Faculty Council Update 2016: Faculty of Graduate Studies

Rhonda Lenton, Provost & VPA
Gary Brewer, VPF&A
Higher Education Trends

- Differentiation
- New Funding Model
- Sustainability

- eLearning
- Student Mobility
- ONCAT

- Demographics
- Markham
- Bilingual Programming

- Skilled Workforce
- Experiential Education
- Innovation Partnerships

- SMA Accountability
- COU Survey
- Metrics Reporting

Higher Education Trends
Enrolment Update
Enrolment

- SEM strategy to improve confirmations and conversions to stabilize enrolment for 2016 – 2017 in highly competitive market
- Projections for the year (as of October 11, 2016):
  - eligible undergraduate trending above university budget target by 320.7, and -460.5 below enrolment contract targets
  - international undergraduate 265.5 FFTEs above enrolment contract targets and 496.1 FFTEs above university budget target
  - Masters – 310.6 FTEs below the Ministry target
  - Doctoral 29.8 FTEs above the Ministry target
- Comprehensive 10 year (2015-2025) enrolment plan for university developed to inform internal budgeting and integrated planning processes as well as SMA negotiations with MAESD

Note: Graduate FTE eligible and ineligible numbers move around in September as GFU max are calculated.
York’s Strategic Mandate Agreement (SMA)

![Graph showing eligible enrolment growth relative to SMA targets]

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</thead>
<tbody>
<tr>
<td>Masters Eligible FTEs</td>
<td>2,587.7</td>
<td>2,588.9</td>
<td>2,503.9</td>
<td>2,288.3</td>
<td>2,238.7</td>
<td>2,306.1</td>
<td>2,320.5</td>
<td>2,280.4</td>
<td>2,269.3</td>
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<tr>
<td>Doctoral Eligible FTEs</td>
<td>1,019.4</td>
<td>1,112.4</td>
<td>1,178.9</td>
<td>1,224.5</td>
<td>1,124.2</td>
<td>1,051.7</td>
<td>987.0</td>
<td>987.3</td>
<td>1,039.1</td>
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<td>Masters SMA target</td>
<td>2,589.4</td>
<td>2,589.4</td>
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<td>Doctoral SMA target</td>
<td>1,030.6</td>
<td>1,030.6</td>
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<td>UG Eligible FTs</td>
<td>36,082.0</td>
<td>36,365.0</td>
<td>37,109.0</td>
<td>37,952.0</td>
<td>37,902.0</td>
<td>37,706.0</td>
<td>37,065.0</td>
<td>35,403.0</td>
<td>34,593.0</td>
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<td>UG SMA target</td>
<td>37,840.0</td>
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University Funding Formula Review
University Funding Formula Reform - Design

Design work for a new funding formula has begun with three core elements:

- **Enrolment Elements:**
  - Delivered in a corridor
  - Equalization of per-student funding
  - Based on negotiated enrolment numbers

Funding will come from existing BOG, as well as undergraduate access and grad expansion funds.

- **Differentiation / Student Success Elements**
  - Distributed based on outcomes
  - Transitional / balancing elements
  - A portion at risk at maturity

Funding may come from declining enrolment; existing quality and performance funds; research supports; and mission- and institution-related grants and other existing SPGs.

- **Special Purpose Grants**
  - Reflects broad government priorities for all institutions
  - May be restricted in use
  - Reviewing SPGs for ease of reporting, length and simplification

Funding will be remaining SPGs that fit criteria.
University Funding Formula - Transition

The following principles have been established for transition:

- **Principle One**: No redistribution through the transition
- **Principle Two**: However, it is expected that the new model will put some grants at risk **in the future**
- **Principle Three**: Multi-year transition
  - Full transition to a new funding model will occur through second and third round SMA
- **Principle Four**: Options for transition will be explicitly developed through the development process during summer 2016
Budget Update
Context for Budget Planning

• In Fall 2014, the University confirmed its Transition Plan to the new SHARP (Shared Accountability Resource Plan) Model effective fiscal 2017-18.

• The presentation format for the SHARP Budget Model will be considerably different under SHARP and will provide an increased level of detail.

• For illustrative purposes, the numbers for 2017-18 and 2018-19 are being provided to demonstrate the impacts of budget assumptions for that fiscal year. Approval was not requested in June for these years.

• Recent decision of the new Markham Campus has not been incorporated into the 2016 Budget Plan. Budget Plan impacts are anticipated to occur beyond the June 2016 budget planning horizon.
## 2015-2018 Budget Plan - Approved June 2015

<table>
<thead>
<tr>
<th>($ Millions)</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>753.8</td>
<td>778.5</td>
<td>789.7</td>
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<tr>
<td>Expense</td>
<td>781.7</td>
<td>793.2</td>
<td>797.8</td>
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<tr>
<td><strong>Annual Surplus/(Deficit)</strong></td>
<td>(27.8)</td>
<td>(14.6)</td>
<td>(8.1)</td>
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<tr>
<td>Carryforward Surplus/(Deficit)</td>
<td>(18.2)</td>
<td>(46.0)</td>
<td>(60.6)</td>
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<tr>
<td><strong>Cumulative Surplus/(Deficit)</strong></td>
<td>(46.0)</td>
<td>(60.6)</td>
<td>(68.7)</td>
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<td>Budget Cut</td>
<td>3.0%</td>
<td>2.5%</td>
<td>TBD</td>
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### Divisional Carryforward Positions -2015-16

#### Budget vs. Actual Results

<table>
<thead>
<tr>
<th>Division</th>
<th>Opening Cumulative Position</th>
<th>Approved Budget In-year Surplus (Deficit)</th>
<th>Actual In-Year Surplus (Deficit)</th>
<th>Variance to Approved Budget Surplus (Deficit)</th>
<th>Actual Ending Cumulative Position</th>
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<tbody>
<tr>
<td>President’s</td>
<td>1.25</td>
<td>(0.43)</td>
<td>0.52</td>
<td>0.95</td>
<td>1.77</td>
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<tr>
<td>VP Advancement</td>
<td>1.51</td>
<td>(2.64)</td>
<td>0.20</td>
<td>2.84</td>
<td>1.71</td>
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<tr>
<td>VP Academic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Faculties &amp; Libraries</td>
<td>(70.73)</td>
<td>(18.88)</td>
<td>(8.05)</td>
<td>10.83</td>
<td>(78.78)</td>
</tr>
<tr>
<td>VPA&amp;P</td>
<td>31.07</td>
<td>(2.32)</td>
<td>3.65</td>
<td>5.97</td>
<td>34.72</td>
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<tr>
<td>Vice Provost Students</td>
<td>7.32</td>
<td>(0.55)</td>
<td>(0.30)</td>
<td>0.25</td>
<td>7.02</td>
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<tr>
<td>VP Academic Total</td>
<td>(32.34)</td>
<td>(21.75)</td>
<td>(4.70)</td>
<td>17.05</td>
<td>(37.04)</td>
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<tr>
<td>VP Finance &amp; Administration</td>
<td>9.24</td>
<td>(3.51)</td>
<td>2.74</td>
<td>6.25</td>
<td>11.98</td>
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<tr>
<td>VP Research</td>
<td>2.29</td>
<td>(1.00)</td>
<td>0.08</td>
<td>1.08</td>
<td>2.37</td>
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<tr>
<td>Total All Divisions</td>
<td>(18.05)</td>
<td>(29.33)</td>
<td>(1.16)</td>
<td>28.17</td>
<td>(19.21)</td>
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2015/16 Year End Results Positive to Last Year’s Plan

…. But a Significant Deficit Remains
<table>
<thead>
<tr>
<th>OPERATING BUDGET PLAN SUMMARY</th>
<th></th>
<th>Illustrative</th>
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<tbody>
<tr>
<td></td>
<td>2016-17</td>
<td>2017-18</td>
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<tr>
<td>Revenue</td>
<td>778.5</td>
<td>789.7</td>
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<tr>
<td>Expenses</td>
<td>801.0</td>
<td>804.4</td>
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<tr>
<td>Annual Surplus/Deficit</td>
<td>(22.4)</td>
<td>(14.7)</td>
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<tr>
<td>Carryforward Surplus/(Deficit) Balances</td>
<td>(19.2)</td>
<td>(41.6)</td>
</tr>
<tr>
<td>Cumulative Balance (including Divisional Deficit Positions)</td>
<td>(41.6)</td>
<td>(56.3)</td>
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<tr>
<td>Budget Cuts as per Plan</td>
<td>2.50%</td>
<td>TBD</td>
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</tbody>
</table>
Faculty/Divisional Carryforward Balances – History and 2015 Budget Projection

Challenge – to balance in year structural deficits

Year End Balance - $ Millions


(60) (40) (20) 0 20 40 60 80

3-year period to balance structural deficits
Key Budget Planning Assumptions and Emerging Budget Risks

- Achievement of Enrolment Plan in light of applications and impact of education flattening of demand for post secondary undergraduate
- Tuition Fee Framework beyond 2017
- Divisional Deficit Positions
- Impact of IIRP on Divisional/Faculty Budget Management
- Government Grant Rebasing Risk (Undergraduate and Graduate)
- Provincial Government University Funding Formula Review
- Actual Pension Solvency Deficit – December 31, 2016 Valuation
Institutional Integrated Resource Plan
IIRP: Background and Consultations

- Objectives of IIRP: advance quality and financial sustainability and align resources to academic priorities (UAP)
- IIRP (endorsed by Senate, September 2015) identified institutional level priorities complementing local level plans
- IIRP working group recommendations to advance priorities
- Community consultations informing development of IIRP Implementation Plan:
  - Identification of recommendations/initiatives with greatest potential for impact for implementation
  - Process for implementation
  - Challenges to implementation
  - Implications of recommendations for Faculties/units
High Quality Cutting Edge Academic Programs

- Streamline degree offerings
- Enhance program combinations
- Streamline degree requirements
- Internationalize curriculum
- Optimize top quality programs
Teaching and Learning Excellence

- High impact teaching practices
- Universal design
- Reward, celebrate and promote
- Faculty development
Experiential Education

Teaching innovation

EE opportunity in every program
Technology Enhanced Learning

Blended learning

Fully online courses & programs

Enhancing learning through technology
Research Intensification - PIER

- Strengthen research visibility including open access
- Recognize, reward and celebrate
- Faculty/unit plans
- World class infrastructure
- Develop York’s Innovation Landscape
Revision Graduate Studies

FGS oversight, advocacy role

Integrate graduate programs in resource Faculties

Enhanced graduate learning experience
Student Centric University: Advising

Pan-university, coordinated, student centric academic advising

Academic advising efficient and high quality

Strengthen technology to support student services

Clarify roles: VPS, Faculties, Colleges
Quality Administrative Services

“Shared service” model

Enhanced service

Service agreements

Pilot test model

Cost effective

Technology, skills support
Improving Campus Experience

- Classroom updating to support T&L
- Glendon strategy
- Commuter space
- Enhanced user space (internal & external)
- Enhanced residences & food services
- Atheltic, recreation plan
- Safety
- Community engagement
IIRP Next Steps Timeline Fall/Winter 2016-17

September 2016
- Final Working Group Reports Released to Community
- IR Plan Call to community
- Aligning with new UAP and IIRP Framework
- IIRP Process Update to Board Committees

October-November 2016
- Working Group Report Community Feedback Sessions
  - PVP Retreat
  - Faculty Councils (11)
  - APPRC Sponsored Community Sessions (3) – Global Cafe
  - President’s Town Hall (October)
  - Senate

December 2016
- IIRP Implementation Plan Drafted
- Working Group Co-Chair review
- Division/Faculty/Unit Integrated Resource Plans due

January 2017
- PVP Retreat Follow-up
- IIRP Investments (new resources)
- Local IIRP resource alignment (existing resources)

2017 - 2020
- IIRP Implementation continues
- Evaluation and accountability
- Performance against plan
- Metrics of success
• Working group reports:

https://yulink-new.yorku.ca/group/iirp/working-groups