MEASURING SUCCESS
2020-2025

BOARD OF GOVERNORS
June 2023 Year End Report
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.
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
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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
2.1.3 Tri-council income (all external grant and contract income)
2.1.3 Number of Large-Scale Applications and Dollars Awarded

QUALITATIVE UPDATE

2.1.3 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 D Ep 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
5.1.2 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 is 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
5.2.3 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
6.2.2 Housing and Food Strategies
6.2.3 HR renewal strategy aligned with service culture transformation
6.2.4 Major capital projects on track based on benchmarks including Sherman, Goldfarb Gallery York University (GGYU), Markham Campus (MC), School of Continuing Studies (SCS)
6.2.5 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 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
6.4.2 Maclean’s Reputation Rank
6.4.3 THE World University Rankings (WUR), QS World University (WUR), ARWU Shanghai
6.4.4 Brand Health (Net Promoter Score)
6.4.5 Stakeholder Perception (1st Choice, 2nd Choice and Non-applicants)
6.4.6 Stakeholder Perception (Influencers and Parents)
6.4.7 Percentage (%) describing news as positive or neutral
6.4.8 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
6.4.3 Signature e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards
6.4.4 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:
80%
6 Month Status:
78%
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

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

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

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

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

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

**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.

**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.

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

**Narrative:**
York’s Higher-Order Learning for senior year students exceeds the Ontario average.
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 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 Blended and Online Courses
Narrative:
Online and blended learning course offerings continue to increase.

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

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
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.

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

QUALITATIVE UPDATE

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

1.1.6 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.

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.

Status: ▲

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.

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.

Status: ▲
2. Knowledge for the Future

2.1 Continue to strengthen research excellence

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 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).

2.1.2 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.

2.1.3 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

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.

2.1.4 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 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.

2.1.3 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 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.

QUALITATIVE UPDATE

2.1 Continue to strengthen research excellence
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. Knowledge for the Future

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

**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.

**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.

**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.
2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

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)

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%.

**Definition:**
- 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:**
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.

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

**Status:** ▲

### 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.

**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.

**Status:** ▲

### 3.1.2 International Student Retention
**Narrative:**
International student retention rates decreased 0.8% compared to the previous year.

**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)

**Status:** ▼

### 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.

**Definition:**
Undergraduate Scholarships and Bursaries.

**Status:** ▼
3. From Access to Success
3.1 Continue to enhance coordinated and seamless SEM

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

<table>
<thead>
<tr>
<th>Year</th>
<th>York - First Year</th>
<th>Ontario - First Year</th>
<th>Mean Score (out of 7)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4.12</td>
<td>4.30</td>
<td>4.22</td>
</tr>
<tr>
<td>2017</td>
<td>4.66</td>
<td>4.63</td>
<td>4.64</td>
</tr>
<tr>
<td>2020</td>
<td>4.68</td>
<td>4.84</td>
<td>4.76</td>
</tr>
</tbody>
</table>

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

**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:** ▲

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

<table>
<thead>
<tr>
<th>Year</th>
<th>York - Senior Year</th>
<th>Ontario - Senior Year</th>
<th>Mean Score (out of 7)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4.15</td>
<td>4.38</td>
<td>4.25</td>
</tr>
<tr>
<td>2017</td>
<td>4.67</td>
<td>4.69</td>
<td>4.68</td>
</tr>
<tr>
<td>2020</td>
<td>4.55</td>
<td>4.66</td>
<td>4.62</td>
</tr>
</tbody>
</table>

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

**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:** ▲

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.

3.1.3 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 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 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

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.

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

**Narrative:**
International scholarly output is steady.

**Definition:**
Benchmarking Module - Collaboration Metric.
Source: SciVal

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

- 56.5% in 2018
- 58.5% in 2019
- 60.4% in 2020
- 59.1% in 2021
- 59.0% in 2022

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.

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

- 30% in 2018
- 40% in 2019
- 50% in 2020
- 60% in 2021
- 70% in 2022

**Status:**

**Definition:**
Benchmarking Module - Collaboration Metric.
Source: SciVal

4.2 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 (CIIÉ) in Mexico. (see 4.1.2 and 4.1.3).

**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.**
<table>
<thead>
<tr>
<th>5. Working in Partnership</th>
<th>5.1 Strengthen York’s sense of community engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1 Collegial development of new Campus Vision and Strategy Initiative</td>
<td>5.1.1 Enhance consultations including Town Halls, Budget Consultations, develop post-pandemic cadence</td>
</tr>
<tr>
<td>The York University Development Corporation (YUDC) CEO search was successfully completed.</td>
<td>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.</td>
</tr>
<tr>
<td>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</td>
<td>5.1.3 Regular PVP retreats are organized to facilitate prioritization, assess needs, and gain an understanding of capacity</td>
</tr>
<tr>
<td>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).</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>5.1.3 Continue to consolidate EPC Division to set and advance priorities</td>
<td>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</td>
</tr>
<tr>
<td>Several positions were established, including the Black Inclusion Strategist &amp; Engagement Specialist position which was filled in Fall 2022.</td>
<td>The Faculty Affairs unit was established. AVP Faculty Affairs hired in Summer 2022.</td>
</tr>
<tr>
<td>5.1.4 Improve Labour Relations</td>
<td>5.1.5 Complete Freedom of Speech Committee process</td>
</tr>
<tr>
<td>Successfully negotiated collective agreements for; IUOE, YUSA-1, CUPE 1356, CUPE 1356-1, PSEU 578 1, OHFA, and OPSEU 578 2.</td>
<td>Complete.</td>
</tr>
<tr>
<td>5.1.5 Design and implement new comprehensive policy framework and review Senate Policies</td>
<td>5.1.5 Design Markham Campus (MC) governance structure</td>
</tr>
<tr>
<td>The Policy Framework will be finalized and completed by Fall 2023. 11 policies reviewed, 2 new policies completed and 12 ongoing reviews are underway.</td>
<td>Deputy Provost, Markham was added to the Senate complement in Fall 2022.</td>
</tr>
<tr>
<td>5.1.5 Develop Governance Training for Senate, Board and Management</td>
<td></td>
</tr>
</tbody>
</table>
5. Working in Partnership

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

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%.

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.

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

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 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.

5.2.4 Strengthen supports for York’s Campaign

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

5.2.5 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.

5.2.6 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.
6. Living Well Together
6.1 Enhance Mino Bimaaddiziwin /The Good Life to strengthen our sense of inclusion and well-being

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

**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:**
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.
## 6.1.1 Employment Equity Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Status</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
<th>@ 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>Status: ▲</td>
<td>56.9%</td>
<td>56.2%</td>
<td>56.0%</td>
<td>55.2%</td>
</tr>
<tr>
<td>Racialized Groups</td>
<td>Status: ▲</td>
<td>26.5%</td>
<td>25.3%</td>
<td>24.5%</td>
<td>19.8%</td>
</tr>
<tr>
<td>Persons With Disabilities</td>
<td>Status: —</td>
<td>5.1%</td>
<td>5.0%</td>
<td>5.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Indigenous</td>
<td>Status: —</td>
<td>0.7%</td>
<td>0.8%</td>
<td>0.9%</td>
<td>0.8%</td>
</tr>
<tr>
<td>2SLGBTQ+</td>
<td>Status: —</td>
<td>6.1%</td>
<td>6.2%</td>
<td>3.0%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

### 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.

6.1.9 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.

6.2.2 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.

6.2.5 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.

6.2.6 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.

6.2.7 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.

6.3 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.

6.3.2 FGS service level agreements
Complete.

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. 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

<table>
<thead>
<tr>
<th>RANKINGS</th>
<th>2020 (1,400 universities)</th>
<th>2021 (1,500 universities)</th>
<th>2022 (1,600 universities)</th>
<th>2023 (1,799 universities)</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE World University Rankings (WUR)</td>
<td>401-500</td>
<td>401-500</td>
<td>401-500</td>
<td>401-500</td>
</tr>
<tr>
<td>THE World University Rankings (WUR)</td>
<td>2020 (1,000 universities)</td>
<td>2021 (1,000 universities)</td>
<td>2022 (1,300 universities)</td>
<td>2023 (1,500 universities)</td>
</tr>
<tr>
<td>QS World University Rankings (WUR)</td>
<td>511-520</td>
<td>531-540</td>
<td>494</td>
<td>456</td>
</tr>
<tr>
<td>ARWU Shanghai</td>
<td>501-600</td>
<td>401-500</td>
<td>301-400</td>
<td>401-500</td>
</tr>
</tbody>
</table>

THE = Times Higher Education | QS = Quacquarelli Symonds | ARWU = Academic Ranking of World Universities

Status: —
Status: ▲
Status: ▼

THE University has remained ranked in the 401-500 band for several years now. Domestically, York is holding steady at 57th in Canada for the past 3 years.

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.

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).
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**

- **Promoters**: 10-Extremely Likely
- **Passives**: 9-8-7-6-5-4-3-2-1
- **Detractors**: 0-Not at all likely

### Alumni

- **(n=5,561)**
- **NPS = 4**

### Current Students - All

- **(n=1,754)**
- **NPS = -23**

### Current Students - Domestic

- **(n=1,283)**
- **NPS = -26**

### Current Students - International

- **(n=471)**
- **NPS = -11**

**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

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

**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.

#### Students

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

**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.
6. Living Well Together
6.4 Establish York University’s differentiated identity (brand)

6.4.1 Stakeholder Perceptions of York as good/excellent

Narrative: York’s reputation ratings for 1st choice increased from 89% to 90%.

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?”

(1st Choice York) Status: ▲

6.4.1 Stakeholder Perceptions of York as good/excellent

Narrative: York’s reputation rating among parents increased by 4%.

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?”

Status: ▲

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.

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).

(1st Choice York) Status: ▼

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.

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).

(1st Choice York) Status: ▼
### 6. Living Well Together

#### 6.4 Establish York’s differentiated identity

<table>
<thead>
<tr>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.4.2 Integrate brand in Employment Engagement Survey process</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.4.2 Signature e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.4.2 Update Communication Plan Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>6.5.1 Implement SHARP 2 budget model transition away from Hold Harmless and SHARP tax</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.5.2 Complete Campus Vision and Strategy (for edge lands, Commons, governance) for Board approval and begin execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.5.3 Implement new ERM</th>
</tr>
</thead>
<tbody>
<tr>
<td>York conducted an annual risk re-assessment exercise. 5 Key Risk Indicators (KRIs) were removed, and 14 new KRIs were added.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.5.4 Monitor and successfully manage COVID-19 including: gradual re-opening of campuses and in-person activities throughout 2021-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.5.5 Evolve the Asset Management Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendations on Long-Term (LT) Debt repayment investment strategy finalized. (see 6.2.4)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6.5.6 Launch a Sustainability Framework and Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>
7. Strengthening our impact on the United Nations Sustainable Development Goals (UN SDGs)

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

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).

THE IMPACT National Ranking

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 Times Higher Education (THE) IMPACT Rankings are the major international rankings that York uses to benchmark its performance in the SDGs against other institutions globally.
## 7. Strengthening our impact on the United Nations Sustainable Development Goals (UN SDGs)

### 7.1 UN SDG Challenge

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<tr>
<th><strong>7.1.1 Advance plans for an Organized Research Unit (ORU) and Centre of Excellence in Disaster and Emergency Management (DEM)</strong></th>
<th><strong>7.1.2 Develop an organizational structure to support York University as Living Lab to strengthen our impact on SDGs</strong></th>
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<tr>
<td>Established an Organized Research Unit (ORU) for York Emergency Mitigation, Engagement, Response, and Governance Institute (Y-EMERGE).</td>
<td>York’s Chief Sustainability Officer joined the University in Spring 2023.</td>
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<th><strong>7.1.2 Enhance visibility of our SDG activities</strong></th>
<th><strong>7.1.3 Establish and launch CIFAL York</strong></th>
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<tr>
<td>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.</td>
<td>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.</td>
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