1.2 Growth and innovation in non-degree/non-credit programs

The School of Continuing Studies course enrolments in non-credit programs exceeded 40,000, leading to an overall 42% increase in SCS enrolment from 2022 to 2023. 13 programs have passed the NOI stage.



### 1.1.6 Enhance EDI Curriculum

Teaching Commons offered a 4-part course titled Decolonizing the Academy. The course is the first of its kind to focus on decolonization from a teaching and learning perspective. Its aim is to enhance the capacities of course directors to decolonize their teaching.



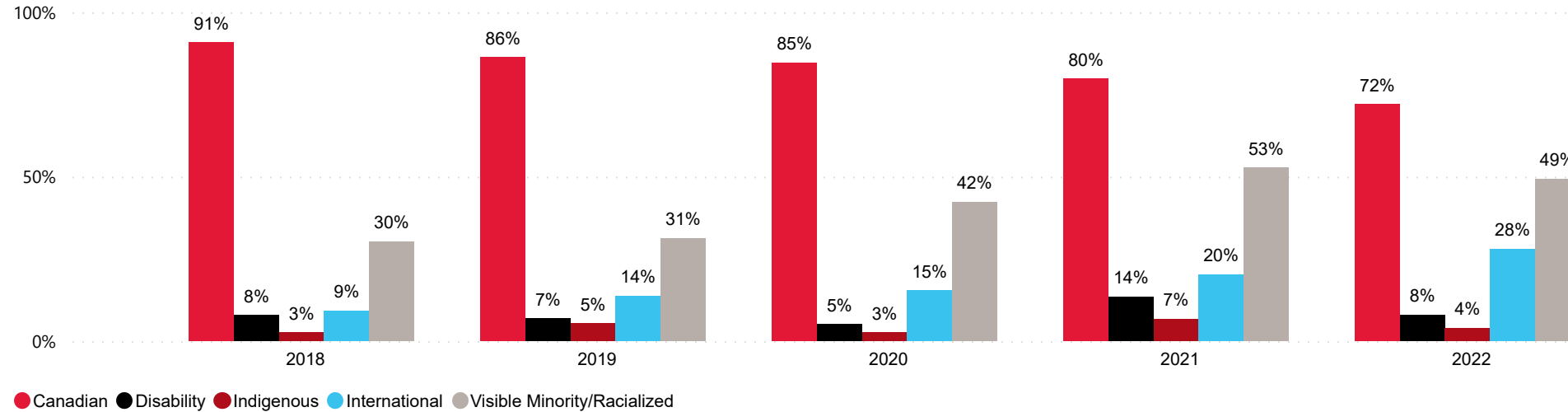
### 1.1.7 Capture lessons learned since March 2020 to develop longer-term online / TEL strategy

The APPRC-ASCP Task Force on the Future of Pedagogy is currently reassessing the UAP Priority regarding "21st Century Learning: Diversifying Whom, What, and How We Teach." This reassessment takes into account the lessons learned from the pandemic and ongoing pedagogical reform initiatives. By December 2023, the Task Force will make high-level recommendations on teaching and learning plans that will advance York's distinctive vision, core values, and academic goals.

## 2. Knowledge for the Future

### 2.1 Continue to strengthen research excellence

#### 2.1.1 Faculty Complement Hiring



**Narrative:**

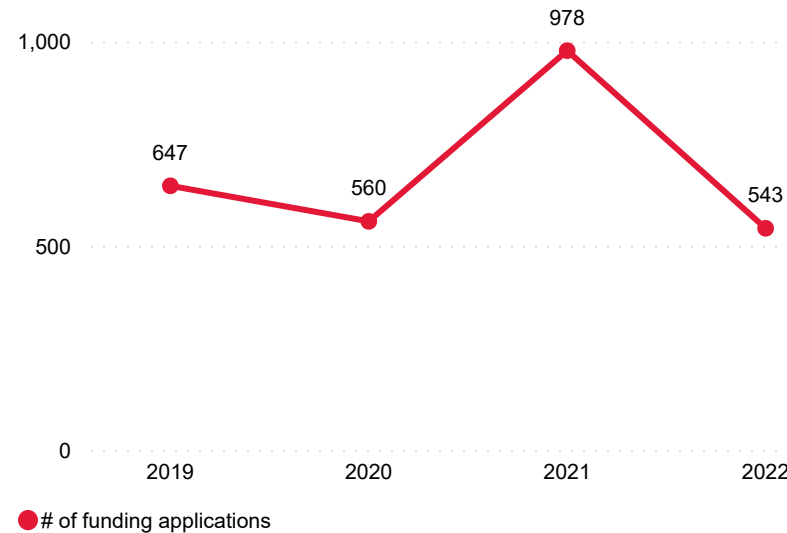
York made significant progress in increasing the diversification of its faculty members, demonstrating a strong commitment to cultivating an inclusive and representative academic community.

**Status:** ▲

**Definition:**

Faculty complement by equity status. Equity statistics are based on self-identification in the hiring process. Self identification may be in more than one category.

#### 2.1.1 Number of Funding Applications



**Narrative:**

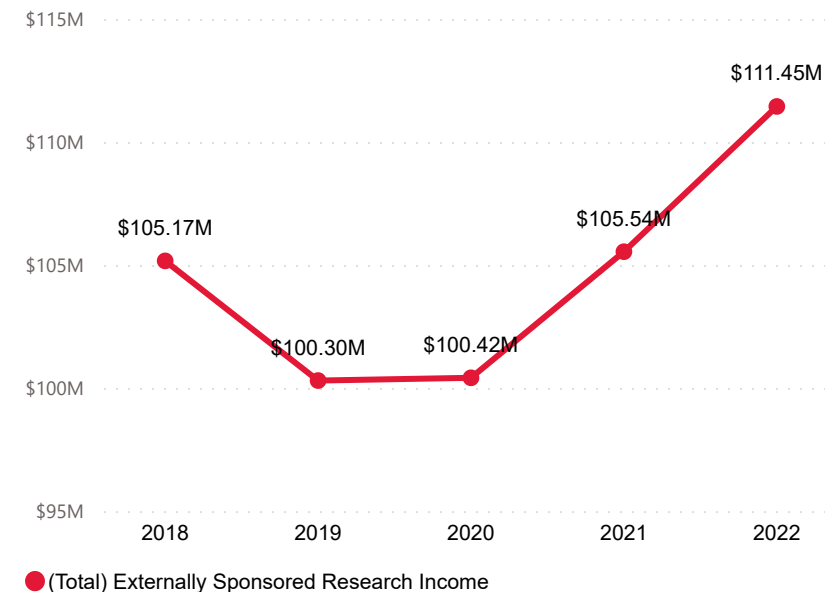
York's successful research grant applications decreased. However, the total amount of research funding has increased by 6%, indicating a higher value per application.

**Status:** ▼

**Definition:**

Number of successful research grant applications.

#### 2.1.2 (Total) Externally Sponsored Research Income



**Narrative:**

York saw a significant increase in total sponsored research income, with a notable 6% increase from the previous year. The results for 2022 set a new record for the University.

**Status:** ▲

**Definition:**

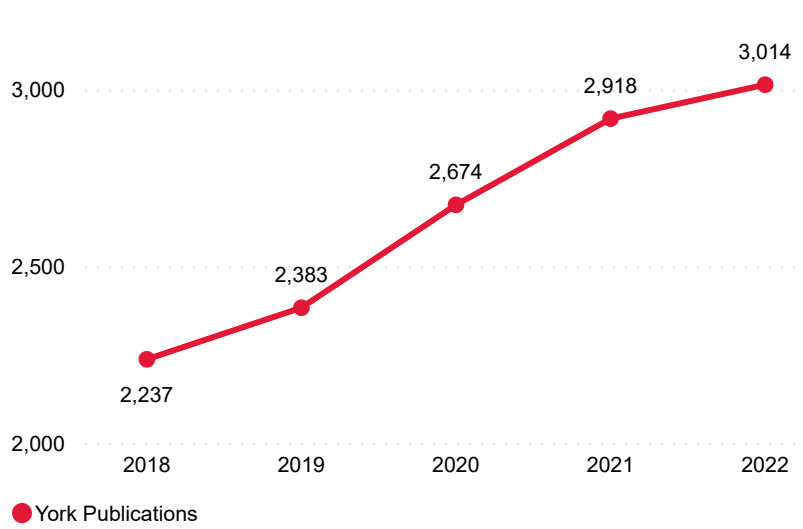
Sponsored research income includes all funds to support research received in the form of a grant, contribution or contract from all sources external to the institution. Source: Office of the VPRI.

## 2. Knowledge for the Future

### 2.1 Continue to strengthen research excellence

METRICS

#### 2.1.2 York Publications



**Narrative:**

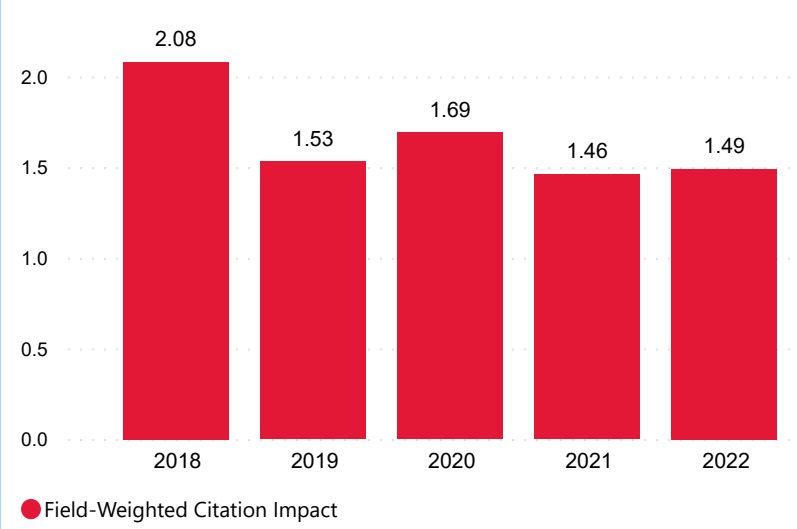
The number of publications has steadily grown over the past five years.

**Status:** ▲

**Definition:**

Total number of publications in the calendar year. Includes all publications types-articles, conference papers, reviews, books and book chapters. Source: SciVal

#### 2.1.2 Field-Weighted Citation Impact



**Narrative:**

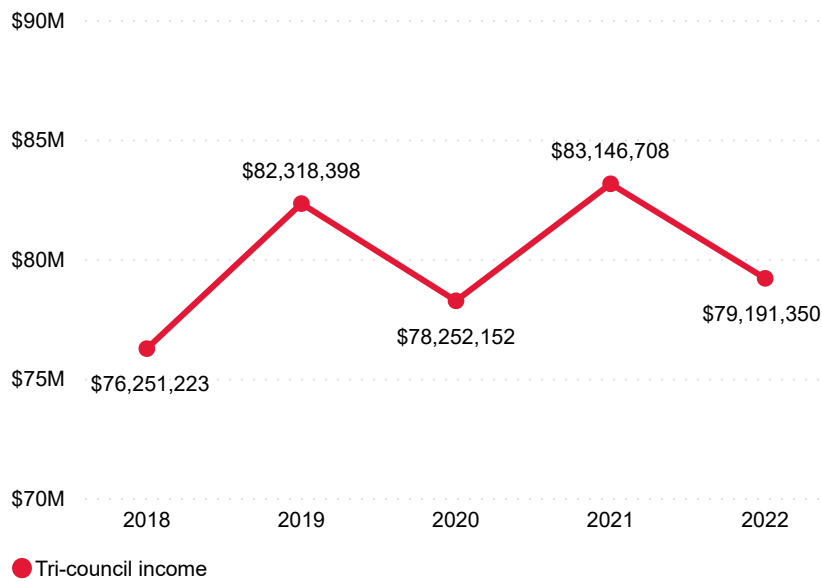
York's field-weighted citation is above the global average of 1.00 for similar publications. More than 1.00 indicates that a university's publications have been cited more than would be expected based on the global average for similar publications.

**Status:** ▲

**Definition:**

York's publication citations received compared to the average number of citations received by all other similar publications in the world.

#### 2.1.2 Tri-council income (All external grant and contract income)



**Narrative:**

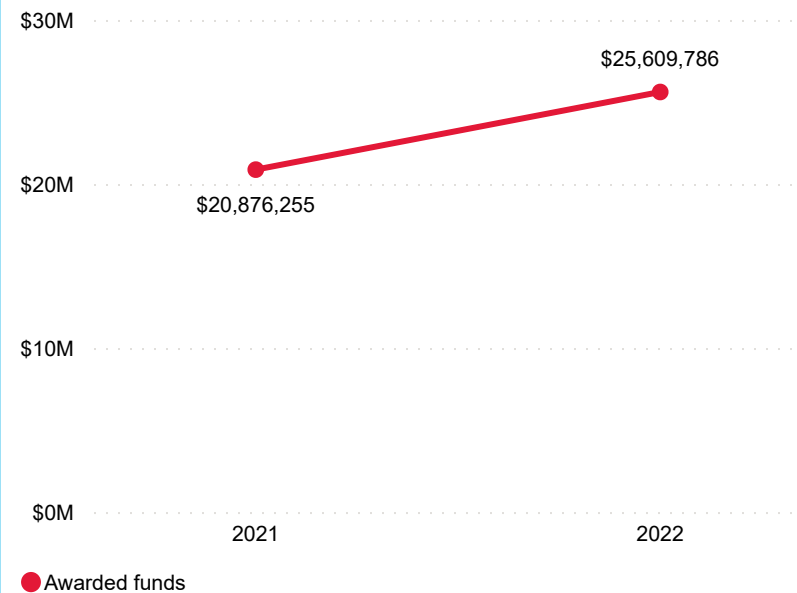
Funding varies from year-to-year depending on both the grant length, the volume of applications, and active faculty complement. Tri-council income decreased by 5%.

**Status:** ▼

**Definition:**

All external research grant and contract income. Source: Council of Ontario Finance Officers (COFO).

#### 2.1.3 Number of Large-Scale Applications and Dollars Awarded



**Narrative:**

York saw a 23% increase in research funding for large-scale projects, and was awarded 47 projects (an increase of 7 since 2021).

**Status:** ▲

**Definition:**

This metric includes applications and awards from SSHRC PG, NSERC CREATE, NSERC Alliance, NSERC Mission, NFRF, CFI IF, CRC, ORF RE, and ORF LIF.

## 2. Knowledge for the Future

### 2.1 Continue to strengthen research excellence

QUALITATIVE UPDATE



#### 2.1.2 Continue to build on largest success in CFI Innovation Fund

Four researchers received funding from the Canada Foundation of Innovation (CFI), totaling \$677,990. The funding will advance understanding in areas related to sustainable materials, honeybee behaviour, and health approaches to mitigate disease.



#### 2.1.3 Advance strategy for identifying opportunities, mobilizing faculty and applying for /securing large scale research applications

York University, in partnership with Queen's University, was awarded a monumental grant of nearly \$105.7 million from the Canada First Research Excellence Fund (CFREF). The funding is the largest single federal grant ever awarded to York and is in support of Connected Minds: Neural and Machine Systems for a Healthy, Just Society.



#### 2.1.4 Advance the research plan for the Vaughan Healthcare Precinct Strategy Implement MOU with Mackenzie Healthcare, Southlake and Oak Valley

Memorandum of Understanding (MOU) completed with Oak Valley Hospital. Finalizing MOUs with Southlake, Royal Victoria Regional Health Centre (RVRHC), Richmond Hill, Waypoint, Orillia Soldiers Hospital, and the United Way.



#### 2.1.4 Identify and advance areas of opportunities for leadership as identified in SRP including DEM ORU, CIFAL York activities in 2021-2022

The Collaborative Interdisciplinary Research Challenge (CIRC) has awarded two grants to advance research in different fields. The first grant, spanning three years, has been given to researchers dedicated to exploring the intersection of AI and Society. This initiative is facilitated by the Organized Research Unit (ORU) within the Centre for Artificial Intelligence and Society. The second grant, also spanning three years, supports researchers in the field of Disaster and Emergency Management (DEM). This grant is administered by the York Emergency Mitigation, Engagement, Response, and Governance Institute (Y-EMERGE). Both grants aim to promote collaborative and interdisciplinary research.



#### 2.1.4 Markham Research Plan - The Future of Research Excellence

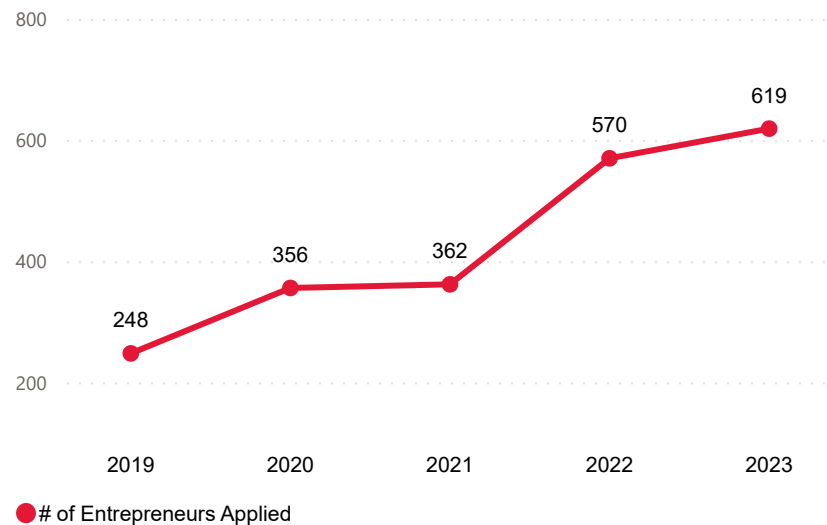
York University's Markham Campus: The Future of Research Excellence has been developed. It has been designed to foster innovation and collaboration through the establishment of dynamic research clusters that highlight York's expertise in social sciences and humanities, arts and design, and natural sciences and engineering. These clusters encompass the areas of AI and Society, FinTech and Digital Cultures, and public policy research.

## 2. Knowledge for the Future

### 2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

METRICS

#### 2.2.1 Number of Entrepreneurs Applied



#### Narrative:

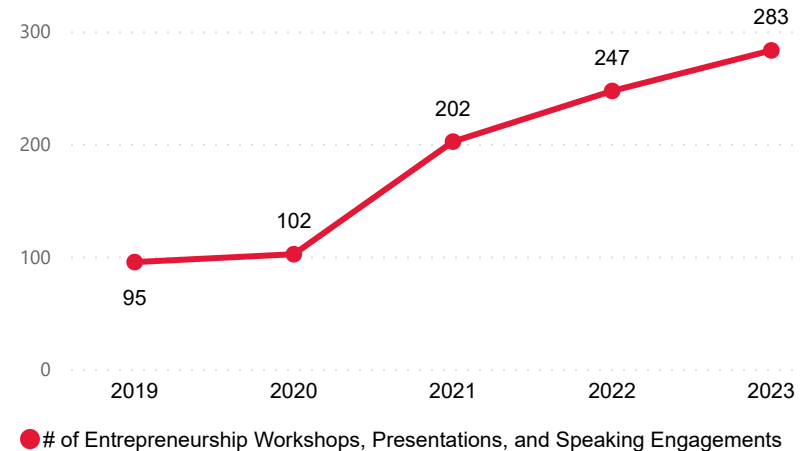
The number of entrepreneurs applying to York programming has seen a 9% increase compared to the previous year.

Status: ▲

#### Definition:

The number of unique founders supported through entrepreneurship programming. A founder may only be recorded once annually. This metric does not include all employees of the start-up venture.

#### 2.2.1 Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements delivered by Innovation York



#### Narrative:

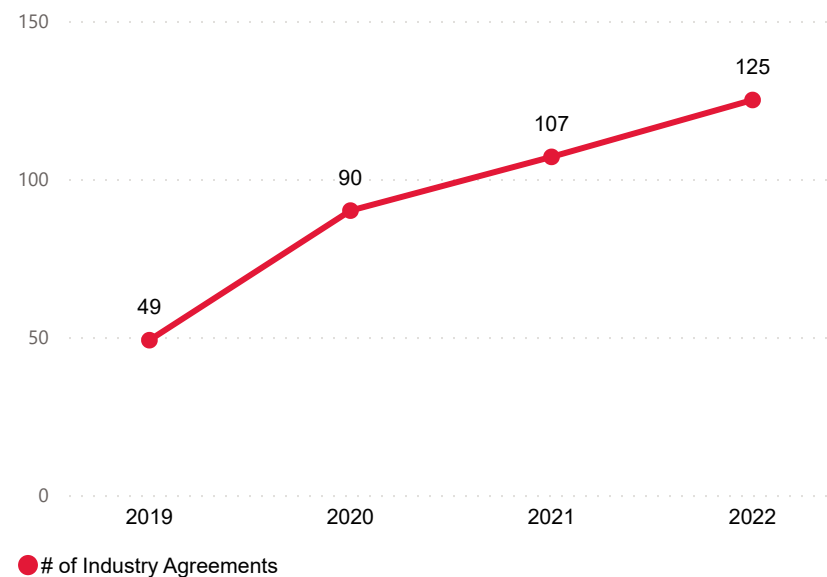
Engagement in entrepreneurial activities including workshops, presentations, and speaking engagements increased by 15% from the previous year.

Status: ▲

#### Definition:

Number of workshops, presentations, and speaking engagements delivered by the Innovation York entrepreneurship unit. Workshops, events, and speaking engagements are counted in the reporting period in which they occurred.

#### 2.2.1 Number of Industry Agreements



#### Narrative:

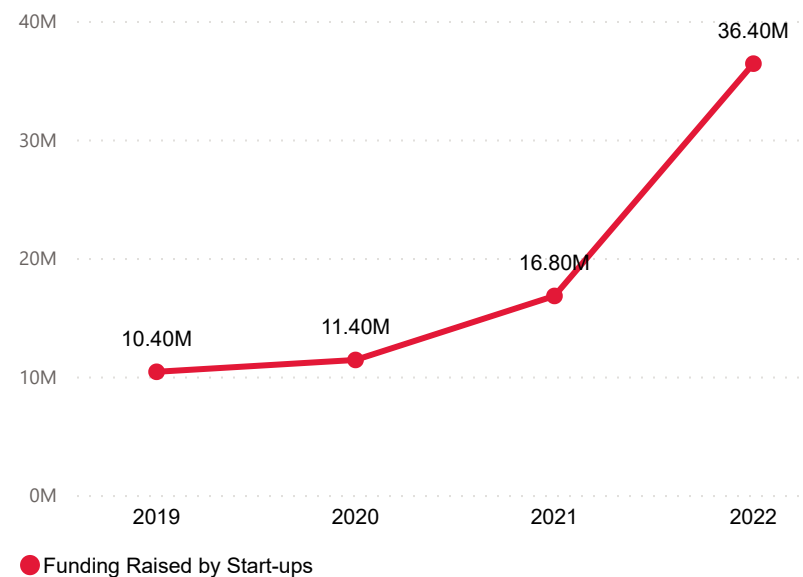
York experienced a 17% increase in the number of industry agreements since 2021.

Status: ▲

#### Definition:

Agreements relating to incoming or outgoing funds for research, including but not limited to sponsored research agreements, collaboration agreements, service agreements, and subgrants.

#### 2.2.1 Funding Raised by Start-ups



#### Narrative:

York experienced a substantial increase in funding, with a growth rate of 117% compared to the previous year. 2022 results include ELLA, BEA, Food and Technology programs plus two physical hubs in Markham and Georgina.

Status: ▲

#### Definition:

The amount of funding received by start-up ventures which includes but is not limited to grants, loans, and investment in the reporting period.

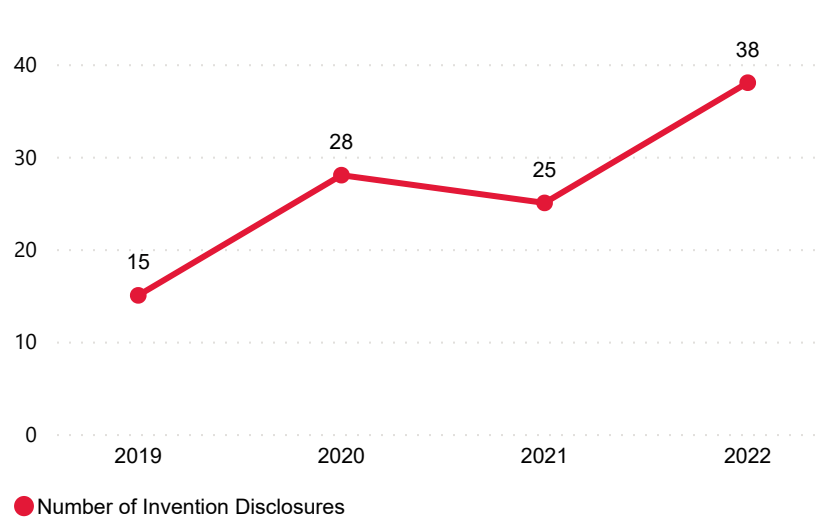


## 2. Knowledge for the Future

### 2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

METRICS

#### 2.2.1 Number of Invention Disclosures



#### Narrative:

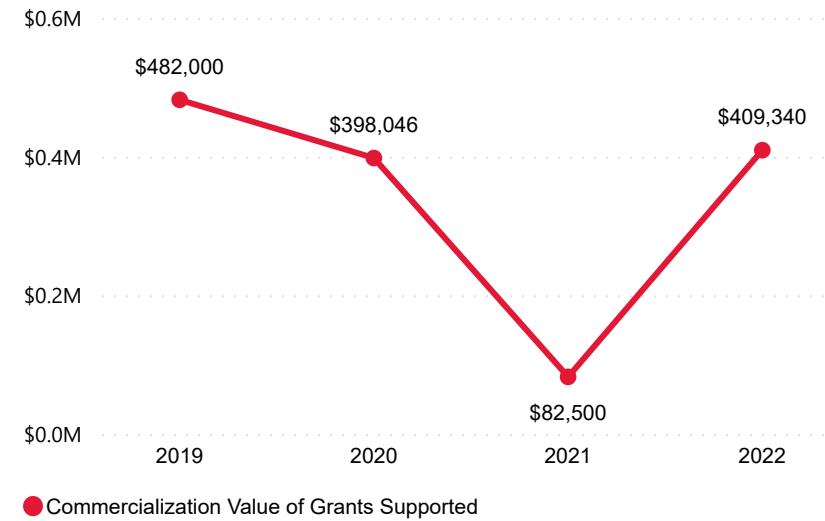
The number of disclosure grants increased by 52% between 2021 and 2022.

Status: ▲

#### Definition:

Number of invention disclosures formally submitted to the Innovation York commercialization unit. An invention disclosure is counted in the reporting period in which it is formally submitted.

#### 2.2.1 Commercialization Value of Grants Supported



#### Narrative:

The value of commercialization grants supported experienced a significant increase of nearly 400% between 2021 and 2022.

Status: ▲

#### Definition:

The amount of money applied for in the grants supported metric.

### 2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

QUALITATIVE UPDATE



#### 2.2.1 Expand YSpace Innovation Ecosystem with the launch of YSpace Digital and YSpace Georgina, and planning for YSpace Vaughan

York opened a new YSpace location in partnership with the Towns of Georgina and East Gwillimbury.



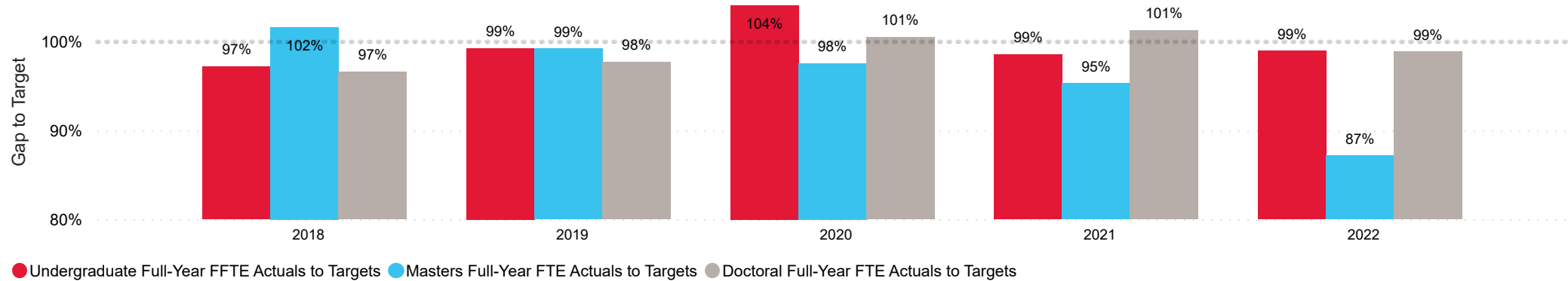
#### 2.2.1 Roll-out of Entrepreneurship Strategy

York launched a new initiative called the E-WIL (Entrepreneurship Women in Leadership) to support women's entrepreneurship. ELLA, run by Innovation Hub, YSpace, received \$3 million from a federal government program called Women Entrepreneurship Strategy (WES) to expand support for woman entrepreneurs across the country. The donation will enable ELLA to expand its services across Canada.

### 3. From Access to Success

#### 3.1 Continue to enhance coordinated and seamless SEM

##### 3.1.1 Full-Year FTE/FFTE Actual and Enrolment Contract Targets - Gap to Target (Undergraduate, Masters, and Doctoral)



● Undergraduate Full-Year FFTE Actuals to Targets ● Masters Full-Year FTE Actuals to Targets ● Doctoral Full-Year FTE Actuals to Targets

**Notes:**

- Master's and Doctoral totals include eligible and ineligible-visa, "ineligible other" are excluded.
- Ineligible other: Includes enrolments that do not receive Ontario government operating grant funding. For graduate students, this may include enrolments of exchange-on-site students, students past their Graduate Funding Unit (GFU) limit, and Ontario Visiting Graduate (OVG) students.

**Narrative:**

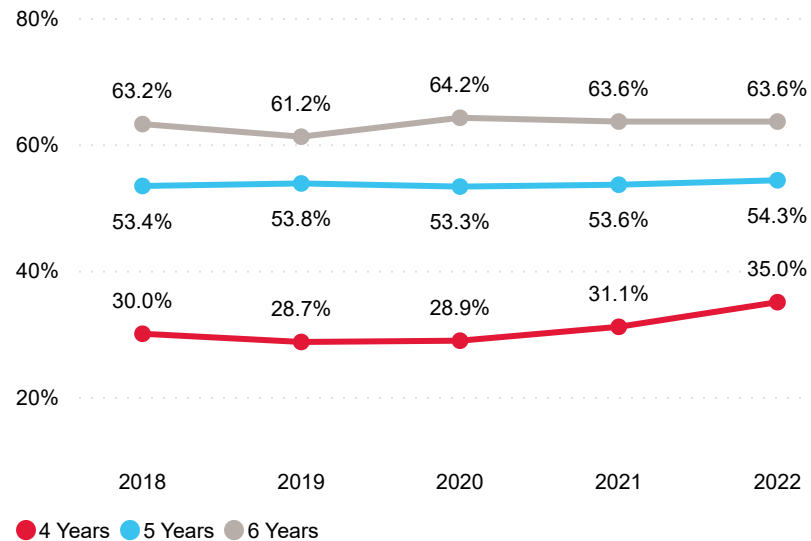
In 2022, the University experienced a shortfall of 13% in its Master's student enrolment targets, while the targets for Undergraduate and Doctoral programs were missed by a slight margin of 1%.

**Status:** ▼

**Definition:**

Undergraduate Full-Year FFTE  
Masters Full-Year FFTE  
Doctoral Full-Year FFTE (FFTE=Fiscal Full-Time Equivalent)

##### 3.1.1 Graduation Rate



**Narrative:**

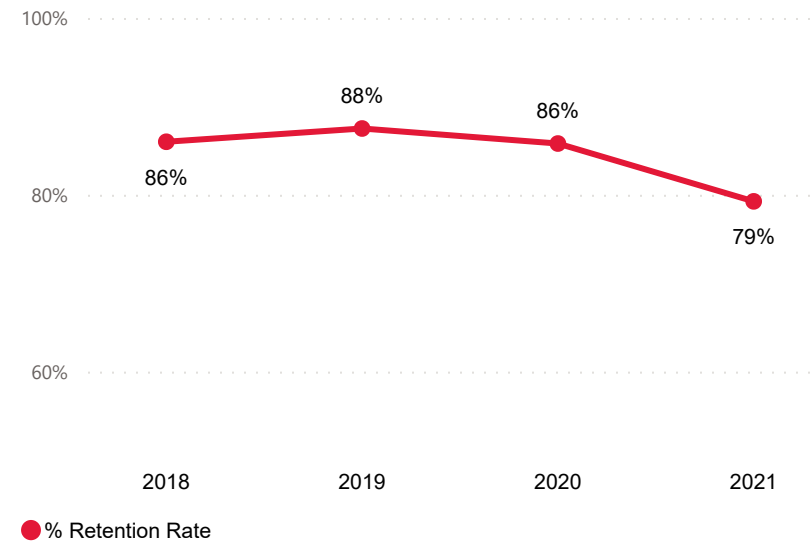
Year 4 graduation rates significantly improved, showing a 3.9% increase compared to the previous year. York's 5 and 6 year graduation rates remain consistent since 2018.

**Status:** ▲

**Definition:**

Graduation rate is the cumulative percentage of first-time, full-time undergraduate students in a given fall term who graduated within a designated period of time.

##### 3.1.1 Year 1 to Year 2 Retention Rate



**Narrative:**

This past year, York experienced a 7% drop in overall retention.

**Status:** ▼

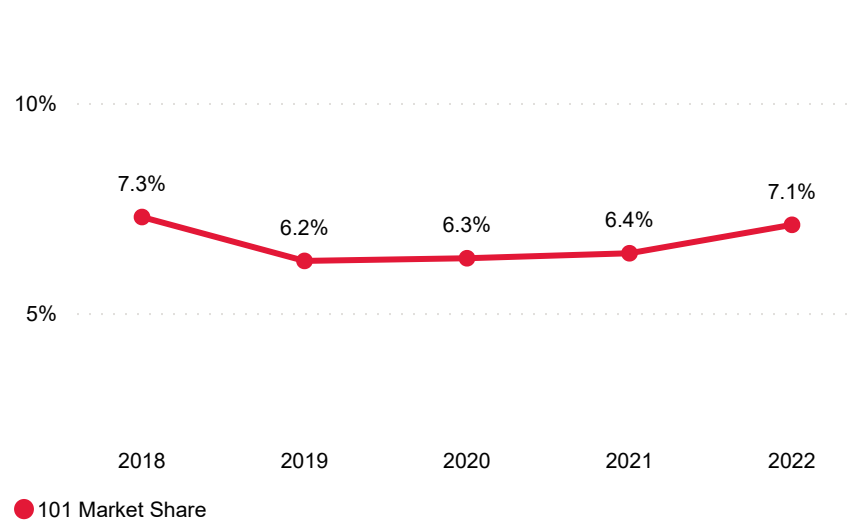
**Definition:**

Percentage of first-time, full-time undergraduate university students who commenced their study in a given Fall term and returned in the next Fall term. Source: Consortium for Student Retention Data Exchange (CSRDE).

### 3. From Access to Success

#### 3.1 Continue to enhance coordinated and seamless SEM

##### 3.1.1 101 Application Market Share



**Narrative:**

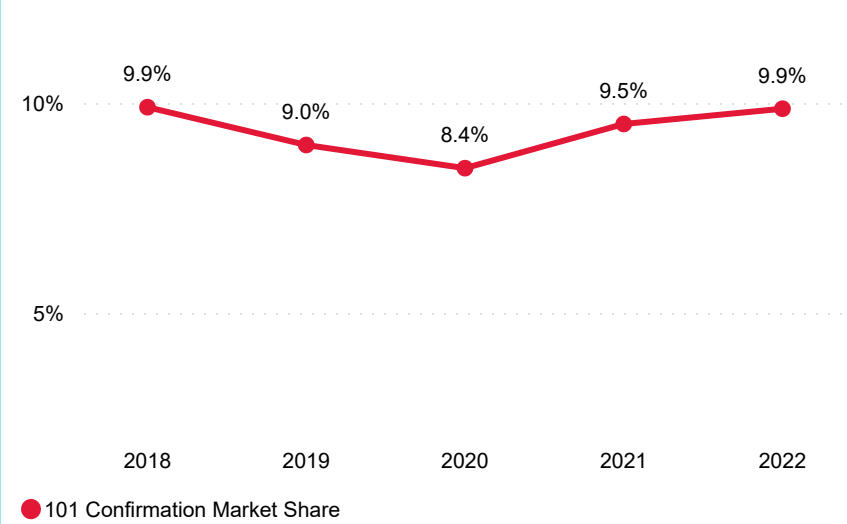
101 market share applications remain consistent. York experienced a 0.7% increase in 2022.

**Status:** ▲

**Definition:**

First Choice Applications: Direct entry from an Ontario high school.

##### 3.1.1 101 Confirmation Market Share



**Narrative:**

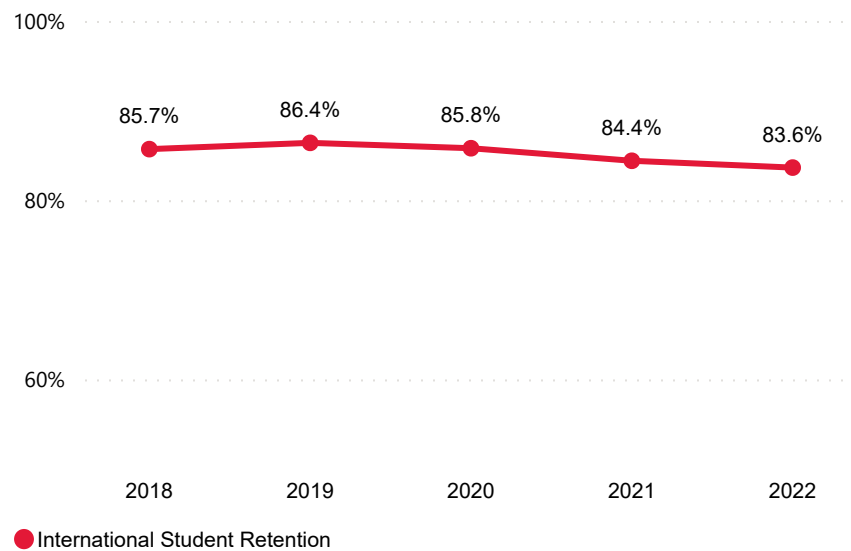
101 market share confirmations remain steady over time, with a 0.4% increase from the previous year.

**Status:** ▲

**Definition:**

101 Confirmations. Direct entry from an Ontario high school. Total first choice, second choice, third choice, and greater than third choice confirmation market share.

##### 3.1.2 International Student Retention



**Narrative:**

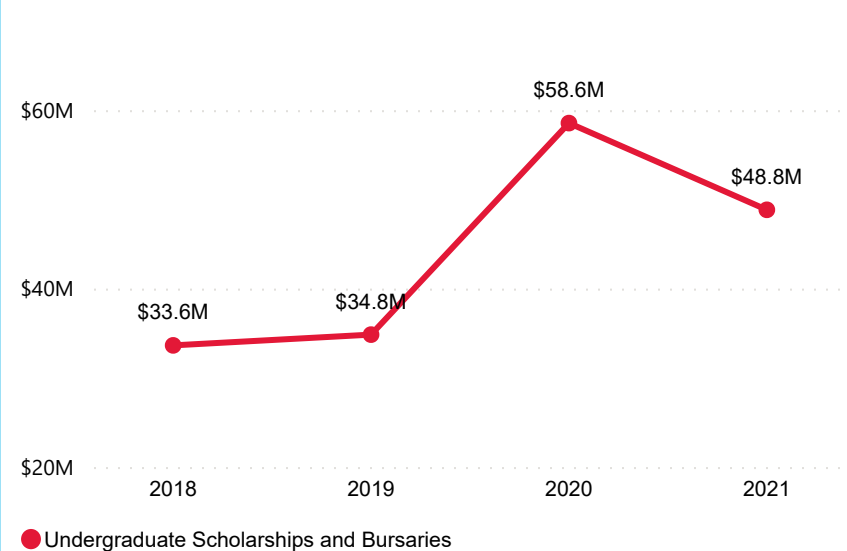
International student retention rates decreased 0.8% compared to the previous year.

**Status:** ▼

**Definition:**

The retention rate is defined as the percentage of international students in a given fall term who returned to the institution in the next fall term. Source: Office of Institutional Planning and Analysis (OIPA) and Ontario Postsecondary Student Information System (OPSIS)

##### 3.1.2 Undergraduate Scholarships and Bursaries



**Narrative:**

York distributed a total of \$48.8M in funding to students in the form of student awards and bursaries. Of the \$48.8M, 76% was York funded, 20% was from private donations, and 4% was government funded.

**Status:** ▼

**Definition:**

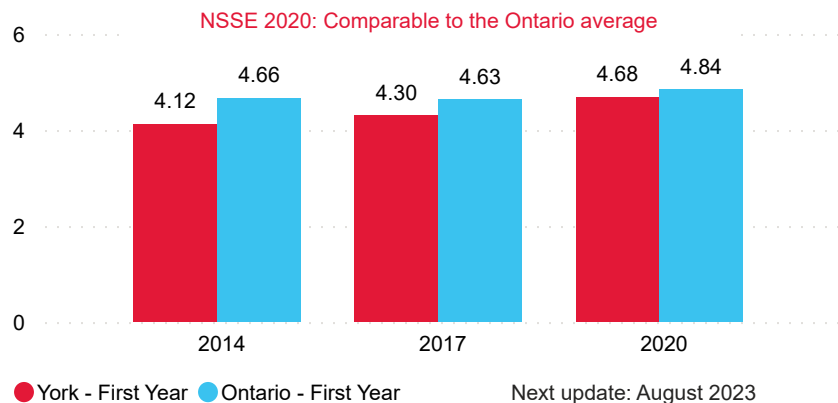
Undergraduate Scholarships and Bursaries.

### 3. From Access to Success

#### 3.1 Continue to enhance coordinated and seamless SEM

METRICS

##### 3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors (First Year)



##### Narrative:

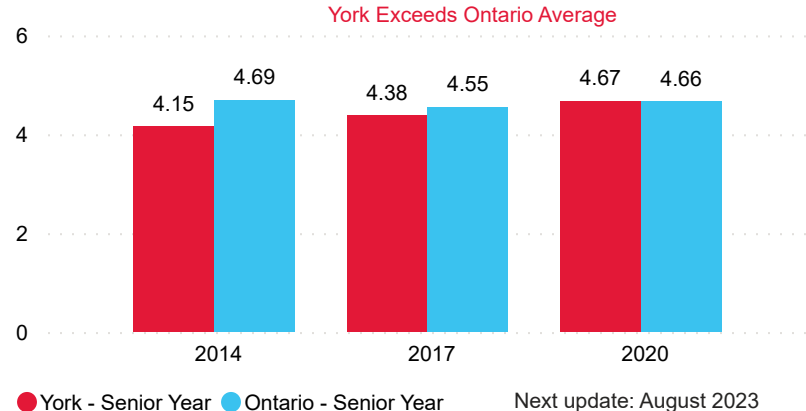
York's first year students' average is comparable to the Ontario average. Results demonstrate that York's broader initiatives, aimed at improving academic advising services are making a meaningful difference.

Status: ▲

##### Definition:

Mean Score (out of 7) Question: Quality of interactions with academic advisors.

##### 3.1.4 NSSE: Campus Environment: Quality of Interactions - Academic Advisors (Senior Year)



##### Narrative:

York's senior year students' average has exceeded the Ontario average. Results demonstrate that York's broader initiatives, aimed at improving academic advising services, are making a meaningful difference.

Status: ▲

##### Definition:

Mean Score (out of 7) Question: Quality of interactions with academic advisors.

#### 3.1 Continue to enhance coordinated and seamless SEM

QUALITATIVE UPDATE

##### 3.1.2 Complete the recruitment strategy to diversify students by country (part of Internationalization and Global Engagement Plan)



The Strategic Enrolment Management (SEM) review is complete. The new SEM Framework prioritizes student enrolment activities, designates responsibilities, and supports collaboration between faculties and administrative functional units. The Action Plan seeks to diversify the student body, reducing the proportion of students from China and India.

##### 3.1.4 Advance Mental Health Strategy



York University's Mental Health Strategy, which was released in 2015, is being re-imagined with the broader focus and more holistic approach of a new well-being strategy. Part of this evolved strategy is to understand the current needs and priorities of the York community and apply a pan-University approach to address well-being across our campuses.

##### 3.1.4 Enhance remote and one-stop services supported by new technologies



Beginning in the Fall 2022 term, faculty members were able to code their courses with "HYFX" to indicate hyflex mode, meaning that students can take a course either in person or remotely – or both, depending on the demands of their schedules.

##### 3.1.3 Increase in recruitment efforts and student supports to strengthen representation of Indigenous and Black students



Black Excellence at York University (BE YU) continues to provide Black students with the supports they need to transition to university and maximize their student experience on the path to graduation. The Centre for Indigenous Student Services (CISS) provides various opportunities for Indigenous students, including the Indigenous Sharing Circle, the Elder-on-Campus Program, and Cultural Workshops, fostering community, connection, and the preservation of Indigenous culture.

##### 3.1.4 Anti-oppressive training / unconscious bias training for staff / EDI training for students / implementation of recommendations from Open and Inclusive Dialogue Report / Athletics Review and Implementation of Recommendations



Inclusion Week 2023: The Centre for Human Rights, Equity & Inclusion (REI), in collaboration with its partners conducted a series of in-person, online, and hybrid events. Over 750 staff, students and faculty from the York community participated in these events.

##### 3.1.6 Implement a new advising model



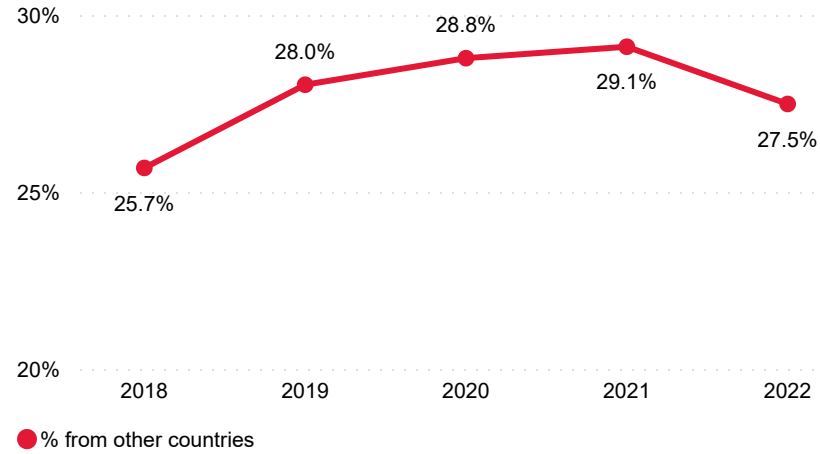
Complete.

## 4. Advancing Global Engagement

### 4.1 Continue to advance York's global engagement and internationalization plan

METRICS

#### 4.1.2 Diversification of Student Body



#### Narrative:

Over the past five years, York has witnessed an expansion in the diversification of its student body, but experienced a slight decline in the past year.

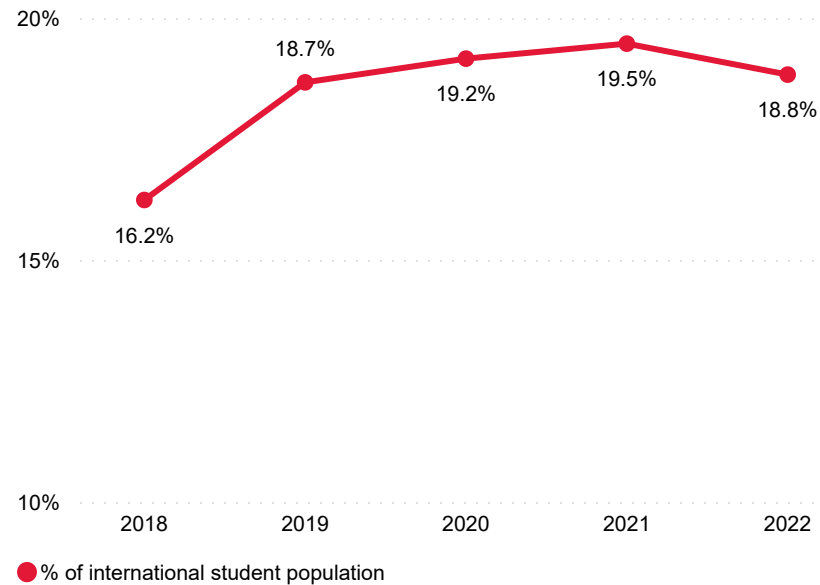
Status: ▼

#### Definition:

Students who are citizens of other countries and/or non-Canadians. This includes domestic and visa students.

Note: Priority regions for this year include Africa, India, Costa Rica, Israel & Palestine.

#### 4.1.2 Percentage (%) of international student population



#### Narrative:

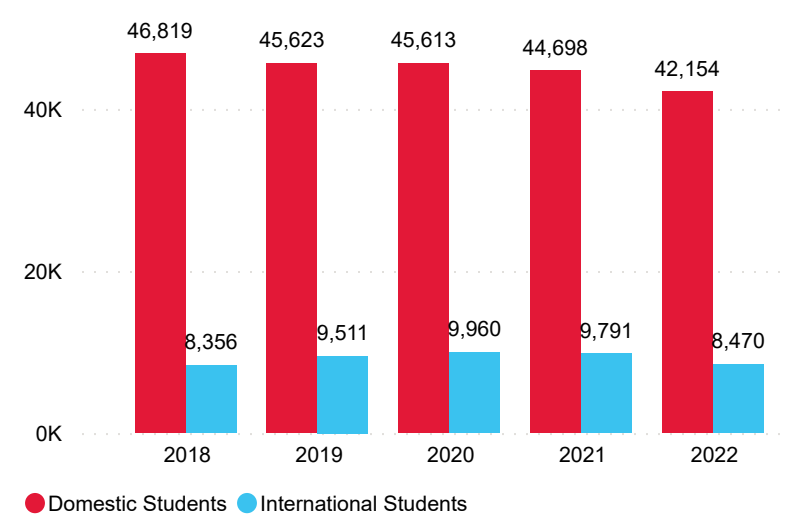
The International Student Recruitment Recovery Plan (2021-2024) is underway. York is focused on increasing conversion rates; recovering recruitment levels in leading markets; diversifying enrolment from growth and emerging markets (countries and programs), and providing additional supports in-country to applicants in priority markets.

Status: ▼

#### Definition:

Undergraduate + graduate headcount as of November 1, 2022. Excludes Canadian and permanent residents.

#### 4.1.2 UG and G (domestic & international) Headcount



#### Narrative:

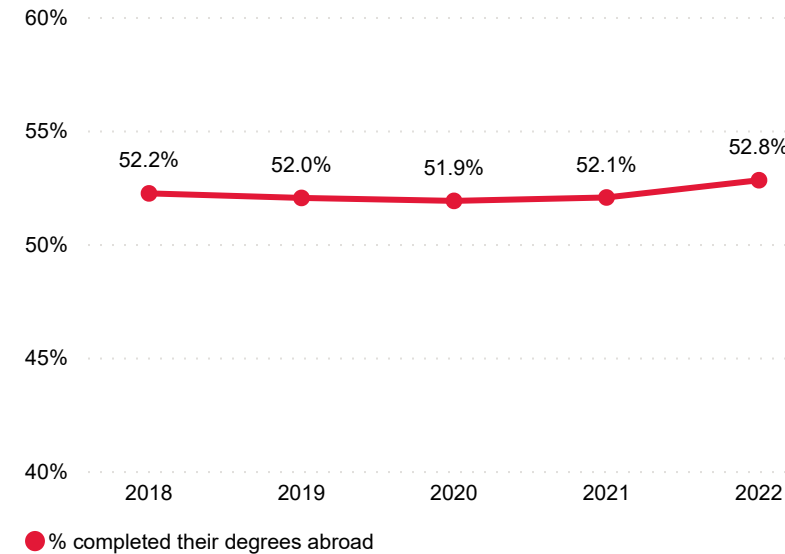
Domestic and international student enrolments have dropped.

Status: ▼

#### Definition:

Undergraduate + graduate: % of international student population as of Nov 1.

#### 4.1.5 Percentage (%) of faculty who have completed their degrees abroad



#### Narrative:

Over half of the faculty members at York have completed their academic degrees at international institutions. This showcases the University's commitment to fostering a globally diverse and inclusive academic community.

Status: ▲

#### Definition:

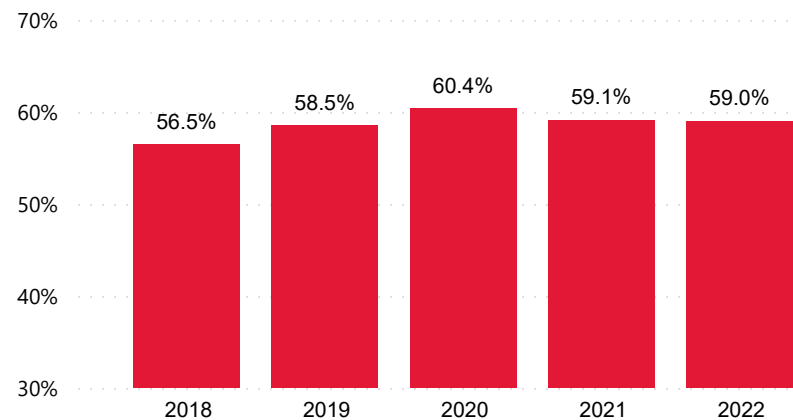
Full-time faculty members. Excludes postdoctoral.

## 4. Advancing Global Engagement

### 4.1 Continue to advance York's global engagement and internationalization plan

METRICS

#### 4.1.5 Percentage (%) of York's collaborative publications that include an international co-author



● % of York's collaborative publications

#### Narrative:

International scholarly output is steady.

#### Status: —

#### Definition:

Benchmarking Module - Collaboration Metric.

Source: SciVal

## RESEARCH

*The Strategic Research Plan 2023-2028 offers a comprehensive and clear vision for York to grow its global impact and excel in its high standing as a research-intensive university. York boasts enormous strengths that stem from the University's interdisciplinary research focus and dedication to equity. York stands ready to further its expertise and leadership in such fields as artificial intelligence, Indigenous studies, global health, and sustainability.*

Metric 4.1.5

### 4.1 Continue to advance York's global engagement and internationalization plan

QUALITATIVE UPDATE



#### 4.1.1 New GE/Internationalization Strategy

York launched the Engaging the World: York University's Internationalization and Global Engagement Strategy, 2022-2027. Four strategic priorities will guide the work of the University: expanding inclusive global and intercultural learning; enhancing the experience of international students; engaging in global research and innovation; and elevating global stewardship, partnerships, profile, and impact.



#### 4.1.4 Plan for outward mobility advanced successful application for Federal Outbound Mobility Program increases starting post-pandemic

Exchange & Global Internships: In 2023, there were 251 outgoing students. Additionally, 75 students attended partner summer school information sessions earlier in the year, and there was a 20% increase in engagement from first-year students seeking information or applying to global learning programs.



#### 4.1.2 Increase in internationalization in curriculum including GNL courses, enrolment numbers

See metric 1.1.5



#### 4.1.3 5-year Las Nubes Plan

Complete. To date, York University has protected 427.7 acres of land in the Alexander Skutch Biological Corridor.



#### 4.1.6 Continue to advance strategic international collaboration with north-south consortia

President Lenton participated in a keynote fireside chat on the importance of virtual internationalization, at the ninth International Conference on Educational Innovation (CIIE) in Mexico. (see 4.1.2 and 4.1.3).

## 5. Working in Partnership

### 5.1 Strengthen York's sense of community engagement

QUALITATIVE UPDATE



#### 5.1.1 Collegial development of new Campus Vision and Strategy Initiative

The York University Development Corporation (YUDC) CEO search was successfully completed.



#### 5.1.1 Enhance consultations including Town Halls, Budget Consultations, develop post-pandemic cadence

In Fall 2022, a President's Town Hall event was held, and received a 98% satisfaction rating from participants. In Winter 2023, Community Conversations were held at both Keele and Glendon campuses, with satisfaction ratings of 75% and 80% respectively.



#### 5.1.2 Launch University Academic Leadership Forum for Academic Leaders meetings being regularly held on key initiatives aiming towards improved Employee Engagement (EE) over the UAP

Complete. This year, York's primary emphasis was on enhancing faculty development through various sessions, including Promotion to Full Professor and Excelling in the Teaching Stream. A Fall session, specifically tailored for academic leaders, will delve into the subject of Strategic Enrolment Management (SEM).



#### 5.1.3 Regular PVP retreats are organized to facilitate prioritization, assess needs, and gain an understanding of capacity

Ongoing.



#### 5.1.3 Continue to consolidate EPC Division to set and advance priorities

Several positions were established, including the Black Inclusion Strategist & Engagement Specialist position which was filled in Fall 2022.



#### 5.1.4 Advance evolution of EPC Division including LR positions, AVP Indigenous Initiatives, AVP Faculty Affairs and assess CHREI org structure in 2021-2022

The Faculty Affairs unit was established. AVP Faculty Affairs hired in Summer 2022.



#### 5.1.4 Improve Labour Relations

Successfully negotiated collective agreements for; IUOE, YUSA-1, CUPE 1356, CUPE 1356-1, PSEU 578 1, OHFA, and OPSEU 578 2.



#### 5.1.5 Complete Freedom of Speech Committee process

Complete.



#### 5.1.5 Design and implement new comprehensive policy framework and review Senate Policies

The Policy Framework will be finalized and completed by Fall 2023. 11 policies reviewed, 2 new policies completed and 12 ongoing reviews are underway.



#### 5.1.5 Design Markham Campus (MC) governance structure

Deputy Provost, Markham was added to the Senate complement in Fall 2022.



#### 5.1.5 Develop Governance Training for Senate, Board and Management

A Comprehensive Governance Training Program developed and is available through York's Learning Management System.

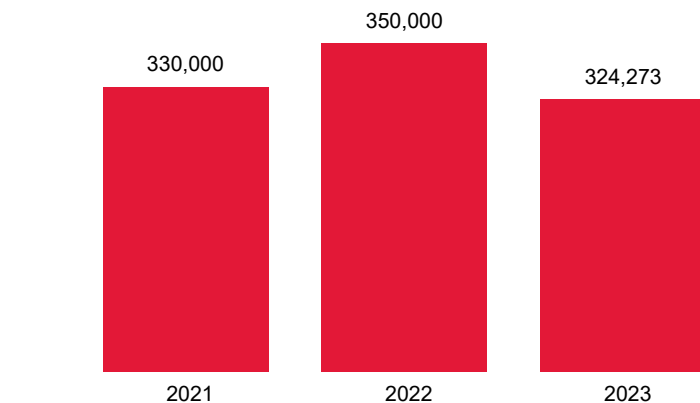
## 5. Working in Partnership

### 5.2 Enhancing stakeholder engagement - continue to build network of external partners

METRICS

#### 5.2.4 Active Alumni

Status: ▼

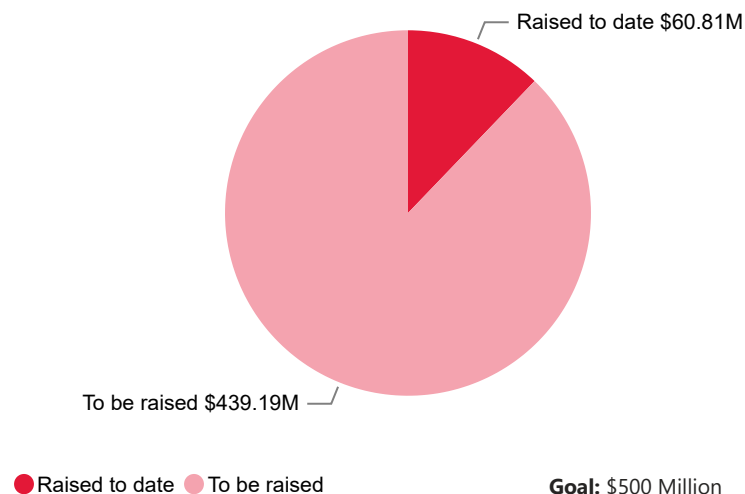


● Active Alumni

The number of active alumni has decreased. However, the percentage of engaged alumni has risen to 8%, showing an increase from the previous year's 7.6%. Noteworthy engagement achievements during this period include the successful launch of the Connecting YU online mentorship platform, the revamped format of the YorkU Alumni Awards event, the (re)establishment of regional networks in Hong Kong, San Francisco, and the UK, and the largest Convocation in the university's 63-year history. Furthermore, the alumni e-Newsletter achieved an impressive open rate of 38%.

#### 5.2.4 IMPACT Campaign

Status: ▲



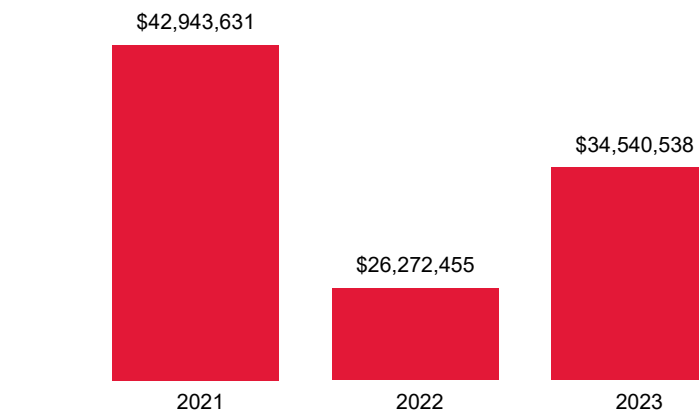
● Raised to date ● To be raised

● Goal: \$500 Million

The second phase of the Impact Campaign is in progress, with a current fundraising total of \$60,813,591 towards the \$500 million goal. Since May 1, 2021, Advancement has been diligently preparing the necessary infrastructure, allocating resources, devising strategies, setting goals, and establishing key performance indicators (KPIs). Both faculty-specific and pan-university priorities have been assessed and corresponding strategies have been defined. In close collaboration with strategic partners across the university, opportunities worth over a billion dollars that align with the University's Academic Plan (UAP) and United Nations Sustainable Development Goals (UNSDGs) have been identified. To enhance expertise and skills development in advancement work, training sessions have been conducted for Advancement team members, Vice-Presidents, and Deans, as part of an ongoing knowledge-building plan. A comprehensive communication plan for the public campaign will be implemented by Fall 2023.

#### 5.2.4 Annual Funds Raised

Status: ▲



● Annual Funds Raised

The Development Unit continued its focus on growth through the acquisition of gifts at all levels from both pan-university and faculty-based donors. Call activity reached a record high, experiencing a 37% increase since the start of the campaign's second phase. In FY23, there was an 8% increase in the number of gifts (4,469) and a 7% increase in the number of individual donors (3,822) compared to FY22. The total amount raised was \$34,540,538, representing a 31% year-over-year growth and the best results since 2010, excluding transformational gifts.



## 5. Working in Partnership

### 5.2 Enhancing stakeholder engagement – continue to build network of external partners

QUALITATIVE UPDATE



#### 5.2.1 Develop a stakeholder relations strategy for York Region in support for the Markham campus as a pilot for Stakeholder Relations

YU Experience Hub moved into the York Career Centre in Summer 2022 to better support the range of Experiential Education (EE) opportunities across the University. Markham Campus programming integrates Experiential Learning and Work-Integrated Learning across all aspects.



#### 5.2.2 Carnegie Pilot – Actively contribute to the co-creation with the Canadian cohort to a made in Canada Carnegie Classification for Community Engagement by Spring 2022

Complete.



#### 5.2.2 Continue to enhance GR and CR relationships/strategy at all levels

Memorandums of Understanding (MOUs) signed with Markham, Aurora, Newmarket, UNITAR, and the Black Chamber of Commerce, and finalized MOUs with Southlake, Royal Victoria Regional Health Centre (RVRHC), Richmond Hill, Waypoint, Orillia Soldiers Hospital, and the United Way.



#### 5.2.3 Advance Vaughan Healthcare Precinct

York University continues to work closely with community, government, and health sector partners to seek input that will inform the vision and concept for York's School of Medicine.



#### 5.2.3 Develop and submit to government a distinct School of Medicine (SoM) proposal in 2021-2022

The University submitted a Major Capacity Expansion (MCE) Proposal for York's School of Medicine in September 2022. As of April 2023, York and the Province have met regularly to consider the financial, programmatic, and health care impacts of the MCE proposal. A detailed Planning Prospectus outlining the sequencing of actions and governance processes has been drafted and shared with the Academic Policy, Planning, and Research Committee (APPRC) of York's Senate and the Academic Resources Committee of the Board.



#### 5.2.4 Strengthen supports for York's Campaign

The IMPACT goal was extended by an additional \$500M.

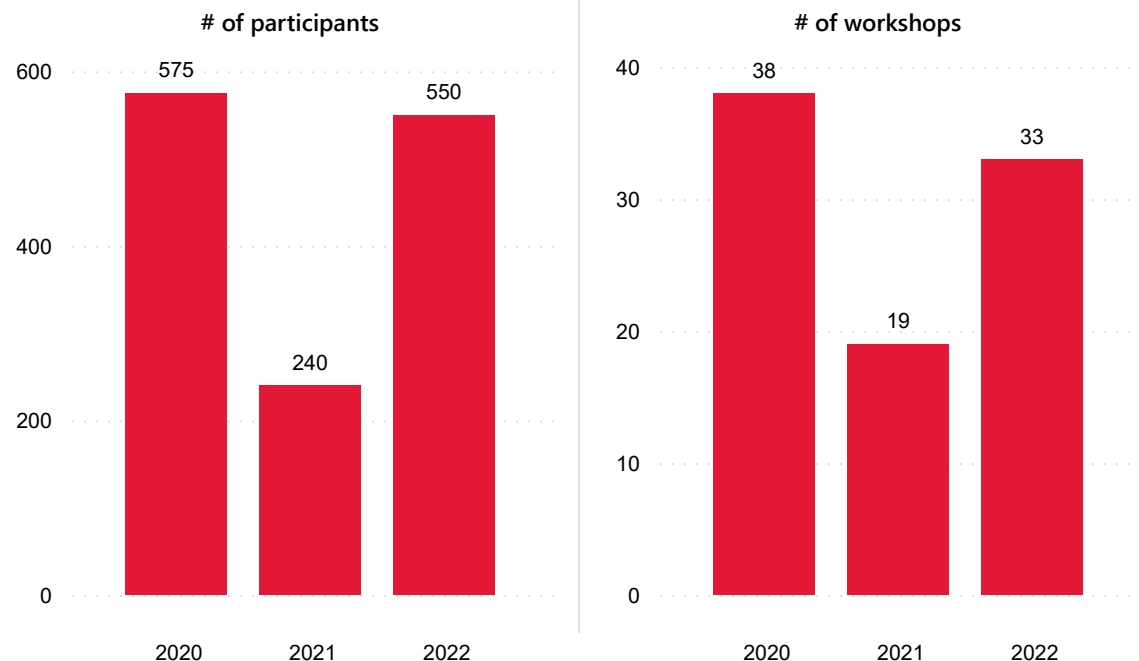
## 6. Living Well Together

### 6.1 Enhance Mino Bimaaddziwin /The Good Life to strengthen our sense of inclusion and well-being

METRICS

#### 6.1.1 Affirmative Action Education

Status: ▲



#### Narrative:

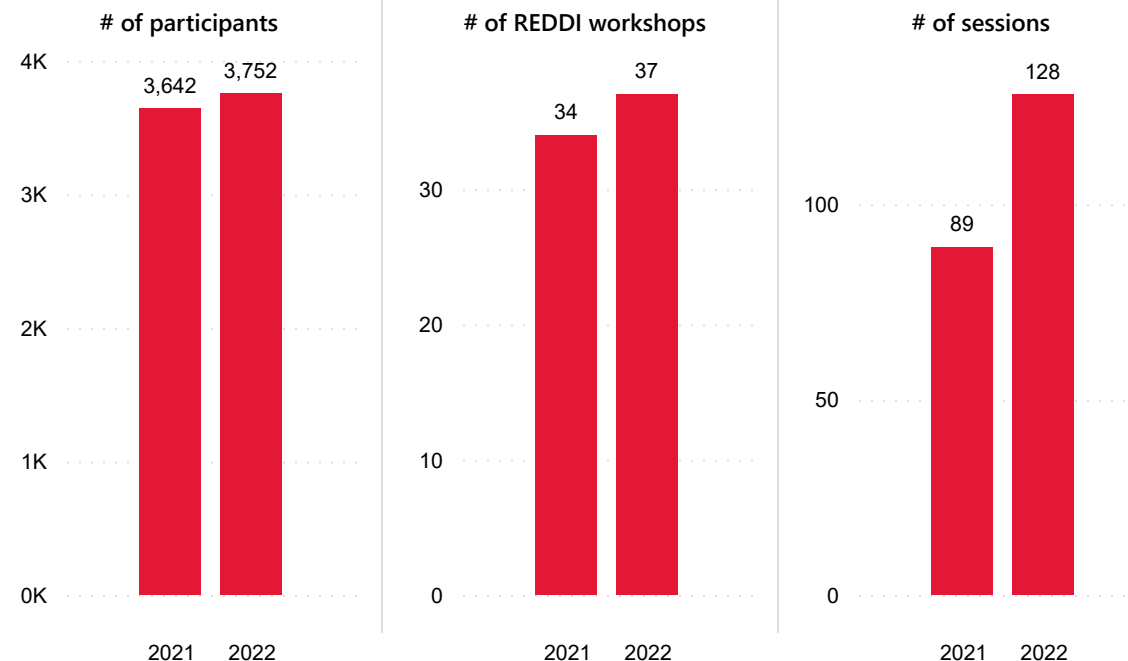
The Division of Equity, People and Culture, in partnership with YUFA, co-facilitated Unconscious Bias/Affirmative Action workshops. Approximately 600 persons serving as search committee members (both faculty members and students) completed the workshops.

#### Definition:

York has an established Affirmative Action program which is central to its tenure-track hiring processes.

#### 6.1.1 Equity, Diversity and Inclusion (EDI) Training

Status: ▲



#### Narrative:

The Centre for Human Rights, Equity, and Inclusion delivered training to a total of 3,752 faculty, staff, and students through 128 sessions. These sessions comprised standardized training from the REDDI Series and Anti-Racism Workshop Series, as well as customized sessions tailored to address specific community requests in a strategic and responsive manner. In addition, POLARIS, an online learning platform dedicated to inclusive and supportive research adjudication, was developed and implemented to enhance inclusive practices in faculty searches and research adjudication processes.

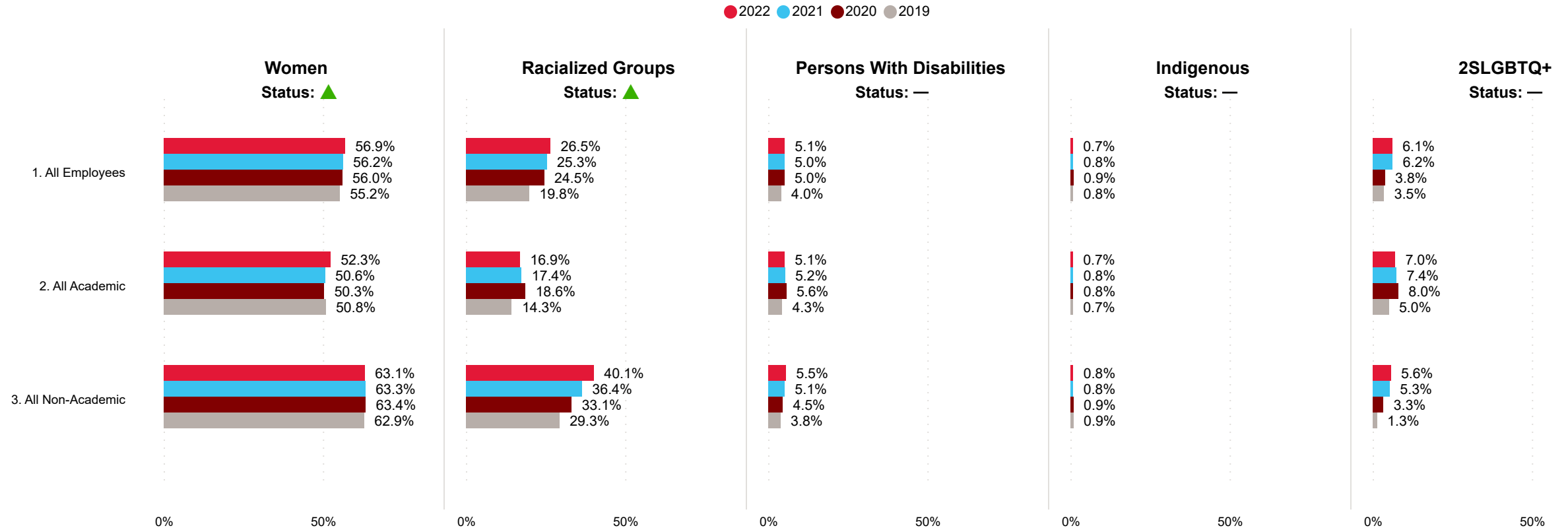
#### Definition:

The Rights, Equity, Diversity, Decolonization, and Inclusion (REDDI) workshops by The Centre for Human Rights, Equity, and Inclusion (REI) are a series of interactive and instructor-led training sessions led by the REI Education team.

## 6. Living Well Together

### 6.1 Enhance Mino Bimaaddziwin /The Good Life to strengthen our sense of inclusion and well-being

#### 6.1.1 Employment Equity Statistics



#### Women:

At York, female employees make up 56.9% of the total workforce. In terms of academics specifically, women constitute 52.3% of the academic staff, reflecting a 1.7% growth compared to 2021.

#### Racialized Groups:

The University's employee population includes 26.5% individuals who are racialized. Notably, there has been an upward trend in the proportion of racialized non-academic staff, rising from 36.4% in 2021 to 40.1% in 2022.

#### Persons With Disabilities:

Individuals who self-identify as having disabilities constitute 5.1% of the employee population at York.

#### Indigenous:

At York, 0.7% of employees self-identify as Indigenous. This proportion remains steady across both academic and non-academic staff.

#### 2SLGBTQ+:

2SLGBTQ+ individuals account for 6.1% of York's total employee population.

## 6. Living Well Together

### 6.1 Enhance Mino Bimaaddiziwin/The Good Life

QUALITATIVE UPDATE



#### 6.1.1 Develop the Equity Strategy by 2021-2022 with a 5-year implementation plan

The Decolonizing, Equity, Diversity, and Inclusion (DEDI) Strategy 2022-2027 was finalized, and a [website](#) was launched.



#### 6.1.2 Continue to advance reconciliation in the curriculum and our research guided by the Decolonizing Research Report

The Indigenous Framework is currently undergoing a five-year review, which involves a thorough examination of the achievements thus far, and the identification of supportive measures for facilitating positive transformations.



#### 6.1.3 Develop an Anti-Black Racism (ABR) Framework and Action Plan in consultation with Black students, staff, faculty and alumni, and other stakeholders

The second annual report for the Anti-Black Racism (ABR) Framework and Action Plan was completed. Numerous initiatives have been successfully implemented to support the success of Black students, with a focus on enhancing recruitment and admissions processes. Efforts have been made to address unconscious bias in hiring practices, establish and expand awards and scholarships, and actively recruit Black faculty members. These comprehensive measures reflect a commitment to combating anti-Black racism and fostering inclusivity at York.



#### 6.1.4 Implement the Open and Respectful Dialogue recommendations on track (from Cromwell Review)

The Centre for Human Rights, Equity, and Inclusion (CHREI), in partnership with Student Community and Leadership Development (SCLD), continue to co-present workshops on various topics such as allyship and fostering dialogue.



#### 6.1.5 Convene and complete President's Working Group on Free Speech process

Complete.



#### 6.1.6 Advance Glendon Strategy

Glendon revisioning and degree harmonization launched. Implementation expected in September 2024.



#### 6.1.7 Align Divisional/Faculty Plans and Performance with UAP 2020-2025 to encourage cohesiveness and connectedness across University

Complete.



#### 6.1.8 Develop and roll out of the Transitional Remote Work Policy including evaluation to be undertaken for consideration of longer term implications for work

York's Hybrid Work Policy took effect September 1, 2022. Human Resources is currently conducting a review by soliciting feedback from senior leaders, managers, and staff members.



#### 6.1.8 Enhance Mental Health Strategy

Consultations for the Well-Being Strategy were conducted from November 2022 to January 2023. The feedback received from the engagement sessions is under evaluation. A preliminary draft of the Well-being Strategy will be presented to the York community in the Fall of 2023 for final review and feedback.



#### 6.1.9 Advance on-time AODA requirements

Successfully completed all compliance activities for the Accessibility for Ontarians with Disabilities Act (AODA), ensuring full integration of the 2025 requirements.

## 6. Living Well Together

### 6.2 Renew HR, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities

QUALITATIVE UPDATE



#### 6.2.1 Housing and Food Strategies

York University's food services introduced a value menu to help address food insecurity on campus. The menu includes affordable options that are priced at \$6.99 and is aimed at providing more affordable food choices for students.



#### 6.2.1 Better and additional research and teaching spaces

To date, 57 out of 253 classrooms were renovated. The Classroom Evergreening Program successfully completed renovations for 245 rooms. Additionally, 70 hyflex classroom retrofits have been completed.



#### 6.2.2 HR renewal strategy aligned with service culture transformation

The reorganization of Human Resources (HR) was completed in Winter 2022. Human Resources (HR) successfully transitioned to an HR service delivery model which enhances the professional community of practice with focused resources on client services.



#### 6.2.3 Major capital projects on track based on benchmarks including Sherman, Goldfarb Gallery York University (GGYU), Markham Campus (MC), School of Continuing Studies (SCS)

The Markham Campus project is on track and expected to achieve substantial completion by late Spring 2024. The School of Continuing Studies is complete and opened in Fall 2022. The construction of the Joan and Martin Goldfarb Gallery of York University (GGYU) is ongoing and scheduled to be finished by Spring 2024. The Sherman Health Science Research Centre expansion project is underway.



#### 6.2.4 Update Capital Priorities Process including PVP, UEC, Board

The University initiated an annual 5-year ICP process aimed to improve capital planning for the University. A preliminary ICP was prepared. The ICP will be updated annually to include established capital projects and projected expenses for a 5-year period.



#### 6.2.6 Develop clear procedures for consultation with Indigenous communities regarding capital development

York is working with Indigenous knowledge keepers to ensure that Indigenous land acknowledgments recognize and show respect for Indigenous peoples who have been stewards of the land for generations.



#### 6.2.5 Continue to enhance safety including METRAC recommendations complete review of security model in 2021-2022 and explore alternative security models for implementation in 2022-2023

To enhance campus safety and security, the University has increased safety measures, and expanded the presence of security personnel, particularly during the evening and night hours.



#### 6.2.7 Advance discussions with City of Vaughan regarding Healthcare Precinct lands

Land option secured at the Vaughan Healthcare Precinct site for York's School of Medicine.



#### 6.2.8 Continue to enhance Enterprise Architecture / strengthen UIT supports

The eClass system moved to the Cloud. PeopleSoft Financials and eReports were refreshed. The eReports refresh included a move to a new underlying platform. Investment in both platforms provides the York community with increased assurance of service stability.

## 6.3 Establish Culture of Service Excellence

QUALITATIVE UPDATE



#### 6.3.1 Service Excellence Program – design target organization for end-to-end restructuring of all functions in Phase 1 (Finance, HR and IT)

Service Excellence Program (SEP) Update: The Service Excellence Office (SEO) transitioned from the VP Finance & Administration to the Provost & Vice-President Academic. An Executive Director of the Service Excellence Program (SEP) was appointed. New Service Excellence Program (SEP) governance structure developed.



#### 6.3.3 Progress updates for the SSRP, NextGenSIS, and CRM initiatives

The Enterprise Integration Platform, Identity and Access Management (IAM), and Data Management and Analytics projects are on track. Planning is on track for Oracle Student Management, Mobile/Portal, and Government Reporting. However, there are delays in the SmartSimple AwardCloud and the Constituent Relationship Management (CRM) projects.



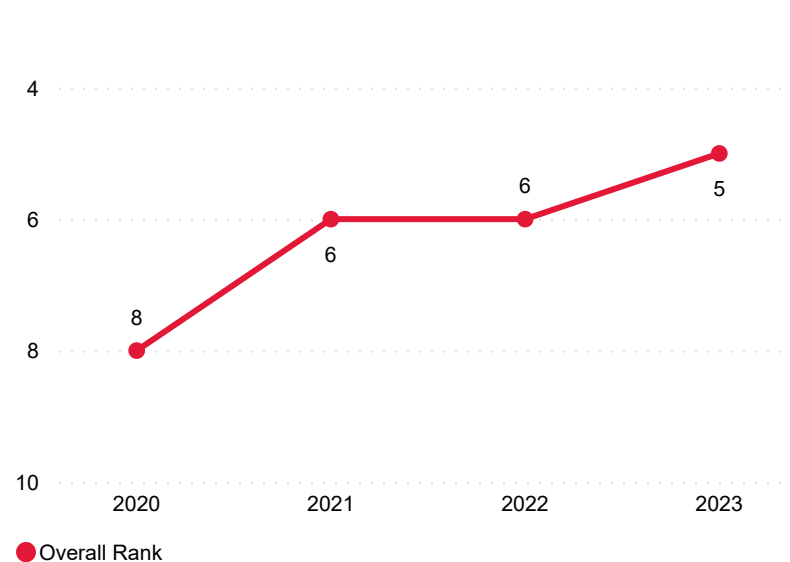
#### 6.3.2 FGS service level agreements

Complete.

## 6. Living Well Together

### 6.4 Establish York University's differentiated identity (brand)

#### 6.4.1 Maclean's Comprehensive Category



**Narrative:**

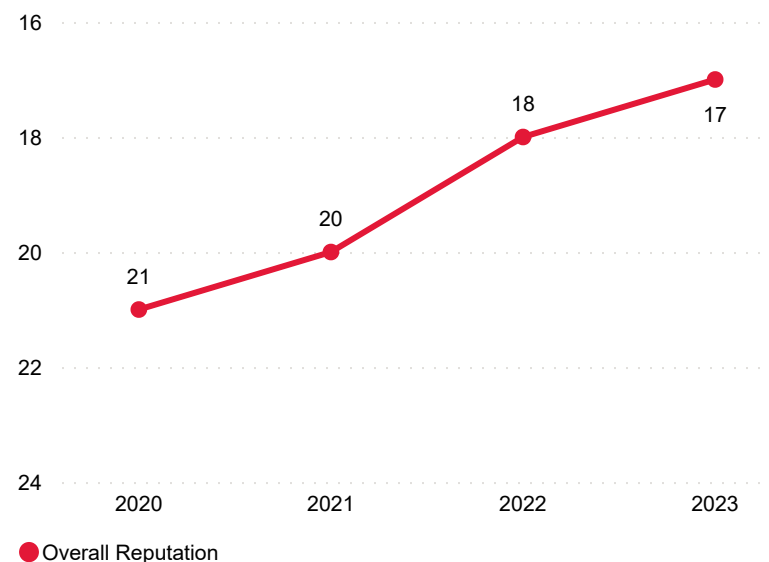
In 2023, York moved up in the Maclean's ranking of Comprehensive Universities from 6th to 5th place. This is a strong overall result for York and reflects efforts at quality improvement across the entire institution.

**Status:** ▲

**Definition:**

Comprehensive category include universities that have a significant degree of research activity and a wide range of programs at the undergraduate and graduate level, including professional degrees

#### 6.4.1 Maclean's Reputation Rank



**Narrative:**

Maclean's Reputation Rankings increased by one spot, reaching 17 out of 49 universities, compared to 18 in 2022.

**Status:** ▲

**Definition:**

Maclean's University Ranking provides an annual release of 49 universities in Canada separated into three categories: medical/doctoral, comprehensive, and primarily undergraduate.

#### 6.4.1 THE World University Rankings (WUR), QS World University (WUR), ARWU Shanghai

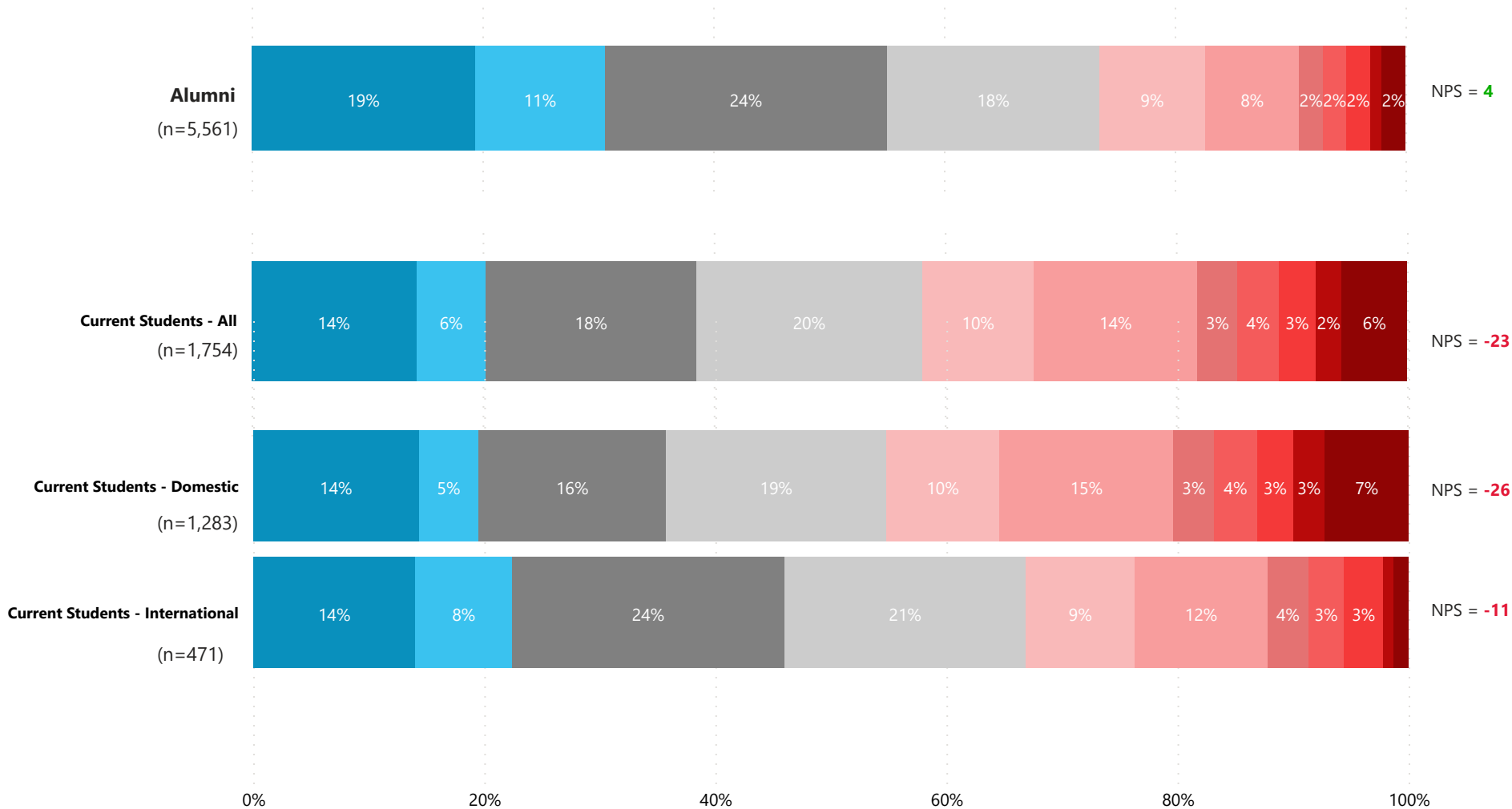
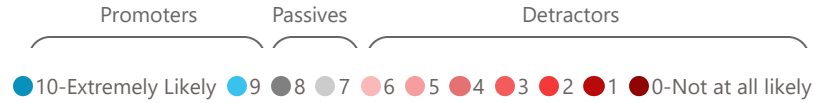
RANKINGS	2020 (1,400 universities)	2021 (1,500 universities)	2022 (1,600 universities)	2023 (1,799 universities)		Status: —
THE World University Rankings (WUR)	401-500	401-500	401-500	401-500	York University has remained ranked in the 401-500 band for several years now. Domestically, York is holding steady at 17th in Canada for the past 3 years.	Status: —
	2020 (1,000 universities)	2021 (1,000 universities)	2022 (1,300 universities)	2023 (1,500 universities)		Status: ▲
QS World University Rankings (WUR)	511-520	531-540	494	456	York landed top 10 in 17 subjects in QS rankings, and moved up to the 456th position. This is continuing a recent trend of upward momentum for York in the QS rankings.	Status: ▲
	2019	2020	2021	2022		Status: ▼
ARWU Shanghai	501-600	401-500	301-400	401-500	York University has been ranked in the 401-500 band in the Academic Ranking of World Universities (ARWU; Shanghai) for 2022. York saw significant changes in subject rankings (e.g. change from unranked to ranked in Communication, Public Health, and Telecommunication Engineering).	Status: ▼

## 6. Living Well Together

### 6.4 Establish York University's differentiated identity (brand)

#### 6.4.1 Brand Health (Net Promoter Score)

#### Likelihood to Recommend York



**Net Promoter Score (NPS)** is the measure of the percentage of promoters minus detractors. A NPS score between 0 and 30 is a good range.

**Alumni** Status: ▲

**Narrative:** Baseline score was established in 2019 and measured again in 2022 for select audiences based on best practice. The NPS score for alumni has increased since 2019.

**Definition:** Alumni were asked, "How likely are you to recommend York University to a prospective student or parent of a prospective student?"

**Students** Status: ▼

**Narrative:** Baseline score was established in 2019 and measured again in 2022 for select audiences based on best practice. The NPS score for both current domestic students and current international students has decreased since 2019.

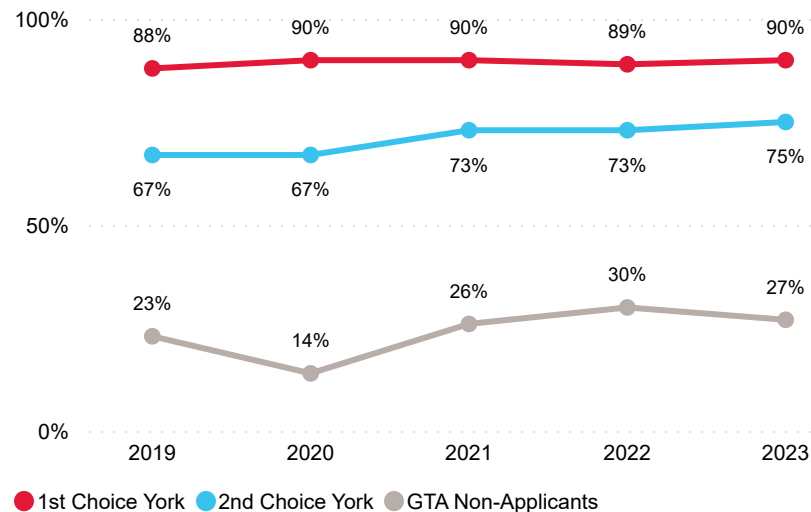
**Definition:** Students were asked, "How likely are you to recommend York University to a friend or family member?"

## 6. Living Well Together

### 6.4 Establish York University's differentiated identity (brand)

METRICS

#### 6.4.1 Stakeholder Perceptions of York as good/excellent



#### Narrative:

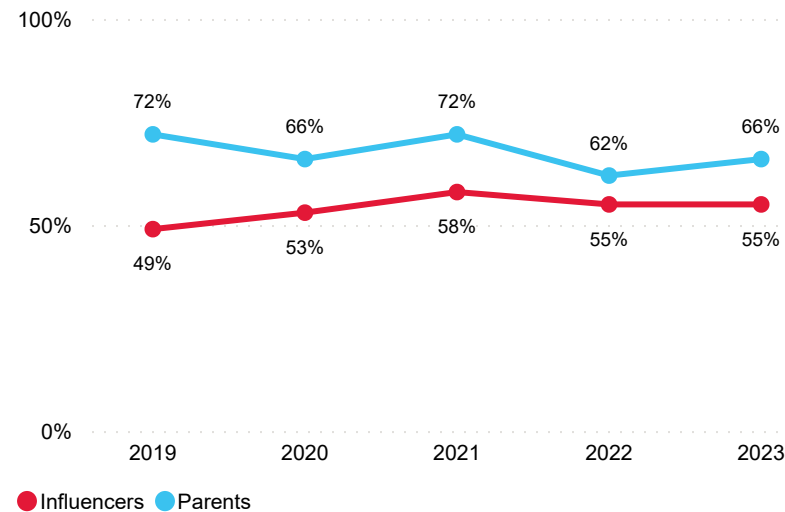
York's reputation ratings for 1st choice increased from 89% to 90%.

(1st Choice York) Status: ▲

#### Definition:

Stakeholders were asked, "To the best of your knowledge, how would you personally rate each of the following universities in terms of overall reputation?"

#### 6.4.1 Stakeholder Perceptions of York as good/excellent



#### Narrative:

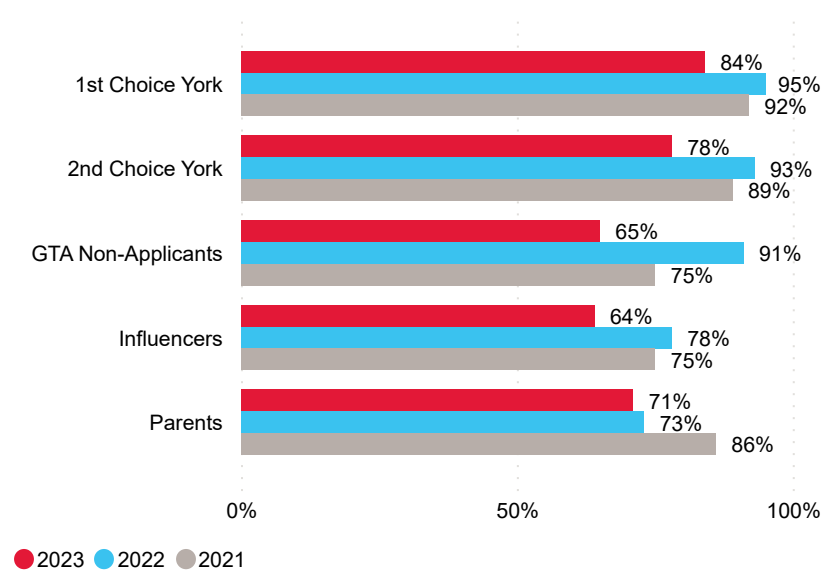
York's reputation rating among parents increased by 4%.

Status: ▲

#### Definition:

Stakeholders were asked, "To the best of your knowledge, how would you personally rate each of the following universities in terms of overall reputation?"

#### 6.4.2 Percentage (%) describing news as positive or neutral



#### Narrative:

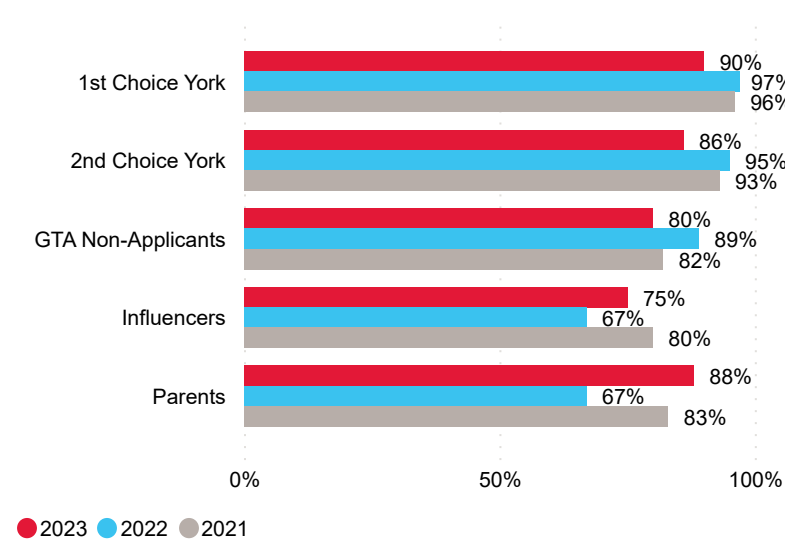
Compared to previous years, there has been a decrease in the percentage of individuals across all audiences who reported positive or neutral news about York.

(1st Choice York) Status: ▼

#### Definition:

Percent describing what they saw/read or heard about York University in the news in the last few months as mostly positive or neutral (not advertising).

#### 6.4.2 Percentage (%) describing social media as positive or neutral



#### Narrative:

Among applicant audiences, there has been a slight decline in characterizing what they have heard about York on social media as mostly positive or neutral.

(1st Choice York) Status: ▼

#### Definition:

Percent describing what they saw/read or heard about York University in social media in the last few months as mostly positive or neutral (not advertising).



## 6. Living Well Together

### 6.4 Establish York's differentiated identity

QUALITATIVE UPDATE



#### 6.4.1 Refine the reputation brand campaign to strengthen focus on Right the Future, extend to Markham Campus and embed in institutional materials and publications

The brand audit was completed in Spring 2023, and new tools, templates, and training will be launched during the Summer of 2023. The advertising campaign for Markham Campus was completed in Spring 2023.



#### 6.4.2 Integrate brand in Employment Engagement Survey process

The employee engagement data collection process is currently being re-imagined to better reflect industry best practices. The integration of brand-focused questions is an established practice in employee experience surveys at York and will continue to be part of future engagement surveys.



#### 6.4.2 Signature e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards

During Canadian Screen Week, The Academy of Canadian Cinema and Television handed out more than 24 Canadian Screen Awards to York alumni, recognizing their achievements in film, television, and the digital sector.



#### 6.4.2 Update Communication Plan Framework

Complete.

### 6.5 Continue to consolidate Strategic Plan, including sustainability plan

QUALITATIVE UPDATE



#### 6.5.1 Implement SHARP 2 budget model transition away from Hold Harmless and SHARP tax

SHARP 2.0 was successfully implemented for the 2022-2023 budget. Progress is ongoing with enhancements to the budget model, which includes an improved approach for interfaculty teaching.



#### 6.5.2 Complete Campus Vision and Strategy (for edge lands, Commons, governance) for Board approval and begin execution

In Fall 2022, an overview of the land use plan for the Keele campus was presented. It incorporates the Campus Master Plan, the Housing Strategy, and the Campus Vision.



#### 6.5.3 Implement new ERM

York conducted an annual risk re-assessment exercise. 5 Key Risk Indicators (KRIs) were removed, and 14 new KRIs were added.



#### 6.5.4 Monitor and successfully manage COVID-19 including: gradual re-opening of campuses and in-person activities throughout 2021-2022

A Task Force on the Future of Pedagogy was established to analyze the role of in-person learning and Teaching Enhanced Learning (TEL) in 21st century learning. The Task Force is expected to submit its final report by Winter 2023.



#### 6.5.5 Evolve the Asset Management Strategy

Recommendations on Long-Term (LT) Debt repayment investment strategy finalized. (see 6.2.4)



#### 6.5.6 Launch a Sustainability Framework and Strategy

The next phase of the Sustainability Strategy involves the creation and co-chairing of a Steering Committee, as well as providing support for the implementation of the new Sustainability Framework.

## 7. Strengthening our impact on the United Nations Sustainable Development Goals (UN SDGs)

### 7. Strengthening our impact on the United Nations Sustainable Development Goals (UN SDGs)

QUALITATIVE UPDATE

#### THE IMPACT Global Ranking

York University is among the top 40 institutions for global leadership on advancing the United Nations 17 Sustainable Development Goals, according to this year's Times Higher Education Impact Rankings.

With 100+ additional universities joining the rankings this year, York has done exceedingly well to maintain its position of global leadership, placing 40th out of more than 1,500 competing institutions. York's vision and values shine through in our performance, with the University placing in the top 100 in the world in 9 of the 17 SDGs, and a strong global standing in the following categories:

**SDG 11** – Sustainable Cities and Communities, York ranks 12th in the world

**SDG 1** – No Poverty, York ranks 21st in the world

**SDG 10** – Reduced Inequalities, York ranks 25th in the world

SDG Name	2020	2021	2022	2023
SDG1: No poverty	19	32	58	21
SDG2: Zero hunger	71	95		99
SDG5: Gender equality	10	64	21	55
SDG10: Reduced inequality	9	45	39	25
SDG11: Sustainable cities and communities	9	24	10	12
SDG12: Responsible consumption and production	21	67	23	46
SDG13: Climate action	101	201		89
SDG16: Peace, justice and strong institutions	24	55	9	54
SDG17: Partnership for the goals	50	27	67	67

#### Note:

- In this representation, deeper colors indicate a higher level of achievement or a more positive result.
- Grey indicates that the SDG was not ranked.



#### THE IMPACT National Ranking

York University has made remarkable progress in its rankings for **SDG 4** (Quality Education) and **SDG 10** (Reduced Inequalities), securing a spot among the Top 5 universities in Canada.

York has maintained its Top 5 rank in **SDG 5** (Gender Equality), **SDG 11** (Sustainable Cities and Communities), and **SDG 12** (Responsible Consumption and Production).

SDG Name	2020	2021	2022	2023
SDG1: No poverty	7	5	8	7
SDG4: Quality education	9	10		5
SDG5: Gender equality	1	3	1	2
SDG10: Reduced inequality	1	4	3	2
SDG11: Sustainable cities and communities	3	6	4	4
SDG12: Responsible consumption and production	3	13	3	4
SDG13: Climate action	15	17		8
SDG16: Peace, justice and strong institutions	3	9	3	7

#### Note:

- In this representation, deeper colors indicate a higher level of achievement or a more positive result.
- Grey indicates that the SDG was not ranked.



## 7. Strengthening our impact on the United Nations Sustainable Development Goals (UN SDGs)

### 7.1 UN SDG Challenge

QUALITATIVE UPDATE



#### 7.1.1 Advance plans for an Organized Research Unit (ORU) and Centre of Excellence in Disaster and Emergency Management (DEM)

Established an Organized Research Unit (ORU) for York Emergency Mitigation, Engagement, Response, and Governance Institute (Y-EMERGE).



#### 7.1.2 Develop an organizational structure to support York University as Living Lab to strengthen our impact on SDGs

York's Chief Sustainability Officer joined the University in Spring 2023.



#### 7.1.2 Enhance visibility of our SDG activities

Teaching the SDGs: York offers 1900+ courses that focus on the Sustainable Development Goals (SDGs). The SDGs-in-the-Classroom Toolkit facilitates the seamless incorporation of SDGs into classrooms, emphasizing our dedication to fostering positive transformations for students, campuses, and local as well as global communities.



#### 7.1.3 Establish and launch CIFAL York

Led by CIFAL, and in partnership with the Federation for the Humanities and Social Sciences, York University successfully hosted the 92nd annual Congress. Congress is the largest academic gathering in Canada, and one of the largest in the world.